



Agency Strategic Plan Fiscal Years 2021-2025

AGENCY STRATEGIC PLAN

FISCAL YEARS 2021 TO 2025

BY

OFFICE OF THE ATTORNEY GENERAL

JUNE 1, 2020

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First Assistant Attorney General

Table of Contents

The Mission of OAG, The Philosophy of OAG, The Values of OAG, The Work of OAG. 5

OAG Goals and Action Plan6

Redundancies and Impediments27

Natural Disaster-Related Redundancies and Impediments.....33

Schedule A: Budget Structure – Goals, Objectives and Outcome Measures, Strategies and Output Efficiency and Explanatory Measures.....35

Schedule B: List of Measure Definitions.....41

Schedule C: Historically Underutilized Business Plan.....84

Schedule D: Statewide Capital Planning.....85

Schedule E: Health and Human Services Strategic Planning.....N/A

Schedule F: Agency Workforce Plan.....87

Schedule G: Workforce Development System Strategic Plan.....N/A

Schedule H: Report on Customer Service.....95

The Mission of OAG

The Office of Attorney General champions liberty and justice for Texas.

The Philosophy of OAG

The principles of individual liberty, limited government, economic freedom, and personal responsibility guide the work of the Office of Attorney General.

The Values of OAG

The Office of Attorney General is committed to performing its duties with excellence, serving Texas with humility and integrity, and exploring innovative solutions in accomplishing the work of the agency.

The Work of OAG

The Texas Attorney General is the State of Texas's chief legal officer. As provided by the Texas Constitution and governing statutes, the Office of Attorney General's main responsibilities are:

- Defending the State of Texas and its duly enacted laws by providing legal representation to the State, its officials and agencies, rendering legal opinions, reviewing bonds of public security, and ensuring compliance with the Texas Public Information Act.
- Serving the children of Texas through the enforcement of the state's child support laws and the collection of child support on behalf of Texas families.
- Securing justice for Texans by investigating and prosecuting criminal activities, including crimes of human trafficking, internet crimes against children, election fraud, assisting local law enforcement in prosecutions and appeals, investigating Medicaid fraud, apprehending fugitives, providing support to victims of violent crime, and administering victim assistance programs.
- Protecting Texans from fraud, waste, and abuse by enforcing consumer protection and antitrust laws, educating consumers on fraudulent scams, and seeking recovery from Medicaid fraudsters in civil actions.
- Safeguarding the freedoms of Texans as guaranteed by the United States and Texas constitutions.

Goal 1. Provide Legal Services

Specific Action Items to Achieve Your Goal

The Texas Attorney General is the chief legal officer for the State of Texas. As provided for by the Texas constitution and governing statutes, the OAG defends the State of Texas and its duly enacted laws by providing legal representation to the State and its officials and agencies, rendering legal opinions, reviewing bonds of public securities, and securing compliance with the Texas Public Information Act.

Legal services divisions fall into three practice areas:

- legal counsel (non-litigation civil),
- civil litigation, and
- appellate litigation.

The OAG provides legal counsel and support to the State of Texas, its officials and agencies, and other authorized entities through its Legal Counsel Divisions.

- The **Open Records Division** issues written decisions under the Texas Public Information Act (PIA) to provide access, transparency, and clarity relating to the release of public records. This division provides legal advice and research to the Legislative and Executive branches of state government; and educates the public and governmental entities on public information laws. In addition to answering questions on public information laws through a toll-free Open Government Hotline, the division facilitates the resolution of disputes between governmental bodies and private citizens as issues arise regarding open records laws.
- The **Opinion Committee** researches and drafts legal opinions in response to questions of law posed by persons authorized by statute to request formal Attorney General opinions. Authorized requestors include the Governor, heads of state agencies and departments, boards of state educational institutions and systems, legislative committees, and county auditors. These opinions provide clarity on questions of law but generally do not resolve questions of fact, instead leaving fact-finding to the governmental entity at issue or a court. In addition, the division provides training and support to governmental entities on opens meetings laws.
- The **Public Finance Division** reviews proceedings for all bonds, public securities, and similar obligations issued by all governmental entities or instrumentalities of the State and certain nonprofit corporations created to act on behalf of political subdivisions. Pursuant to statute, if the OAG determines the issuance of the public security conforms with the law, the OAG shall approve the security. Once approved, the public securities become valid and incontestable absent a constitutional defect.
- The **General Counsel Division** provides legal advice and counsel to the Attorney General, his executive staff, and other OAG divisions on issues involving general government law, compliance matters, and agency policies and procedures. Members of the division testify before legislative committees on behalf of the OAG and serve in various roles within the agency, such as the agency's privacy officer, formal complaint officer, the agency's representative for the Secretary of State's Voting Systems Examiners, and as a liaison with the Governor's Office on handgun license reciprocity. The division also oversees legal advice and counsel to political subdivisions located in a jurisdiction that is subject to a state of disaster declared by the Governor.

- The **Legal Technical Support Division** provides internal support to the OAG through expertise in demographic and socioeconomic analysis, geographic information systems, and financial and statistical analysis. This capacity is used to provide detailed analysis for investigation, litigation, and OAG programs. The division provides this support through products ranging from statistical summaries, narrative reports, maps, multimedia presentations, and web sites, to the development of computer applications, databases, and database interfaces.

The OAG oversees the state's civil litigation matters and divides the matters among 12 Civil Litigation Divisions to cover both defense matters and enforcement cases that provide restitution for the State and its citizens when they have been harmed.

- The **Bankruptcy and Collections Division** serves as the centralized collection unit for the State and is statutorily charged with pursuing recovery of unpaid taxes, fees, fines, penalties, student loans, and other delinquent obligations. Division investigators seek to locate and identify parties responsible for the debt, and its attorneys pursue collection in state court. The division also represents the State and its agencies in bankruptcy cases filed in federal courts to protect both the State's monetary and regulatory interests.
- The **Civil Medicaid Fraud Division** investigates allegations of unlawful acts against the Medicaid program in order to pursue meritorious claims and recover taxpayer dollars. The majority of the cases derive from private whistleblower lawsuits filed under seal in which the State is allowed to intervene.
- The **Consumer Protection Division** conducts investigations and files civil lawsuits to enforce state and federal laws protecting consumers and the business community. These laws address data breaches and other privacy issues, health care fraud, robocalls, debt collection, motor fuels issues, and a wide variety of scams involving deceptive trade practices. During a natural disaster, the division investigates and prosecutes price gouging. The division also accepts complaints filed by consumers, partners with other state and federal enforcement agencies, and conducts community outreach and education.
- The **Environmental Protection Division** represents the State and its agencies in matters pertaining to environmental protection, natural resources, and public utilities. The division provides legal counsel to state agencies in environmental and utility matters and prosecutes and defends cases in state and federal courts and in administrative proceedings at both the trial and appellate levels.
- The **Transportation Division** is responsible for litigation involving the Texas Department of Transportation, which includes eminent domain, tort claims, employment, property damage, environmental, intellectual property, collections, contract claims, and administrative cases.
- The **Administrative Law Division** provides representation and legal services to state agencies in administrative law matters and administrative procedures, defends the State in court, and provides general legal counsel to multiple small state agencies and boards that do not employ their own in-house general counsel. The division defends legal challenges to Open Records Letter Rulings. In addition, the division brings enforcement actions in district court on behalf of state agencies and on behalf of the OAG in matters where the OAG has original enforcement jurisdiction, ensuring that local governments comply with state law. The division also takes legal action against long-term care providers such as nursing homes, intermediate care facilities for

persons with intellectual disabilities, assisted living facilities, and home-health services in which an investigation finds illegal or dangerous conditions of care.

- The **Antitrust Division** is responsible for enforcing state and federal antitrust laws. The division investigates anticompetitive activity such as bid-rigging, price-fixing, market allocation, unreasonable trade restraints, monopolization, and potentially anticompetitive mergers. While the main focus of the division is anticompetitive activity that directly impacts Texas, they work closely with other state and federal partners to protect competitiveness in the marketplace.
- The **Financial Litigation and Charitable Trusts Division** defends and prosecutes lawsuits involving regulatory and financial matters for state agencies. The division handles contractual disputes for all state agencies and serves as legal counsel to the OAG and other select agencies on issues of procurement, contract negotiation, and contract drafting. In addition, the division reviews, as required by statute, certain outside counsel, collections and health care contracts. The division also fulfills the OAG's duty to protect the public's interest in charitable trusts and assets.
- The **General Litigation Division** defends state agencies, elected and appointed officials (in their official capacity), and state employees (in their official capacity) in civil litigation including employment litigation, whistleblower claims, tenure denials, claims of discrimination, student dismissals, libel, slander, and tort actions. The division also defends challenges to the constitutionality of Texas statutes and the State's administration of programs such as public education, Medicaid, and the state hospital system.
- The **Law Enforcement Defense Division** defends the State's law enforcement agencies, including their officials and employees, in civil suits primarily brought pursuant to 42 U.S.C. § 1983, state and federal employment laws, and the Texas Tort Claims Act. In addition to civil rights, tort, and employment lawsuits, the division handles lawsuits against state district judges in their official capacities and habeas corpus proceedings brought against the head of the Texas Civil Commitment Office.
- The **Tax Division** defends the State when it is sued by taxpayers seeking a refund of taxes assessed and paid or disputed audit liabilities under the Tax Code. The division also defends the State in unemployment cases, unemployment benefits cases, or unemployment taxes due under the Labor Code.
- The **Tort Litigation Division** defends state agencies and state employees in civil personal injury and property damage lawsuits throughout the State. Such suits include medical malpractice, workers' compensation, premises defect, automobile collisions, libel, slander, and wrongful termination. The division also investigates and evaluates pre-litigation claims and provides counsel to state entities on tort and workers' compensation-related civil matters. In addition, the division pursues subrogation and first-party claims against responsible parties for reimbursement of state expenses or damages to state property caused by wrongful acts.

The **Office of Solicitor General (OSG)** is responsible for supervising and approving all appellate litigation for the State of Texas and for ensuring consistency in legal positions taken by the State. OSG determines which division within OAG will handle any appeal to which the State is a party. OSG is responsible for handling the appeals deemed most significant to Texas's interests and the development of federal and state jurisprudence.

The Civil Litigation Divisions and OSG defend the duly-enacted laws of the State of Texas.

Describe How Your Goal or Action Items Support Each Statewide Objective

1. Accountable to tax and fee payers of Texas.

- The OAG defends the State of Texas in numerous cases, including cases that seek to promote economic freedom, support limited government, defend the Constitution, protect individual liberties, and preserve the rule of law.
- The OAG continues to be a significant source of both revenue and fiscal savings for the state, with nearly \$300 million recovered to General Revenue in FY 2019 alone. At the end of this past fiscal year, Civil Litigation Divisions were managing almost 34,000 pending litigation matters and claims. Many of these matters will result in additional revenue as claims are resolved.
- Over the course of the Paxton Administration, close to \$1 billion has been recovered to General Revenue., Moreover, through pre-litigation advice and the defense of the state in lawsuits challenging statutes, state agency actions, contracts, employment decisions, and other civil claims, OAG has successfully avoided and minimized costly claims (potentially totaling billions in exposure to the state).

2. Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision you consider redundant or cost-effective.

- The Civil Litigation Divisions achieved greater efficiency by transferring responsibility for enforcement against licensed and unlicensed Assisted Living Facilities from the Consumer Protection Division to the Administrative Law Division. The Administrative Law Division already handled a robust docket of licensing enforcement matters and enjoyed a solid working relationship with HHSC. Transfer of these cases fit naturally into the Administrative Law Division without requiring additional resources and freed up time and resources in the Consumer Protection Division to focus on their core function of handling Deceptive Trade Practices Act cases.
- The Consumer Protective Division increased its recoveries and injunctive relief significantly by participating in multi-state litigation. This participation allowed the Consumer Protection Division to leverage the resources of a large coalition of states to achieve substantial recoveries and consumer relief using reduced investment of money and work hours. Doing so has allowed the Consumer Protection Division to use their resources to maximize Texas's impact on national matters while simultaneously providing relief to far more Texas consumers.
- The OSG approves all requests from other division to appeal, to not appeal, or to join amicus briefs. This review process helps to maximize the use of state funds, ensure consistency, and limit the number of cases that are unlikely to succeed.

3. Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.

- Civil Litigation's division chiefs evaluate caseloads, litigation history, core functions, and operations to ensure legal cases are handled in the most effective manner. The OAG Civil Litigation Divisions exceeded the following performance measure targets in FY 2018 and FY 2019.
 - The Bankruptcy and Collections Division exceeded the Legislative Budget Board's (LBB) performance measure of delinquent state revenue collected by 66.54 percent in FY 2019 reporting \$74.9 million.

- The agency also exceeded the LBB performance measure related to legal hours billed to litigation and counseling at 103.79 percent of the target in FY 2019.

- Legal Counsel's division chiefs evaluate workloads, core functions, and operations to ensure that open records letter rulings, legal opinions, and public securities matters are handled efficiently, effectively, and within statutorily-mandated deadlines. For example, the Open Records Division issues approximately half of its rulings in half the statutory time-period allowed.
- Employing zero-based budgeting methodologies, the OAG continues to align core legal functions with available resources seeking opportunities to pivot economies of scale toward statutory requirements, including compliance with new legislation. In addition, the OAG maximizes existing resources and organizational expertise for which the key element of success is measured by the OAG's ability to recruit and retain talent.

4. Attentive to providing excellent customer service.

- The OAG seeks input and commentary from its client agencies and institutions of higher education by conducting regular customer satisfaction assessment surveys. The OAG solicits comments and performance evaluations regarding legal services from state agency heads and general counsels. Of the survey responses by client agencies and institutions of higher education, 98 percent of the respondents expressed overall satisfaction with the legal services they received.
- The administrative and executive functions of the OAG are largely centralized in Austin in order to more efficiently support agency operations. However, to better serve all our clients, the OAG maintains regional offices as necessary. The OAG routinely reviews and assesses the changing needs of our clients and uses case data to better position continued efficiencies with locations both inside and outside of the Austin area.

5. Transparent such that agency actions can be understood by any Texan.

- The Open Records Division is dedicated to ensuring the public can easily access government records through the PIA. To ensure transparency, the Open Records Division issues both formal and informal decisions, educates the public and governmental entities on the PIA through both in-person trainings and informational videos on our website, and monitors compliance of governmental entities. Additionally, the OAG operates the Open Government Hotline, which allows Texans to speak directly to OAG attorneys and obtain answers to open government questions. Since January 2015, the OAG has responded to more than 55,000 Open Government Hotline calls. The division also hosts conferences for both state and local governmental entities.
- The OAG's award-winning website continues to serve as a modern, mobile-friendly platform to share information publicly in ways that are efficient and cost effective. The website sustains one of the best accessibility scores for government websites in the county at 98 percent. The website shares key information to the public including consumer protection alerts about scams, attorney general opinions, news, reports and publications. It also interfaces for numerous applications and digital forms for filing consumer complaints, submitting a catastrophe notice, data breach reporting, and law enforcement.
- The OAG researches and issues opinions to authorized requestors to help clarify

questions of law. To help ensure the public can easily access and monitor the opinions process, requests for opinion are published in the Texas Register when received and are posted on the internet when issued. The OAG also provides an e-mail notification when opinions are issued for individuals who subscribe to such notifications. Information on opinions and past opinions can be found at: www.texasattorneygeneral.gov.

Information Resources Planning

The use of technology in providing legal services is constantly evolving in ways that increase efficiency and enhance service delivery at the OAG, while maintaining security. The physical work environment has pivoted from a fixed office to an ever-changing variety of offices in the field, courtrooms, and in employees' homes via teleworking. Technologies to securely enable this remote work for increased efficiency, effectiveness, and business continuity will continue to be improved upon. There is an increased adoption of cloud-based tools for secure collaborative work management, content management, digital signature, and sharing data and information. Given the requirements of a modern workplace, there is a critical need for optimized networks and increased bandwidth to meet rapidly changing demands for new applications.

Legal case management systems are continuously being improved upon to keep up with the increasing volume of case information. Improvements to track and manage attorney caseloads, deadlines, record hours, and optimize workflow are paramount. Attorneys and legal assistants require secure, real-time access to case information from wherever they are working. Systems will be modernized for several divisions that continue to utilize legacy systems to provide this flexibility, so information is both retrievable and secure no matter where or when it is accessed. Secure collaboration and exchange of documents between both internal and external parties will drive efficiencies and continue to adapt to a more modern way of working. In addition, the OAG will modernize its legal billing and timekeeping systems to integrate with the Centralized Accounting and Payroll/Personnel System (CAPPS).

The OAG will continue to empower its attorneys and legal assistants with modern cloud-based eDiscovery platform capabilities to deliver early case assessment, highly scalable processing, and the efficient review and production of eDiscovery data. There is substantially more data in eDiscovery from cameras, recordings, online video streaming sites, and social media which are all potential sources of discoverable content. Because of this shift, responding to eDiscovery requests requires capabilities and greater investment from modern, robust platforms.

Goal 2. Enforce Child Support Laws and Ensure Proper Collection of Child Support

Specific Action Items to Achieve Your Goal

By statute, the OAG serves the children of Texas through enforcement of the state's child support laws and the collection of child support on behalf of Texas families. All states that receive federal funding for Temporary Assistance for Needy Families (TANF) are required to have a centralized child support collections program under Title IV, Part D (IV-D) of the Federal Social Security Act. The cost of operating the Texas Child Support Division (CSD) is more than two-thirds federally funded. In addition, the OAG earns federal performance incentive funds that are distributed to states that excel at collecting child support.

Apart from the federal funds that support the program, the State of Texas benefits from a nationally recognized program that is both efficient and effective in collecting child support, helping to ensure that parents pay to support their children.

According to the federal Office of Child Support Enforcement Federal Fiscal Year (FFY) 2018 Annual Report to Congress, Texas led the nation by collecting more than \$4.35 billion in Child Support for Federal Fiscal Year 2018. According to the OAG's most recent statutorily-required cost avoidance report, the CSD allowed taxpayers to avoid more than \$1.6 billion in TANF, Medicaid, and other costs in State Fiscal Year (FY) 2018. As a result, the CSD saved more than a billion dollars for taxpayers. More importantly, the CSD ensures that Texas children have the resources they need to grow healthy and strong.

1. The CSD is designated as the state child support program which assists parents in obtaining financial support for children pursuant to the Code of Federal Regulations (45 CFR 302) and the Texas Family Code (Chapter 231). To encourage parental responsibility, the CSD establishes paternity for children, obtains court orders for financial and medical support, and vigorously enforces child support orders. The CSD works with public and private entities to promote the involvement of both parents in the life of the child. The CSD staff perform their duties in an efficient manner and provides excellent customer service. The CSD caseload at the end of SFY 2019 was 1.5 million cases.

Overall Duties:

- Locating Non-Custodial Parents
- Establishing and Acknowledging Paternity
- Establishing and Modifying Child and Medical Support Orders
- Enforcing Support Orders
- Collecting and Disbursing Support

These functions are fulfilled through the CSD Field Operations Division and through a series of family-centered programs that encourage Texas parents to take an active, responsible role in their children's lives: Parenting and Paternity Awareness (p.a.p.a.), Noncustodial Parent (NCP) Choices, Helping Establish Responsive Orders Ensuring Support (HEROES), Get Child Support Safely, and the Access and Visitation Program.

2. The State Disbursement Unit (SDU) distributed over 22.2 million child support payments in FY 2019 through the SDU vendor. Federal law requires states to process all IV-D payments and certain non-IV-D payments through a centralized SDU.

The child support caseload in Texas is an ever-growing challenge. Balancing the complexities of enforcing child support laws to addressing the growing caseload requires CSD to constantly seek new and better ways to accomplish its goal through new technologies and improved business practices. The CSD continues to be the model for other states on how to assist parents in obtaining the financial support their children need and to reduce the cost of the social safety net by holding non-custodial parents accountable to the costs of raising a child.

Describe How Your Goal or Action Items Support Each Statewide Objective

1. Accountable to tax and fee payers of Texas.

- The CSD continues to excel and demonstrate exceptional performance:
 - In FY 2018, Texas avoided \$1.6 billion in public assistance costs (including TANF, Medicaid, and Food Stamp (SNAP) payments) through CSD child support collections.

2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.

- The efficiency ratio of total dollars collected per dollar spent exceeds \$12, making the Texas child support program one of the most cost-effective programs in the nation.
- Collected more than \$1.76 million per full-time employee in FY 2019.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

- CSD exceeded the LBB's performance measure in FY 2019 for the amount of child support collected.
 - Collected more than \$4.4 billion in FY 2019, a 1.49 percent increase over the prior year and a 11.2 percent increase over the past five years.
- CSD exceeds the LBB performance measure for ratio of total dollars collected per dollar spent by collecting over \$12 for every \$1 spent in FY 2019.

4. Providing excellent customer service.

- The CSD has more than 2,200 field employees who directly serve child support customers throughout Texas. The State is divided into ten service regions and multiple local offices, which includes five metro consolidated offices, 32 field offices, 37 storefront locations, three enterprise customer service centers, and four specialized offices; Special Collections, Foster Care, Interstate and Case Initiation Services. The OAG is evaluating the needs for field locations and has partnered with local governments to place kiosks in certain public buildings to allow a parent to check on the status of their child support case and make payments. CSD also operates three Enterprise Call Centers in El Paso, Pharr, and San Antonio. In FY 2018 and FY 2019 the call centers received approximately 6.9 million calls.
- CSD also expanded services to constituents using digital services. Web conferencing, digital signature, electronic notary, and mobile devices have empowered child support officers and attorneys to serve the public in times that necessitated remote work and

business continuity. Live child support customer service specialists are available for online chat sessions to engage in outreach and support the public. CSD also continuously improves upon its customer service portals that provide families and partners access to case information and the ability to upload documents and information.

5. Transparent such that agency actions can be understood by any Texan.

- CSD strives to meet parents and families where they are today, recognizing the changing social and digital landscape. Maximizing communication through the OAG website and other social media channels using plain, understandable language for complex legal processes, legislation, and up-to-date information remains an ongoing priority for the agency.

Information Resources Planning

The OAG continues to modernize the Texas Child Support Enforcement System and peripheral applications to enable the agency to meet increasing customer service demands, manage growing caseloads, improve automation of processes, and attract and retain a changing workforce. This effort is known as the System Modernization Project. The OAG will utilize agile methods to incrementally deliver new functionality, improved user experiences, and operational efficiencies that add value to the agency and Texas.

CSD will also continue to innovate and evolve online communication by further developing and scaling the Child Support Interactive web chat platform. User preference of the web chat platform continues to grow and provides an optimal alternative to in-person or call center interactions. The use of online chat platform especially proved successful when the agency needed to move to remote operations. This capability enables the OAG to service multiple customers at once and utilize interaction logs for continuous improvement purposes. The data and lessons learned in web chat operations will advance and extend to utilizing artificial intelligence (AI) powered chatbots in the future.

Goal 3. Securing Justice by Criminal Prosecutions and Investigations

Specific Action Items to Achieve Your Goal

A key component of the OAG’s mission is to secure justice for Texans by investigating and prosecuting criminal activities, including crimes of murder, human trafficking, internet crimes against children, and election fraud. The OAG also assists local law enforcement in prosecutions and appeals, investigates Medicaid fraud, apprehends fugitives, and provides support to victims of violent crime by administering victim assistance programs.

The **Criminal Prosecutions Division (CPD)** has three sections that aid local jurisdictions where the county prosecutors may not have the expertise or the resources available to investigate or prosecute a complex case or a conflict of interest prohibits the local jurisdiction’s prosecutors from taking part in the case.

- The **White-Collar Crime and Public Integrity Section** handles a variety of public corruption cases, often with a public official being an alleged offender. Additionally, the section handles the prosecution of major white-collar crimes, such as fraud, money laundering, and theft.
- The **Violent Crime and Major Offender Section** specializes in prosecuting complex violent criminal offenses including capital murders and cold cases. The section also handles all types of sexual offenses, including sexual assault of adults and children, child pornography and cyber-crimes cases.
- The **Juvenile Justice Intervention Section (JCI)** provides assistance and information on juvenile crime issues to local law enforcement through maintaining the gang information database and providing training to law enforcement personnel and school officials about gang activities.

The **Special Prosecutions Division (SPD)** is composed of two sections which reflect key priorities for the Attorney General.

- The **Election Fraud Section** investigates and prosecutes ever-increasing allegations of voter fraud. Secure elections are the cornerstone of a thriving democracy. Election fraud referrals to the OAG increased steadily in the past two years. Thanks to significant improvements in the law from Senate Bill 5 from the 2017 special session, this pace of growth in referrals continues to increase. The OAG received funding from the legislature in the 2019 session to add two additional prosecutors, four investigators, and essential support staff to partially address this growth. The addition of new personnel shifted the average caseload to 8-9 cases per investigator, as election fraud cases are usually highly complex and involve multiple offenders.
- The **Human Trafficking Section** prosecutes all types of human trafficking – both adult and child, and both labor and sex trafficking. In addition to criminal remedies, the section employs civil attorneys who use the civil racketeering statute to seek civil remedies against traffickers. Texas has the unfortunate distinction of being second in the nation in most reported human trafficking cases. The OAG’s Human Trafficking Section developed a training video, “Be the One in the Fight Against Human Trafficking” to help inform and empower Texans to report and combat this terrible crime. The OAG provided the video to all state agencies and secured commitments from numerous state-wide elected officials and state agencies to implement the video when training their employees. This section is responsible for facilitating two multi-agency and multi-disciplinary groups joined to combat the crime of trafficking: the Statewide Human

Trafficking Prevention Task Force, and the Statewide Human Trafficking Prevention Coordinating Council.

The **Criminal Appeals Division** is charged with defending the validity of state felony convictions and sentences when they are challenged in federal courts through direct review in the U.S. Supreme Court and through federal habeas corpus review in federal courts.

The OAG **Law Enforcement Division (LED)**, is comprised of both the **Criminal Investigations Unit (CID)** and the **Medicaid Fraud Control Unit (MFCU)**. LED is staffed by over 210 commissioned peace officers and conducts both reactive and proactive criminal investigations and fugitive apprehensions. CID has four primary units in which OAG investigators' experience and specialized skill sets fulfill an underserved area and need within the law enforcement community. Within each unit there are specialized sections that are a component of each unit to address both underserved law enforcement niches and OAG initiatives.

- The **Child Exploitation Unit (CEU)** mission is to conduct criminal investigations and arrest individuals regarding the sexual abuse and exploitation of children by means of electronic and internet facilitated crimes as well as cases involving live victims.
 - CEU is the headquarters for the Southern Texas Internet Crimes Against Children Task Force (ICAC), which is responsible for 134 Texas Counties and is comprised of over 450 affiliate local, state, and federal law enforcement agencies.
 - The CEU's Digital Forensics Unit (DFU) locates, identifies and extracts evidence of criminal activity through forensic examinations of computers, cellular phones, vehicular infotainment systems, and other digital storage devices. DFU performs this mission in support of OAG investigations regarding white collar crimes, public integrity, money laundering, human trafficking, election fraud, homicide, and child sexual exploitation offenses. DFU is relied upon heavily by not only the OAG, but also municipal and state law enforcement agencies across Texas, as well as the Texas Department of Public Safety – specifically, the Texas Rangers.
 - Human Trafficking Unit (HTU) is another component of the CEU. HTU's mission is to locate and rescue victims of sexual and forced labor trafficking. The HTU conducts criminal investigations of human trafficking offenses involving force, fraud, or coercion of the victims, regardless of age or nationality and arrests individuals who are involved in the trafficking of these victims. The highest priority of the HTU is domestic and international child sex trafficking victims. This size and complexity of this unit has increased over the past four years. It is engaged in prosecutions, investigations, and training throughout the state. As the state gains a better understanding of the depth and complexity of a typical human trafficking case, we anticipate increased reliance on OAG resources for assistance.
- The **Fugitive Apprehension Unit (FAU)** mission is to locate and apprehend fugitives from justice regarding violent crimes and sexual offenses. FAU conducts joint operations with local, state, and federal law enforcement agencies to ensure sex offender compliance with mandated sex offender registration requirements, as well as the apprehension of high-risk fugitives throughout Texas.
- The **Special Investigations Unit (SIU)** mission is to conduct criminal investigations and arrest individuals regarding various white-collar crimes, money laundering, public integrity, election fraud, "cold case" homicides, and crimes committed by transnational organized criminal organizations. The SIU provides direct assistance to the OAG Criminal Prosecutions Division.

SIU often assists local and state law enforcement agencies when additional resources, subject matter expertise or an impartial investigation is warranted.

- The **Professional Standards Unit (PSU)** mission is to ensure the agency's commissioned peace officers meet all legislatively mandated continuing education courses and policies. PSU is tasked with the applicant selection process and extensive background investigations for candidates for employment within CID. PSU also oversees and administers the physical fitness requirements of OAG's commissioned peace officers as required under Schedule C. PSU conducts administrative and criminal cases involving OAG employees through the Fraud, Waste, and Abuse referral program. PSU also investigates complaints of wrongful exclusion of concealed handgun license holders and refers complaints that have not been cured to the appropriate civil litigation division. Additionally, PSU provides law enforcement related assistance and guidance to constituents, as well as local, state, and federal law enforcement entities through the Law Enforcement Liaison officer. Lastly PSU oversees the Facilities Security Unit (FSU) which is tasked with the safety, security, and building access operations of OAG offices housed within the downtown Austin area.

The **Medicaid Fraud Control Unit (MFCU)** was created in 1979 by federal law to investigate and refer for prosecution criminal fraud by Medicaid providers, physical abuse and criminal neglect of patients in health care facilities receiving Medicaid funding, and misappropriation of patients' private funds in these facilities. Federal regulations provide that the state is only required to provide 25 percent of MFCU funding with a 75 percent match being provided by a federal grant. In 2018, the Texas MFCU was awarded the Department of Health and Human Services Inspector General's Award for Excellence in Fighting Fraud, Waste, and Abuse.

The MFCU is staffed with over 165 investigators, auditors, attorneys and support staff including over 90 commissioned peace officers. The unit is comprised of twelve teams in nine cities around the state and maintains more than 1,300 open cases per year with an average investigative caseload of 18 cases per person. Key responsibilities of the MFCU include:

- Investigate and refer for prosecution allegations of criminal offenses involving fraud committed by health care providers such as doctors, dentists, counselors, and hospitals.
- Pursue allegations of elder abuse, neglect and financial exploitation and drug diversion that occur in health care facilities which receive Medicaid funds.
- Conduct detailed, highly complex fraud investigations, perform exhaustive audits and analyses, execute search warrants and arrest warrants, and serve subpoenas.
- Work collaboratively with multiple state and federal partners. Peace officers from each MFCU team are designated as FBI Task Force Officers.

MFCU's cases are referred to both state and federal courts for prosecution. Assistant Attorney Generals in MFCU are cross designated to serve as Special Assistant United States Attorneys and are embedded in all four United States Attorney's Offices in Texas. MFCU attorneys are appointed as special prosecutors to handle MFCU cases in local District Attorney offices.

The scope of work and the structure of the MFCU is determined by twelve federal performance standards and by a memorandum of understanding (MOU) executed between Texas Health and Human Services Commission and the OAG. This MOU ensures investigations of Medicaid waste, fraud, and abuse are coordinated among agencies to deliver effective results for taxpayers, pursuant to Texas Government Code, Sections 531.103 and 531.104.

Describe How Your Goal or Action Items Support Each Statewide Objective

1. Accountable to tax and fee payers of Texas.

- Working through tips, referrals, searches, and thorough investigations, the CID investigates highly complex crimes and apprehends individuals in which the OAG law enforcement personnel fulfill specialized investigative expertise and resources that other law enforcement agencies cannot fulfill. These functions assist other governmental units funded by taxpayer dollars and keep Texans safe from those who would do them harm.
 - CEU has made over 360 arrests for possession of child pornography and 269 arrests for online solicitation arrests since its inception.
 - In April 2020, the FAU marked over 12,000 arrests since the founding of the unit in 2003.

- Texas is third in the nation in Medicaid expenditures, trailing only California and New York. As the Medicaid population increases, so does the likelihood for waste, fraud, and abuse. The OAG's MFCU is the only law enforcement agency in Texas dedicated solely to Medicaid fraud prevention, with 75 percent of its funding derived from the federal government. As a result of their hard work and dedications, in FY 2019, the MFCU saw more than \$140 million in court ordered restitution in its cases.

2. Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision you consider redundant or cost-effective.

- The Gang Resource System (GRS) provides criminal and juvenile justice agency personnel with general gang-related information for cities throughout Texas. The GRS provides an efficient one-stop shop for law enforcement agencies to access gang related information to assist in crime prevention, deterrence, and apprehensions. This resource avoids duplication of time and effort for law enforcement. Currently, the gang resource system contains a list of more than 3,000 juvenile, adult and prison gangs, both active and inactive. Approximately 76 agencies, including local, state and federal law enforcement provided detailed information on the most criminally active street gangs in their jurisdictions, as determined by each agency. An additional 189 agencies submitted comprehensive gang lists and/or local law enforcement contact information. The current web-based system is going through a complete technical upgrade and software conversion which will bring the system up to date and improve efficiency.

- The OAG has expertise in investigating and prosecuting internet facilitated sexual exploitation of children, hands-on sexual offenses against children, digital forensics, financial investigations, money laundering and human trafficking. The OAG commissioned peace officers collaborate and cooperate with local, state and federal law enforcement agencies on complex investigations to ensure results on the cases are achieved to promote public safety. Likewise, the availability of this knowledge base avoids duplication of time and effort for law enforcement.

3. Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.

- CID's four primary units fulfill an underserved area and need within the law enforcement community. Since the inception of the following four units:
 - CEU arrested 269 individuals for Online Solicitation of a Minor, and 360 individuals for Possession of Child Pornography. Those arrests have resulted in 1,370 indictments with 813 convictions.

- HTU arrested 125 individuals with 75 convictions in relation to the trafficking of persons.
 - FAU located and apprehended over 12,000 fugitives from justice, including 29 arrests of fugitives listed on Texas Department of Public Safety Top Ten Most Wanted list.
 - SIU arrested 550 individuals resulting in 1,470 indictments and over 750 convictions, with the seizure of over \$200 million in U.S currency and assets obtained through criminal activity.
- The OAG helped lead the investigation and prosecution of Backpage.com on human trafficking and money laundering. While headquartered in Dallas, Backpage.com was the largest online sex trafficking marketplace in the world, with 943 locations and operating in 97 countries. OAG law enforcement and prosecutors worked with multiple state and federal entities to have the site taken down and work to bring justice for the numerous women and children that had been sex trafficked. Since Backpage.com's indictment in 2018, the OAG developed related criminal cases, including pursuing federal money laundering and credit card transaction laundering charges against seven individuals allegedly involved in helping Backpage evade credit card and banking restrictions.
 - The MFCU identifies millions of dollars in Medicaid overpayments annually through its fraud investigations while also meeting federal performance measures to maintain a continuous case flow and maintain a balance of fraud cases with abuse and neglect cases. The MFCU also met or exceeded the performance measure for the number of cases referred for prosecution and for cases closed over FY 2018 and FY 2019 and operated more efficiently than anticipated in the average cost per investigation concluded performance measure.

4. Attentive to providing excellent customer service.

- The Criminal Prosecutions Division provides education to local law enforcement agencies on gang resources and school safety as part of the Texas School Safety Center and the Texas Violent Gang Task Force.
- The Special Prosecutions Division continues to conduct outreach and education opportunities to law enforcement and civilians on identifying victims of human trafficking and prosecuting human trafficking-related cases. Since 2015, the Human Trafficking Prosecution Section has conducted over 350 human trafficking training classes, educating over 30,000 law enforcement officials, prosecutors, judges, and citizens across Texas.
- The Child Exploitation Unit is instrumental in providing community outreach and training to law enforcement, various interest groups, school administrators, students, and parents across the Texas concerning the online and social media facilitated sexual exploitation of children. Since its inception CEU has conducted 970 outreach presentations to more than 168,460 people.
- The Medicaid Fraud Control Unit is headquartered in Austin and maintains eight field offices to directly provide service in each major region of Texas.

5. Transparent such that agency actions can be understood by any Texan.

- The OAG provides information on the agency website at www.texasattorneygeneral.gov to allow individuals to initiate complaints. The agency also operates a toll-free hotline to receive reports or tips from individuals on crimes.
- The OAG is required by law to issue numerous periodic reports on criminal justice activities statewide, including the Human Trafficking Prevention Task Force report, the Texas Human Trafficking Prevention Coordinating Council's Strategic Plan, the annual asset forfeiture summary report, custodial death reports, commissioned peace officer involved shooting reports, and letter rulings on complaints filed with the OAG against political subdivisions that unlawfully post signs prohibiting concealed weapons. The MFCU investigators conduct outreach activities to educate individuals on how to avoid, detect, and report Medicaid fraud, waste, and abuse.

Information Resources Planning

Technology plays a key role in criminal investigations, Medicaid fraud investigations, and criminal prosecutions. Technology improvements keep the OAG on the forefront of criminal investigations work by investing in forensic tools, collecting data, establishing patterns, automating processes, and reporting information.

Medicaid fraud investigations will continue to utilize cloud-based case management software so that law enforcement and legal teams are able to securely manage data and evidence, share information, and streamline investigative reports for court prosecutions.

The OAG develops and maintains several cloud-based applications responsible for collecting, analyzing, and reporting data for numerous law enforcement and criminal justice initiatives. Additionally, these applications ensure that information regarding data breaches, election code violations, officer-involved-shootings, custodial deaths, and asset forfeiture are reported to the legislature as required by law. OAG technology platforms will further be expanded to include data and information for initiatives including human trafficking and financial crimes focused on credit card skimmers.

Goal 4. Administer Crime Victim Services and Victims' Assistance Grants

Specific Action Items to Achieve Your Goal

The OAG fulfills its various constitutional and statutory duties to serve victims of violent crime through direct compensation payments, victim assistance, and grants to victim assistance providers. The Texas Crime Victims' Compensation (CVC) Program is the nation's largest crime victim compensation program.

The **Crime Victim Services Division (CVSD)** administers five programs that aid victims of crime.

- The CVC Program administers the Texas **Compensation to Victims of Crime Fund (CVCF)**, a constitutionally dedicated fund which provides reimbursement for statutorily defined crime-related pecuniary losses to victims of violent crime and their families. The CVC program assists eligible victims or claimants with payments for crime-related costs such as counseling, medical treatment, funerals, and loss of income not paid by other sources. The CVC program also reimburses costs related to a sexual assault examination. CVC can reimburse victims and providers for the medical costs of the exams; and law enforcement (prior to September 1, 2019) or medical providers (after September 1, 2019) for the forensic costs of sexual assault exams depending on the date of the exam.
- The **Address Confidentiality Program (ACP)** provides a confidential substitute mailing address and mail forwarding service for victims to protect the true residential address of victims of family violence, sexual assault, human trafficking, and stalking. The Texas Legislature authorized the OAG to establish the ACP during the 80th Legislative Session to help prevent a victim's actual address from being revealed in state government documents and files while still allowing the victim to receive and send mail.
- The **Sexual Assault Prevention and Crisis Services (SAPCS)** Program is statutorily authorized under Texas Government Code Section 420.004. SAPCS administers and provides statutorily mandated oversight of the:
 1. Sexual Assault Nurse Examiner certification program;
 2. Development of the protocol for sexual assault forensic evidence collection and approval of the kit used for evidence collection;
 3. Development of a statewide telehealth center for sexual assault exams; and
 4. Certification of sexual assault training programs used to train advocates.

SAPCS staff also administer two federal grants that are received by the OAG and awarded to sexual assault programs and the state sexual assault coalition for victim services and sexual violence prevention.

SAPCS Program staff serve as the agency designee on the Sexual Assault Survivors Task Force led by the Office of the Governor and provide training and technical assistance to nurses seeking certification and to sexual assault programs on training certification, providing services to victims and prevention efforts.

- The **Statewide Automated Victim Notification System (SAVNS)** fulfills a constitutional duty to provide victims and concerned members of the community with up-to-date information about offenders' county jail custody and court status through a toll-free hotline or through the vendor's website. The OAG provides funds to counties to participate in the program, of which 150 counties currently participate.

- The CVSD provides programmatic expertise for the victim-related services on the victim assistance grants that are awarded by the OAG through appropriations dedicated by the Legislature for that purpose.

The CVSD is mandated to develop and distribute to law enforcement agencies the pseudonym forms for victims of sexual assault, family violence, stalking, and human trafficking who wish to remove their names from public files and records concerning the offense.

The CVSD and Grants Administration Division work cooperatively to administer the victim assistance strategy by awarding grants and crime victim services contracts. The Legislature appropriates funds to the OAG to provide victims assistance grants for Victims Assistance Coordinators and Crime Victim Liaisons, Sexual Assault Prevention and Crisis Services Program, Legal Services Grants, Other Victims Assistance Grants, and Statewide Victim Notification System. The funds are appropriated from a mixture of general revenue, general revenue dedicated, and federal funds for FY 2020 and FY 2021.

The OAG works with the Comptroller of Public Accounts to forecast and certify estimates of the CVCF. The OAG also works with the Legislature to ensure it is aware of the impact that changing certain state laws may have on the CVCF. The legislative intent of the CVCF is to first, ensure victims of crime are provided financial assistance for crime-related expenses, which are not reimbursed by insurance or other sources, and second fund victim services.

Describe How Your Goal or Action Items Support Each Statewide Objective

1. Accountable to tax and fee payers of Texas.

- The CVSD report for the CVCF and Victims Assistance grants is published annually and available on the OAG website as required by statute. This report details the legislative history of the CVCF as well as tracking the performance of the constitutionally dedicated fund over recent fiscal years.
- As required by statute, the OAG biennially prior to each legislative session prepares a forecast and estimates for the CVCF in consultation with the Comptroller of Public Accounts to ensure the fund has a sufficient balance to pay CVC claims for eligible victims of crime.

2. Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision you consider redundant or cost-effective.

- The CVC Program continuously strives to streamline its business practices that collect information from victims and law enforcement agencies, determines eligibility, awards victim payments, and accounts for finances. A legal team handles appeals, subrogation, and restitution.
- Victims assistance grants are administered using a request for proposal from entities that desire to pursue a grant, which is posted on the Texas Register. The grant process follows the procedures set forth in the Texas Uniform Grant and Contract Management Act (Chapter 783, Government Code), to minimize cost, duplication, and paperwork and to maximize the efficient and effective use of public funds.

3. Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.

- In FY 2019 the CVC program provided \$72.1 million in financial assistance to Texas crime victims and their families, an increase of \$4.5 million over the previous year.
- In FY 2019, CVSD added more functionality to the online web portal for both victims and sexual assault exam reimbursements. Improved online applications were created as well as the ability to upload documents and bills.

4. Attentive to providing excellent customer service.

- The CVSD is headquartered in Austin and maintains regional offices in Dallas, San Antonio, Houston, and El Paso to provide direct services to Texans across the state.
- The OAG provides the applications and instructions for CVC on the OAG public website and allows for a victim to apply online. The request for proposals for grants funding and applications and instructions for the programs operated by the CVSD are available on the OAG public website. In addition, forms are available through local victim assistance coordinators.
- CVSD staff responded quickly on-site to mass violence events by providing information and application assistance.

5. Transparent such that agency actions can be understood by any Texan.

- CVSD implemented a crime victims' portal to better serve victims and those who assist them by streamlining the process and increasing the ability of authorized individuals to get needed information from the agency. As part of this effort, CVSD has taken specific steps to ensure that victim assistance information and processes are communicated in plain, understandable language. Website enhancements have improved the public's ability to quickly sign-in to access our website to receive case-specific information, learn about victim assistance programs, or contact our office for assistance.

Information Resources Planning

Information Technology plays a key role in providing service to victims of crime. Investments in mobile technologies, a robust case management system, and a public-facing crime victims' compensation portal has enabled delivery of direct services to victims in the field, including El Paso, Midland-Odessa, and most recently, White Settlement, after largescale crime incidents.

Technology empowers crime victims and advocates to submit online applications, upload crime-related bills, documents, and follow each step of the claim and bill review process with near real-time updates from any location and any device with internet access. Near real-time access to data allows CVSD's staff to reduce intake time, approve applications and bill payments faster, and work with a decreased error rate compared to a paper process. The OAG plans to add additional web-based forms, increase the capability to upload documents, and continue to drive efficiencies within the Crime Victim Case Management and Grants systems.

Goal 5. Protect Texans from Fraud, Waste, and Abuse

Specific Action Items to Achieve Your Goal

As an agency, the OAG enforces laws related to fraud, waste, and abuse through its legal services and criminal justice divisions. Specifically, the OAG enforces Medicaid Fraud laws, civil consumer protection and antitrust laws.

Equally as important, the OAG is committed to performing its duties and responsibilities with innovative solutions that are accountable to all Texans. Looking ahead, the OAG is committed to continually identifying and eliminating redundancies, and to ensuring that the agency is efficiently using taxpayer dollars in its own operations.

Describe How Your Goal or Action Items Support Each Statewide Objective

1. **Accountable to tax and fee payers of Texas.**

- The OAG serves multiple clients and customers, including children and families, victims of crime, state agencies, officers and officials, all with various needs. The OAG strives to operate efficiently to ensure the agency operations support each of their respective customers and clients. We believe that actively revisiting how we are accountable to the tax and fee payers within the management team at the agency keeps the agency commitment to this goal engaged.

2. **Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision you consider redundant or cost-effective.**

- Prior to the 85th Legislative Session, the Attorney General implemented a zero-based budget review of all divisions and programs. The purpose of this effort was to streamline the agency, identify core agency functions, locate and eliminate redundancies, and ensure that the OAG was efficiently using taxpayer dollars. Zero-based budget methodologies and principles are woven into the foundation of agency's operations and allow the OAG to act quickly when addressing economic, legal, and communal issues. The OAG is able to continuously assess current and future needs because of the alignment of appropriations to agency requirements. The management team remains committed and focused on these concepts applying them during the creation of this strategic plan.

3. **Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.**

- The continued utilization of zero-based budget methodologies allows each division to review the laws that are applicable to each division's responsibilities, determine the core functions and priorities, and evaluate the level of service provided and resources dedicated to those tasks. As efficiencies are found through zero-based budgeting, funds can continue to be sent either back to the Treasury for the Legislature to appropriate or reallocated within the OAG to continuously improve the efficiency and effectiveness of the agency.

4. **Attentive to providing excellent customer service.**

- The OAG is committed to providing high quality customer service to its state agency clients and Texas taxpayers to ensure they receive the maximum benefit from their interaction with OAG attorneys and staff. Courtesy, respect, responsiveness, efficiency, and effectiveness are values that the Attorney General and management team actively promote throughout the agency. As evidenced by the Report on Customer Service referenced in this document, the agency is proactively seeking input from actual clients and customers as to what we are doing well and what areas we can improve upon.

5. Transparent such that agency actions can be understood by any Texan.

- The OAG is committed to promoting statewide transparency through its open government units and their activities.
- Because of the importance of our agency under the PIA, it is imperative that the OAG set the standard in responding to public information requests. The Public Information Coordinator’s office (PIC) is responsible for handling and tracking all public information requests, or open records requests, received by the OAG; coordinating the OAG’s response to each request; providing advice to OAG staff on public information issues; and seeking rulings from the Open Records Division when appropriate. Additionally, PIC frequently receives calls from other governmental bodies seeking advice on how to handle public information requests.
- The OAG’s award-winning public-facing website continues to strive to increase communication with the public and improve customer service. Information concerning key areas including news, initiation of consumer and law enforcement complaints, accessing child support information and resources, open government publications, education materials on preventing human trafficking, avoidance of potential fraudulent transactions, and an index to attorney general opinions, will continue to be promptly made assessable to our constituents through this medium.

Information Resources Planning

Information resources provide core capabilities for the OAG to carry out its mission and drive efficiencies within the organization. The OAG has made the shift to an agile by design approach, where principles and practices are used to develop systems that are user-centric, iterative, and adaptable to change. Legacy systems will be addressed to focus on delivering modernized systems that enhance the employee work environment, utilize automation, provide access to data and business intelligence to support decision making, and improve customer service. When the OAG completes its transition to the Centralized Accounting and Payroll Processing System (CAPPS), the OAG will have a system that is integrated with a robust cloud-based budgeting, performance, and reporting system.

Agency applications and systems store sensitive and confidential information for official purposes. Information Security remains a priority. Cybersecurity threats will remain dynamic, and given their deceptive nature, the OAG must be adaptive in evaluating and modifying its cybersecurity priorities based on a sound risk management process that factors in the latest security intelligence and real-world incidents. The OAG has invested in a complete cloud-native framework that protects endpoints including agency laptops with an AI powered platform. This platform secures data and assets in the office or remotely. The Information Security Division remains focused on strengthening the agency’s security posture through collaborative governance, increased training, awareness, compliance, and risk management solutions that are conducive to the success of the OAG goals.

The OAG remains committed to continuously improving digital services to increase communications, transparency, and make agency information accessible. As technology advances so does the expectations of the citizens we serve. The technology strategy strives to align with the Texas Department of Information Resources (DIR) State Strategic Plan for Information Resources Management with the shared goal to lead the nation in the delivery of innovative and cost-effective technology solutions.

Describe Any Other Considerations Relevant to Your Goal or Action Item

Contract Manager Training

The OAG is ensuring that each person classified as a contract manager is trained and certified in contract management.

Enhancing Military Installations

The OAG does not have expenditures related to military installations.

Texas-Louisiana and Texas-Mexico Border Regions

The OAG maintains regional offices across the State to provide high-quality client and customer service. The Consumer Protection Division and the Medicaid Fraud Control Unit (MFCU) maintain regional offices in El Paso and Hidalgo Counties. The Crime Victim Services Division (CVSD) maintains a regional office in El Paso County. The OAG also maintains the colonias database and prevention website as well as represents the State in enforcement litigation against developers of illegal or substandard subdivisions. CSD maintains regional offices in Atascosa, Bexar, Brewster, Cameron, El Paso, Gregg, Hidalgo, Kerr, Lamar, Nueces, Smith, Uvalde, and Webb Counties.

Redundancies and Impediments

Idea #1: Employee Training Records

Redundancies and Impediments	
Service, statute, rule, or regulation (provide specific citation if applicable)	Section 20.010 of the Texas Labor Code requires all state employees to take regular training regarding employment discrimination and sexual harassment and imposes certain requirements on state agencies about the recordkeeping of such data.
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	Sec. 21.010(e) requires that each employee sign a statement verifying attendance in the agency's discrimination and harassment awareness training. According to Section 21.010(e), the signed statement must then be filed in the employee's personnel file. Since this law took effect, most state agencies have transitioned to electronic record keeping for training data. As written, however, this statute requires a paper copy of the course completion to be filed in the employee's master personnel file, which creates an inefficient process for maintaining training records, especially in light of technological advancements since the law took effect.
Provide agency recommendation for modification or elimination	Recommend amending Sec. 21.010(e) to provide flexibility to agencies to maintain the training course completion records in the same manner the agency maintains other training course completion records instead of printing copies of the training completion records. Technology has improved greatly since this statute was adopted in 1999 to allow for the tracking and recording of training completion records.
Describe the estimated cost savings or other benefit associated with recommended change	This recommended change will impact all agencies. The overall fiscal impact for each agency will be small, but the overall impact will allow agency human resources departments to gain efficiencies by maximizing their efforts on managing the agency's overall needs instead of filing paper copies of documents. Large agencies spend many hours filing these training records copies annually.

Idea #2: Employee-training Reporting

Redundancies and Impediments	
Service, statute, rule, or regulation (provide specific citation if applicable)	Section 656.047 of the Government Code requires state agencies to report expenses totaling more than \$5,000 per fiscal year relating to training or education programs for any individual administrator or employee.
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	Requiring agencies to report expenses related to training or education programs that exceed \$5,000 per fiscal year is redundant because these costs are already being captured in state agency budget reporting.
Provide agency recommendation for modification or elimination	Amend Texas Government Code section 656.047 to eliminate the reporting requirements for training or education programs that exceed \$5,000 per fiscal year for any individual administrator or employee. Texas Government Code section 656.047 to modify the reporting requirement by increasing the threshold to \$10,000.
Describe the estimated cost savings or other benefit associated with recommended change	State agencies would recognize some cost savings by not needing to expend resources to satisfy these reporting requirements or by reducing the amount of resources needed to satisfy a higher reporting threshold.

Idea #3: Agency Travel Lodging Reimbursement

Redundancies and Impediments	
Service, statute, rule, or regulation (provide specific citation if applicable)	Section 660.113 of the Government Code restricts reimbursement for lodging expenses incurred at places that are not commercial lodging establishments.
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	<p>Because short-term property rentals have become widely available, state agencies may be able to obtain lodging rates that are lower than those available at a commercial lodging establishment.</p> <p>In addition, the state's current lodging platform often does not allow the state to obtain lodging rates that are lower than the rates otherwise available from other sources.</p>
Provide agency recommendation for modification or elimination	<p>Amend Texas Government Code section 660.113 to eliminate the restriction on reimbursing state employees for lodging expenses incurred at a place that is not a commercial lodging establishment.</p> <p>Amend Texas Government Code section 660.113 to clarify that use of the state's lodging platform is not a prerequisite to eligible reimbursements.</p>
Describe the estimated cost savings or other benefit associated with recommended change	The state could obtain cost savings by procuring lodging rates that are lower than those currently available.

Idea #4: Bond Review Board Report

Redundancies and Impediments	
Service, statute, rule, or regulation (provide specific citation if applicable)	In reviewing public securities, the OAG collects information about the securities to be forwarded to the Bond Review Board (BRB) for inclusion in one of BRB's mandated reports to the Legislature. Tex. Gov't Code, Section 1202.008; 1 Tex. Admin. Code sec. 53.3(a)(15)
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	OAG collection of the reports made sense when BRB could only receive this information in paper form and requiring its submission with transcript reviewed by OAG ensured that BRB received this information; however, now issuers can submit this information directly to the BRB in electronic form.
Provide agency recommendation for modification or elimination	To streamline this process, section 1202.008 and OAG administrative rule could be modified to simply require the bond issuer to directly file the report electronically with the BRB and to provide evidence of this filing with OAG prior to receiving the OAG's approving opinion. In discussing with BRB, the OAG would need to coordinate the transition with BRB, because BRB currently still uses the hard copies OAG provides them. As the OAG also represents the BRB, OAG should ensure that input from BRB is taken into consideration prior to proceeding with any modification.
Describe the estimated cost savings or other benefit associated with recommended change	Savings in elimination of paper copies and time it takes to collect and transfer information from one agency to another. Certification from issuer confirming information electronically submitted to BRB as prerequisite for opinion will still ensure that information is timely provided to BRB.

Natural Disaster Related Redundancies and Impediments

Idea #1: Public Information Act Electronic Filing

Natural Disaster-Related Redundancies and Impediments (If Applicable)	
Service, statute, rule, or regulation (provide specific citation if applicable)	Section 552.308 and 552.309 of the Government Code specify that information may be submitted to the OAG via first class United States mail, common or contract carrier, interagency mail, or through the designated OAG electronic submission service.
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	Most governmental bodies submit ruling requests via USPS or interagency mail. The Open Records Division (“ORD”) received over 55,000 pieces of mail in FY 2019. This mail must be processed at multiple levels before it can be reviewed and routed within ORD. Once it is received by ORD, it must be handled by multiple staff (sometimes as many as eight individuals including support staff and attorneys) during the ruling process. This requires extensive administrative resources, the physical presence and effort of numerous OAG staff, and is a significant impediment to telework policies.
Provide agency recommendation for modification or elimination	Amend Texas Government Code chapter 552 to require or encourage electronic submission of ruling requests.
Describe the estimated cost savings or other benefit associated with recommended change	Increased e-filing could result in direct cost savings because it would ease some of the burden on OAG’s mail center operations and staff. In addition, increased e-filing would accommodate more flexible telecommuting policies. This could allow the OAG to reduce the number of employees in the office, thereby reducing the overall need for office space and necessary equipment. It would also help to mitigate the need to be physically present in the office during a disaster or emergency scenario, especially one involving contagious diseases that could be spread through the mail. Increased e-filing, especially with an updated/modernized e-filing system, could also increase the efficiency of ORD file processing.

Idea #2: Disaster Counsel

Natural Disaster-Related Redundancies and Impediments (If Applicable)	
Service, statute, rule, or regulation (provide specific citation if applicable)	Section 418.193 of the Government Code allows the OAG to provide legal counsel to cities and counties under a declared disaster.
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	Due to potential ethical issues, OAG must ensure that it is handling its current advisory process in a manner that complies with the Texas Disciplinary Rules of Professional Conduct (i.e., avoiding actual or potential conflicts of interest). This could mean that we are unable to provide legal counsel to entities that may need emergency advice.
Provide agency recommendation for modification or elimination	Amend Texas Government Code section 418.193 to clarify that OAG’s legal counsel is provided as “guidance” or “advice” rather than “legal counsel,” and is limited to informing cities and counties about legal requirements and authority generally surrounding disaster-related issues.
Describe the estimated cost savings or other benefit associated with recommended change	OAG should be able to provide necessary advice to eligible requestors in times of disaster. Doing so may be limited under the current statute, if a single request could prevent OAG from responding to other requests for assistance under our ethical rules.

**Schedule A: Budget Structure - Goals, Objectives and
Outcome Measures, Strategies and Output,
Efficiency and Explanatory Measures
For Fiscal Years 2022-2023**

Goal 1:	<p>PROVIDE LEGAL SERVICES</p> <p>To provide skillful and high quality legal representation, counsel, and assistance for the State of Texas and its authorized entities and employees in the lawful performance of their duties.</p>
Operational Goals:	<p>Executive Management and Administration</p> <p>Provide Legal Services</p> <p>Criminal Justice and Investigations</p>
Objective:	<p>LEGAL COUNSEL AND LITIGATION</p> <p>To provide skillful and high quality legal counsel and litigation support for cases referred by the State of Texas and its authorized entities and employees in the lawful performance of their duties during each year of the strategic plan.</p>
Strategy:	<p>LEGAL SERVICES</p> <p>Respond to the legal counsel needs of the State of Texas and its authorized entities and employees by providing appropriate legal advice and answers to legal questions posed by state agencies and certain office holders, including the issuance of formal opinions and open records letters and decisions. Respond to the litigation needs of the State of Texas and its authorized entities and employees defending and enforcing Texas law through the use of appropriate pre-trial and trial actions. Provide investigative and prosecutorial assistance to local and federal criminal justice organizations in response to a variety of law enforcement challenges. Pro-actively investigate cyber crimes such as child pornography, solicitation of minors, identity theft and fraud. Locate and apprehend convicted sex offenders who have failed to comply with mandated sex offender registration requirements. Investigate and prosecute human trafficking and election fraud.</p>
Outcome Measure:	Delinquent State Revenue Collected (Key)
Outcome Measure:	Ratio of Total Legal Services Caseload to Cases Closed/Settled
Output Measure:	Legal Hours Billed to Litigation and Legal Counsel (Key)
Output Measure:	Legal Hours Billed to ADR
Output Measure:	Legal Hours Billed to Colonias Project
Efficiency Measure:	Average Cost Per Legal Hour (Key)
Explanatory Measure:	Legal Hours Billed to Legal Counsel
Explanatory Measure:	Legal Hours Billed to Litigation
Explanatory Measure:	Consumer Protection Complaints Closed
Explanatory Measure:	Formal Opinions and Open Records Letters and Decisions Issued
Explanatory Measure:	Number of Criminal Investigations Call for Service Requests

**Schedule A: Budget Structure - Goals, Objectives and
Outcome Measures, Strategies and Output,
Efficiency and Explanatory Measures
For Fiscal Years 2022-2023**

Goal 2:	ENFORCE CHILD SUPPORT LAW To enforce aggressively and fairly both state and federal child support laws and regulations.
Operational Goals:	Executive Management and Administration Enforce Child Support Laws
Objective:	COLLECT CHILD SUPPORT To collect court-ordered child support through the use of administrative actions and all available legal actions allowed by state and federal laws and regulations. Operate a federally mandated state disbursement unit.
Strategy:	CHILD SUPPORT ENFORCEMENT Collect court-ordered child support through the use of the following: establish paternity; establish child support obligations; enforce child support obligations; and receive and distribute child support monies.
Outcome Measure:	Percent of Title IV-D Cases That Have Court Orders (Key)
Outcome Measure:	Percent of All Current Child Support Amounts Due That Are Collected (Key)
Outcome Measure:	Percent of Paying Cases Among Title IV-D Cases in Arrears (Key)
Outcome Measure:	Percent of Paternity Establishment for Out of Wedlock Births (Key)
Output Measure:	Amount of Title IV-D Child Support Collected (in Millions) (Key)
Output Measure:	Number of IV-D Children for Whom Paternity Has Been Established
Output Measure:	Number of Child Support Obligations Established
Output Measure:	Number of Income Withholdings Initiated
Efficiency Measure:	Ratio of Total Dollars Collected Per Dollar Spent (Key)
Explanatory Measure:	Number of Paternity Acknowledgements
Explanatory Measure:	Current TANF Cases As Percent of Total Caseload
Explanatory Measure:	Child Support Collected through IRS Offsets (in Millions)
Explanatory Measure:	Number of Hard to Work Cases
Strategy:	STATE DISBURSEMENT UNIT Operate a state disbursement unit that receives and processes all eligible child support payments.
Output Measure:	Number of Payment Receipts Processed by the SDU Vendor (Key)
Efficiency Measure:	Average Cost Per Payment Receipt Processed by the SDU Vendor
Efficiency Measure:	Percent of Payment Receipts Processed Then Disbursed within Two Days of Receipt

**Schedule A: Budget Structure - Goals, Objectives and
Outcome Measures, Strategies and Output,
Efficiency and Explanatory Measures
For Fiscal Years 2022-2023**

Goal 3:	CRIME VICTIMS' SERVICES To provide services and information to victims of crime in a caring, sensitive, and efficient manner.
Operational Goals:	Executive Management and Administration Crime Victim Services and Victims Assistance Grants
Objective:	REVIEW/COMPENSATE VICTIMS To provide assistance to victims of crime through direct compensation payments, training, grants, and contracts to victim assistance providers.
Strategy:	CRIME VICTIMS' COMPENSATION Obtain and review all claims for crime victims' compensation in accordance with state and federal regulations to determine eligibility for payment; ensure that all bills are reviewed for medical reasonableness and necessity and paid at the correct rate and that limits are not exceeded.
Outcome Measure:	Amount of Crime Victims' Compensation Awarded (Key)
Outcome Measure:	Number of Crime Victims Who Received an Initial Award
Output Measure:	Number of Eligibility Determinations Made
Output Measure:	Number of CVC Training Participants
Output Measure:	Number of CVC Outreach Recipients
Efficiency Measure:	Average Cost to Analyze a Claim and Make an Award
Efficiency Measure:	Average Number of Days to Analyze a Claim and Make an Award (Key)
Explanatory Measure:	Number of Crime Victim Applications Received
Strategy:	VICTIMS ASSISTANCE Provide grants or contracts, training, and technical assistance to support victim-related services or assistance in the state; certify Sexual Assault Nurse Examiners and sexual assault advocate training programs; and provide victims of family violence, sexual assault, and stalking with a confidential mailing address and a means of receiving mail.
Output Measure:	Number of Entities Which Receive a Grant or Contract for Victim Services or Victim Assistance
Output Measure:	Total Dollars Awarded to Victim Services or Victim Assistance Programs
Output Measure:	Number of Sexual Assault Training Participants
Output Measure:	Number of Sexual Assault Outreach Recipients

**Schedule A: Budget Structure - Goals, Objectives and
Outcome Measures, Strategies and Output,
Efficiency and Explanatory Measures
For Fiscal Years 2022-2023**

Goal 4:	REFER MEDICAID CRIMES To provide an environment free of fraud, physical abuse, and criminal neglect for Medicaid recipients and the Medicaid program.
Operational Goals:	Executive Management and Administration Criminal Justice and Investigations
Objective:	MEDICAID CRIME CONTROL To conduct a statewide program of investigation and to refer for prosecution 100 percent of discovered violations of the Texas Medicaid Program as required by federal regulations during each year of the strategic plan.
Strategy:	MEDICAID INVESTIGATION Conduct a statewide program of investigation and refer for prosecution all violations of laws pertaining to fraud in the administration of the Texas Medicaid Program, the provision of medical assistance, and the activities of providers of medical assistance under the State Medicaid Plan. Review complaints alleging abuse or neglect of patients in health care facilities receiving payments under the State Medicaid Plan.
Outcome Measure:	Amount of Medicaid Over-payments Identified
Output Measure:	Number of Investigations Concluded (Key)
Output Measure:	Number of Cases Referred for Prosecution
Efficiency Measure:	Average Cost Per Investigation Concluded

**Schedule A: Budget Structure - Goals, Objectives and
Outcome Measures, Strategies and Output,
Efficiency and Explanatory Measures
For Fiscal Years 2022-2023**

Goal 5:	GENERAL ADMINISTRATION General Administration.
Operational Goals:	Executive Management and Administration
Objective:	AGENCY IT PROJECTS Provide oversight and administration of major information technology projects, with the objective of completing all administered projects within schedule and budget.
Strategy:	AGENCY IT PROJECTS Provide oversight and administration of major information technology projects, with the objective of completing all administered projects within schedule and budget.

**Schedule A: Budget Structure - Goals, Objectives and
Outcome Measures, Strategies and Output,
Efficiency and Explanatory Measures
For Fiscal Years 2022-2023**

Goal 6: ADMINISTRATIVE SUPPORT for SORM
Provide administrative support to the State Office of Risk Management
in administering state employees workers' compensation.

Operational Goals: Executive Management and Administration

Objective: ADMINISTRATIVE SUPPORT for SORM
Provide administrative support to the State Office of Risk Management
in administering state employee workers' compensation.

Strategy: ADMINISTRATIVE SUPPORT for SORM
Provide administrative support to the State Office of Risk Management.

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Goal: PROVIDE LEGAL SERVICES

To provide skillful and high quality legal representation, counsel, and assistance for the State of Texas and its authorized entities and employees in the lawful performance of their duties.

Objective: LEGAL COUNSEL AND LITIGATION

To provide skillful and high quality legal counsel and litigation support for cases referred by the State of Texas and its authorized entities and employees in the lawful performance of their duties during each year of the strategic plan.

Outcome Measure: Delinquent State Revenue Collected (Key)

Definition: This measure reflects the total dollar amount collected or obtained on delinquent taxes, debts, fees, fines, penalties and other obligations, after they have been certified or referred by a State agency to the OAG Bankruptcy & Collections Division or OAG involvement is requested. These accounts are referred either after State agency efforts have been exhausted or legal representation in bankruptcy court is required.

Purpose/Importance: This measure reflects the agency's compliance with and success in meeting both its statutory and appropriation act requirements to attempt collection on all delinquent debts and obligations owed to the state and to its agencies.

Source/Collection of Data: Client State agencies furnish monthly or periodic reports which document payments that agencies receive on delinquent accounts in a certified, bankruptcy, collection or judgment status.

Amounts collected on behalf of certain state agencies are documented by the OAG's Accounting Division each month through copies of deposit and clearance vouchers.

Method of Calculation: The calculation for this measure is a cumulative count of delinquent state revenue collected.

Data Limitations: The amount of collectible delinquent revenue is a function of the amount, age and nature of delinquent obligations referred to the OAG and is affected by external factors including the state of the economy, the unemployment rate, and the increase or decrease in national bankruptcy filings for businesses and individuals.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Outcome Measure: Ratio of Total Legal Services Caseload to Cases Closed/Settled

Definition: The total number of litigation cases open at any time during the year as compared to the total number of litigation cases closed during that same fiscal year.

Purpose/Importance: On an annual basis, the ratio is used to demonstrate increases and decreases in open and closed cases, which may reflect a sharp increase in certain types of lawsuits requiring a reallocation of resources.

Source/Collection of Data: Reports from the OAG's electronic case management systems.

Method of Calculation: The formula for this measure is the number of cases pending August 31 of the prior fiscal year plus the number of opened and reopened cases from September 1 through August 31 of the current fiscal year. This amount is divided by the number of closed cases from September 1 through August 31 (current fiscal year). The ratio is the total open caseload (the final calculated number) to the number of cases closed/settled (one). Example: 3.5:1 -- for every 3.5 cases that are open at any time during the fiscal year, one is closed.

Data Limitations: Legal cases are referred to and initiated by this office. The amount of time spent on a case and the number of cases defended is not totally within the OAG's control. External factors such as opposing parties, depositions, court dockets, etc., can impact time spent on a case.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Strategy: LEGAL SERVICES

Respond to the legal counsel needs of the State of Texas and its authorized entities and employees by providing appropriate legal advice and answers to legal questions posed by state agencies and certain office holders, including the issuance of formal opinions and open records letters and decisions. Respond to the litigation needs of the State of Texas and its authorized entities and employees defending and enforcing Texas law through the use of appropriate pre-trial and trial actions. Provide investigative and prosecutorial assistance to local and federal criminal justice organizations in response to a variety of law enforcement challenges. Pro-actively investigate cyber crimes such as child pornography, solicitation of minors, identity theft and fraud. Locate and apprehend convicted sex offenders who have failed to comply with mandated sex offender registration requirements. Investigate and prosecute human trafficking and election fraud.

Output Measure: Legal Hours Billed to Litigation and Legal Counsel (Key)

Definition: The total number of hours attributed to cases designated by set-up status as legal counsel and litigation cases (see explanatory measures Number of Hours Billed to Legal Counsel and Number of Hours Billed to Litigation for definitions).

Purpose/Importance: The OAG is charged by the State Constitution to represent the State in all matters before the Texas Supreme Court to which the State is a party, to defend and enforce the laws and Constitution of the State of Texas, represent the State and its agencies and employees in litigation, approve public bond issues, and to provide legal advice to the Governor, other elected officials and other duties as may be required by law. This measure is an indicator of the amount of legal services delivered to the State, state agencies and other designated clients.

Source/Collection of Data: Legal hours worked by agency time keepers (attorneys, law clerks, legal assistants, investigators, and other classified positions) are entered into the OAG's Timekeeping system every month for work done in the prior month. The source document is an automated OAG Timekeeping Report.

Method of Calculation: The calculation for this measure is a cumulative count of litigation and legal counsel hours entered into the OAG Timekeeping system.

Data Limitations: The amount of legal hours worked is dependent upon the number of agency time keepers.

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Output Measure: Legal Hours Billed to ADR

Definition: The total number of hours attributed to the alternative dispute resolution (DR) time keeping code, which includes mediation, settlement conferences, and all other types of alternative dispute resolution.

Purpose/Importance: Alternative Dispute Resolution utilizes procedures for settling disputes by means other than litigation (i.e., arbitration, mediation, etc.).

Source/Collection of Data: Legal hours worked by agency time keepers (attorneys, law clerks, legal assistants, investigators, and other classified positions) are entered into the OAG's Timekeeping system every month for work done in the prior month.

NOTE: ADR hours are part of reported Number of Legal Hours Billed. Although most ADR hours worked are applied to cases with a set-up status of litigation, some ADR hours are applied to legal counsel cases. The source document is an automated OAG Timekeeping Report for Hours Billed to ADR.

Method of Calculation: The calculation for this measure is a cumulative count of Alternative Dispute Resolution hours entered into the OAG Timekeeping system.

Data Limitations: The amount of ADR hours worked is dependent upon the number of legal cases in which ADR is utilized (ADR may not always be an appropriate means of settling legal disputes).

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Output Measure: Legal Hours Billed to Colonias Project

Definition: The total number of litigation and legal counsel hours attributed to cases designated as colonias cases. A case is assumed to be a colonias case if it involves compliance investigation, enforcement litigation, educational outreach, or legal research concerning land subdivision and colonias prevention laws in counties located fully or partially within 50 miles of the Texas-Mexico border, or counties fully or partially within 100 miles of the Texas-Mexico border that contain the majority of the area of a municipality with a population of more than 250,000, or counties that are economically distressed as defined by law. The primary laws involved in OAG colonias cases are Local Government Code Chapters 212 and 232, Water Code Chapters 16 and 17, Property Code Chapter 5, Texas Water Development Board model subdivision rules, and the Texas Commission on Environmental Quality rules for on-site sewage facilities and drinking water standards.

Purpose/Importance: The typical colonias enforcement case brought by the OAG is against a residential subdivision developer who has failed to meet minimum state standards for the platting or sale of residential subdivision lots, including requirements for safe drinking water and waste water treatment.

Source/Collection of Data: Legal hours worked by agency time keepers (attorneys, law clerks, legal assistants, investigators, and other classified positions) are entered into the OAG's timekeeping system every month for work done in the prior month. The source documents are automated OAG Timekeeping Reports for Colonias Cases.

Method of Calculation: The calculation for this measure is a cumulative count of Colonias hours entered into the OAG Timekeeping system.

Data Limitations: The amount of Colonias hours worked is dependent upon the amount of Colonias activity, the number of border subdivision inquiries, and changes in state law.

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Efficiency Measure: Average Cost Per Legal Hour (Key)

Definition: The per legal hour cost to the OAG of providing litigation and legal counsel services to client agencies and other client entities.

Purpose/Importance: This measure is an indicator of the agency's cost efficiency for each legal hour worked.

Source/Collection of Data: Cost information for the Legal Services Strategy comes from the agency's budget variance reports. Litigation and legal counsel services are actually the Number of Legal Hours Billed to Litigation and Legal Counsel (output measure). Number of legal hours billed comes from automated OAG Timekeeping Reports for hours billed to litigation and legal counsel.

Method of Calculation: The formula for this measure is direct expenditures for the Legal Services Strategy plus a percentage of indirect administrative support costs based on the OAG's Indirect Cost Plan divided by the Number of Legal Hours Billed to Litigation and Legal Counsel for the reporting period. The Annual Performance Measure Report will calculate the average cost using actual expenditures and accrued obligations for the reporting appropriation year. Note: Legal hours billed to litigation, legal counsel, ADR, and Colonias are included in Number of Legal Hours Billed to Litigation and Legal Counsel.

Data Limitations: Direct program expenditures for the reporting period used to establish the target for this measure may not include rider appropriations, and/or across-the-board legislative salary increases, which negatively impact reported performance.

The amount of legal hours worked is dependent upon the number of agency time keepers.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "L" (Lower than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Explanatory Measure: Legal Hours Billed to Legal Counsel

Definition: The total number of hours attributed to cases designated by set-up status as legal counsel cases (uncontested set-up status). A case is assumed to be a legal counsel case if the primary purpose of the case is to provide general legal advice on a proposed line of conduct to a client agency or other client entity.

Purpose/Importance: The OAG is charged by the State Constitution to represent the State in all matters before the Texas Supreme Court to which the State is a party, to defend and enforce the laws and Constitution of the State of Texas, represent the State and its agencies and employees in litigation, approve public bond issues, and to provide legal advice to the Governor, other elected officials and other duties as may be required by law. This measure is an indicator of the amount of legal services delivered to the State, state agencies and other designated clients.

Source/Collection of Data: Legal counsel hours worked by agency time keepers (attorneys, law clerks, legal assistants, investigators, and other classified positions) are entered into the OAG's Timekeeping system every month for work done in the prior month. The source document is an automated OAG Timekeeping Report.

Method of Calculation: The calculation for this measure is a cumulative count of legal counsel hours entered into the OAG Timekeeping system.

Data Limitations: The amount of legal hours worked is dependent upon the number of agency time keepers.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Explanatory Measure: Legal Hours Billed to Litigation

Definition: The total number of hours attributed to cases designated by set-up status as litigation cases (contested set-up status). A case is assumed to be a litigation case if there is a reasonable expectation that the actions taken by the OAG will be contested by another party, thereby causing the other party to seek or be subject to judicial remedy.

Purpose/Importance: The OAG is charged by the State Constitution to represent the State in all matters before the Texas Supreme Court to which the State is a party, to defend and enforce the laws and Constitution of the State of Texas, represent the State and its agencies and employees in litigation, approve public bond issues, and to provide legal advice to the Governor, other elected officials and other duties as may be required by law. This measure is an indicator of the amount of legal services delivered to the State, state agencies and other designated clients.

Source/Collection of Data: Litigation hours worked by agency time keepers (attorneys, law clerks, legal assistants, investigators, and other classified positions) are entered into the OAG's Timekeeping system every month for work done in the prior month. The source document is an automated OAG Timekeeping Report.

Method of Calculation: The calculation for this measure is a cumulative count of litigation hours entered into the OAG Timekeeping system.

Data Limitations: The amount of legal hours worked is dependent upon the number of agency time keepers.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Explanatory Measure: Consumer Protection Complaints Closed

Definition: The number of Consumer Protection Division complaints closed. The Division receives consumer complaints from the public, and records the information in a complaint database. Division staff review complaints to detect patterns of conduct that violate state or federal consumer protection laws, and to determine which merit further enforcement attention. A complaint is closed when the Division initiates further enforcement attention or no further agency action is anticipated.

Purpose/Importance: The receipt of complaints by the division enables the division to monitor trends and business practices throughout the state and nationwide, affecting Texans. The analysis of these complaints supports the division's ability to identify potential cases and determine enforcement priorities. The transfer of the complaint data to the database enables division personnel in Austin, and the five regional offices to review the complaint data.

Source/Collection of Data: Complaints are collected and recorded in a database in Austin. The database is shared by Austin and the five regional offices; Dallas, El Paso, Houston, San Antonio and Pharr.

Method of Calculation: The method of calculation is a cumulative count of complaints closed as reflected in the consumer complaint database.

Data Limitations: The number of complaints closed is dependent on filings by consumers and referrals from other governmental agencies and consumer organizations.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Explanatory Measure: Formal Opinions and Open Records Letters and Decisions Issued

Definition: The number of opinions and open records letters & decisions issued either in response to a request from a statutorily authorized requestor pursuant to Chapter 402 (Attorney General Opinions) or Section 552.301 (Open Records Decisions) of the Government Code or in furtherance of the Attorney General's uniformity authority under Section 552.011 of the Government Code.

Purpose/Importance: The Opinion Committee researches and drafts legal opinions in response to questions of law posed by persons authorized by statute to request formal Attorney General Opinions pursuant to section 402.042 of the Government Code. The Open Records Division issues written decisions related to access to public information under Chapter 552 of the Government Code.

Source/Collection of Data: Automated Opinion Division Database Report on Opinions Issued and Open Records Division Monthly Report.

Method of Calculation: The calculation for this measure is a cumulative count of the number of opinions and open records letters and decisions issued.

Data Limitations: The number of opinions and open records letters and decisions issued is affected by the number of authorized requests received. The number of opinions and open records letters & decisions issued may also be affected by the number of previous determinations issued by the OAG.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Explanatory Measure: Number of Criminal Investigations Call for Service Requests

Definition: The OAG's Criminal Investigations Division receives requests for investigative assistance from a variety of sources, such as the public, the legislative and executive branch of state government, and other units of government. In addition, the division also receives requests for investigative assistance from local, state and federal law enforcement agencies. When the division receives such requests, the information is entered into a computer system that captures the details of the individual request. Once the information is entered, the system creates a "call for service request."

Purpose/Importance: The OAG's Criminal Investigations Division relies upon a call for service request to manage the resources of the division. Once a call for service request is created, it is reviewed by a supervisor and then assigned to an investigator for the appropriate response. The call for service request system is a multi-user system that automates law enforcement record keeping functions of the division. The system tracks the activity from the time of the initial phone call or contact to the final disposition. Many of the call for service requests are subsequently opened as investigations.

Source/Collection of Data: Data for this measure is maintained by designated staff of the OAG's Criminal Investigations Division. Call for service request information is entered into a specific data management system that provides for retrieval of the statistical information related to call for service requests. To assure the accuracy of the information, call for service requests are entered at the time they are received. Calls for service are received through multiple sources such as telephone, e-mail, fax, and correspondence.

Method of Calculation: The calculation for this measure is a cumulative count of the number of calls for service received and entered into the system by investigative staff for the period.

Data Limitations: The number of calls for service received is dependent upon the number of individuals and entities requiring service or needing a response from the OAG. Data maintained in a call for service record that contains information concerning the detection, investigation, or prosecution of a crime, is maintained as confidential and would be exempt from disclosure under the Public Information Act, including but not limited to Government Code 552.108.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Goal: ENFORCE CHILD SUPPORT LAW

To enforce aggressively and fairly both state and federal child support laws and regulations.

Objective: COLLECT CHILD SUPPORT

To collect court-ordered child support through the use of administrative actions and all available legal actions allowed by state and federal laws and regulations. Operate a federally mandated state disbursement unit.

Outcome Measure: Percent of Title IV-D Cases That Have Court Orders (Key)

Definition: This measure reflects the percent of all IV-D cases that have court orders.

Purpose/Importance: The purpose of this measure is to monitor the effectiveness of the system of establishing court orders in IV-D cases. Many cases that are opened with the OAG's Child Support Enforcement Division require the establishment of an order for child support. An order must be established before child support can be collected. This measure is also a federal incentive measure reported for the federal fiscal year (October 1 through September 30).

Source/Collection of Data: This information will be obtained from management reports generated from data available on TXCSES.

Method of Calculation: The percentage is calculated as the number of open cases with court ordered child support at the end of each reporting period divided by the total number of open cases at the end of each reporting period.

Data Limitations: None.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Outcome Measure: Percent of All Current Child Support Amounts Due That Are Collected (Key)

Definition: This measure reports the percent of all current child support amounts due that are collected and then disbursed.

Purpose/Importance: This measure reflects the success in collecting all current child support amounts due that are collected and then disbursed. This measure is also a federal incentive measure reported for the federal fiscal year (October 1 through September 30).

Source/Collection of Data: This information will be obtained from management reports generated from data available on TXCSES.

Method of Calculation: The percentage is calculated as the total amount of child support collected and then disbursed as current support during the reporting period divided by the total amount of current child support due during the reporting period.

Data Limitations: None.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Outcome Measure: Percent of Paying Cases Among Title IV-D Cases in Arrears (Key)

Definition: This measure is the percent of IV-D cases with arrears due in which any amount is paid toward arrears.

Purpose/Importance: This measure reflects the success in collecting arrears owed to custodial parents or the state. This measure is also a federal incentive measure reported for the federal fiscal year (October 1 through September 30).

Source/Collection of Data: This information will be obtained from management reports generated from data available on TXCSES.

Method of Calculation: The percentage is calculated as the total number of cases with arrears due that had a collection made for arrears divided by the total number of cases with arrears due during the reporting period.

Data Limitations: None.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Outcome Measure: Percent of Paternity Establishment for Out of Wedlock Births (Key)

Definition: Percent of paternity establishment is the ratio of children whose paternity has been established in Texas compared to the number of children born out-of-wedlock (BOW) in Texas during the fiscal year. Paternities are those established by a court order or by an Acknowledgment of Paternity (AOP) or through adoption.

Purpose/Importance: Determination of paternity is necessary to establish a child support order for an unmarried parent. A similar measure is reported as a federal incentive measure for the federal fiscal year (October 1 through September 30).

The calculation for the state and federal measure differs. The state calculation uses the paternities established and the out-of-wedlock births from the current fiscal year. The federal calculation uses paternities established from the current fiscal year and the out-of-wedlock births from the previous fiscal year.

Source/Collection of Data: Births and paternities are reported to the Texas Department of State Health Services (DSHS) Vital Statistics Unit (VSU) by hospitals and county registrars. VSU records and transmits BOW and AOP information to the OAG via electronic file exchange. Court ordered paternities are based on data residing on TXCSES. VSU also provides a count of statewide adoptions to the OAG.

Method of Calculation: The percentage is the number of paternities established divided by the number of births out-of-wedlock. Where there are both a court order and an AOP for the same child, only one is counted.

Data Limitations: Because several entities are involved - hospitals, county registrars and VSU - there can be a time lag in receipt of BOW and AOP data and all data may not be available at the end of the state fiscal year.

The OAG Paternity Opportunity Program provides training and child support information to hospitals and other entities. Information is passed on to prospective and new parents. The decision to acknowledge paternity is voluntary. The OAG relies on hospitals and other entities, including the VSU for paternity acknowledgment and out-of-wedlock birth information. Birth certificates contain information on the mother's marital status and are filed with the VSU.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Strategy: CHILD SUPPORT ENFORCEMENT

Collect court-ordered child support through the use of the following: establish paternity; establish child support obligations; enforce child support obligations; and receive and distribute child support monies.

Output Measure: Amount of Title IV-D Child Support Collected (in Millions) (Key)

Definition: The amount of disbursed child support collections during the reporting period. This measure excludes non IV-D wage withholding collections processed through the federally mandated State Disbursement Unit (SDU), which acts as a conduit between employers and non IV-D custodial parents.

Purpose/Importance: A primary function of the IV-D agency (Attorney General's Office) is to collect child support, as mandated by state and federal law.

Source/Collection of Data: IV-D collections will be obtained from management reports generated from data available on TXCSES.

Method of Calculation: The calculation for this measure is a cumulative count of the amount of Title IV-D child support collected and then disbursed as provided by management reports generated from data available on TXCSES.

Data Limitations: None.

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Output Measure: Number of IV-D Children for Whom Paternity Has Been Established

Definition: This measure counts the number of children in IV-D cases for whom paternity has been established during the state fiscal year either through court action or the Acknowledgment of Paternity (AOP) process.

Purpose/Importance: Paternity must be determined before the OAG can obtain an order for child support.

Source/Collection of Data: This data resides on TXCSES. DSHS Vital Statistics Unit (VSU) provides AOP data to the OAG through electronic file exchange.

Method of Calculation: This measure is a cumulative count of children for whom paternity has been established. The measure counts a paternity when it is the result of either a court order or an AOP. Where there is both a court order and an AOP for the same child, only one is counted. This measure does not include adoptions.

Data Limitations: Because several entities are involved - hospitals, county registrars and VSU - there can be a time lag in receipt of births out-of-wedlock (BOW) and AOP data and all data may not be available at the end of the state fiscal year.

The OAG Paternity Opportunity Program provides training and child support information to hospitals and other entities. Information is passed on to prospective and new parents. The decision to acknowledge paternity is voluntary. The OAG relies on hospitals and other entities, including the VSU for paternity acknowledgment and out-of-wedlock birth information. Birth certificates contain information on the mother's marital status and are filed with the VSU.

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Output Measure: Number of Child Support Obligations Established

Definition: The number of child support orders established during the reporting period.

Purpose/Importance: To ensure that the agency continues to establish new obligations. An order for support must be established before child support can be collected.

Source/Collection of Data: This measure is determined using information from court orders for which obligations are established. This information resides on TXCSES.

Method of Calculation: The calculation for this measure is a cumulative count of the number of new child support obligations established. The measure counts child support orders established, but not second obligations or modifications.

Data Limitations: None.

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Output Measure: Number of Income Withholdings Initiated

Definition: The count of all administrative income withholdings (AIWs) initiated during the reporting period. Income withholding is the deduction of child support from the non-custodial parent's wages, bonuses, pensions, etc.

Purpose/Importance: This measure reflects agency efforts to work with employers to effectively initiate income withholdings. Historically, income withholding accounts for a majority of child support collected.

Source/Collection of Data: This information will be obtained from management reports generated from data available on TXCSES.

Method of Calculation: The measure counts all income withholdings initiated during the period.

Data Limitations: None.

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Efficiency Measure: Ratio of Total Dollars Collected Per Dollar Spent (Key)

Definition: The amount of child support dollars collected and then disbursed per every dollar spent in the Child Support Enforcement Strategy. The amount of child support collected is determined by the output performance measure Amount of Title IV-D Child Support Collected (in millions). Dollars spent on the Child Support Program are reflected on budget reports.

Purpose/Importance: This measure is an indicator of cost effectiveness.

Source/Collection of Data: Cost information comes from the agency's budget variance reports and other system generated reports. IV-D collections will be obtained from management reports generated from data available on TXCSES.

Method of Calculation: The formula for this measure is the total amount of Title IV-D child support collected and then disbursed for the reporting period divided by direct program expenditures for the reporting period, plus a percentage of indirect administrative support costs based on the OAG's Indirect Cost Plan. The amount excludes expenditures associated with processing collections through the State Disbursement Unit (SDU). The Annual Performance Measure Report will calculate the ratio using actual expenditures and accrued obligations for the reporting appropriation year.

Data Limitations: Direct program expenditures for the reporting period used to establish the target for this measure may not include rider appropriations, and/or across-the-board legislative salary increases, which negatively impact reported performance.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Explanatory Measure: Number of Paternity Acknowledgements

Definition: The number of paternity acknowledgments, including Title IV-D and non Title IV-D, received at the Vital Statistics Unit (VSU) during the reporting period. A paternity acknowledgment for this measure is defined as the Texas Department of State Health Services (DSHS) Acknowledgment of Paternity (AOP) form.

Purpose/Importance: The OAG Child Support Division operates a hospital-based paternity acknowledgment program. Determination of paternity is necessary to establish a child support order for an unmarried parent. This measure provides information on the success of paternity acknowledgment in the hospital setting.

Source/Collection of Data: This information will be obtained from management reports generated from data available on TXCSES, as received from VSU electronic files.

Method of Calculation: The calculation for this measure is a cumulative count of the number of paternity acknowledgments as provided by management reports generated from data available on TXCSES, as received from VSU electronic files.

Data Limitations: Because several entities are involved - hospitals, county registrars and VSU - there can be a time lag in receipt of births out-of-wedlock (BOW) and AOP data and all data may not be available at the end of the state fiscal year.

The OAG Paternity Opportunity Program provides training and child support information to facilities and hospitals. Information is passed on to prospective and new parents. The decision to acknowledge paternity is voluntary. The OAG relies on hospitals, facilities, and the VSU for paternity acknowledgment and out-of-wedlock birth information. Birth certificates contain information on the mother's marital status and are filed with the VSU. VSU provides AOP data to the OAG through electronic file exchange.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Explanatory Measure: Current TANF Cases as Percent of Total Caseload

Definition: The percent of child support cases that are currently receiving Temporary Assistance to Needy Families (TANF) benefits from the Texas Health and Human Services Commission (HHSC). Cases are designated as current TANF cases based on information received through a data exchange with HHSC.

Purpose/Importance: This measure provides information on the composition of the child support caseload.

Source/Collection of Data: This information will be obtained from management reports generated from data available on TXCSES.

Method of Calculation: The calculation for this measure is current TANF cases divided by the total child support caseload.

Data Limitations: None.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Explanatory Measure: Child Support Collected through IRS Offsets (in Millions)

Definition: The amount of IV-D child support collected and then disbursed through the interception of federal income tax refunds. Submissions for the interception of tax refunds are made in accordance with federal policy. Monies intercepted through this process are used to reimburse the state for previously paid TANF benefits and to recover child support arrears owed to custodial parents.

Purpose/Importance: This measure evaluates the effectiveness of the IRS intercept process. Historically, the IRS tax refund intercept process has been the second most effective method for collecting child support. Only income withholding surpasses it.

Source/Collection of Data: This information will be obtained from management reports generated from data available on TXCSES.

Method of Calculation: The calculation for this measure is a cumulative count of the amount of IV-D child support collected and then disbursed through IRS offsets as provided by management reports generated from data available on TXCSES.

Data Limitations: None.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Explanatory Measure: Number of Hard to Work Cases

Definition: The number of child support orders or paternities established during the reporting period for cases that are difficult to work. Difficult or hard to work cases include cases in which the non-custodial parent is incarcerated, the child is in the custody of a relative, there are missing SSNs or other identifiable information, there is inadequate locate information, and/or other similar factors requiring more than the average amount of time to work.

Purpose/Importance: This measure provides information on the agency's ability to establish paternity and/or obtain an order for support in difficult to work cases. Paternity must be determined and an order for support established before child support can be collected.

Source/Collection of Data: The Number of Hard to Work Cases will be a subset of Child Support Obligations and Paternities Established. This information will be obtained from management reports generated from data available on TXCSES. Hard to work cases with a new support order or paternity establishment during the year are counted and reported for this measure. A hard to work case is identified by one or more of the following factors: the non-custodial parent is incarcerated, the child is in the custody of a relative, there are missing SSNs or other identifiable information, there is inadequate locate information, and/or other similar factors requiring more than the average amount of time to work.

Method of Calculation: The method of calculation is a cumulative count of cases based on data available on TXCSES.

Data Limitations: None.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Strategy: STATE DISBURSEMENT UNIT

Operate a state disbursement unit that receives and processes all eligible child support payments.

Output Measure: Number of Payment Receipts Processed by the SDU Vendor (Key)

Definition: The number of payment receipts processed by the State Disbursement Unit (SDU) vendor as stipulated in the SDU contract. Payment receipts that are processed by the OAG Child Support Division will not be included in this count.

Purpose/Importance: This measure assesses the performance of the vendor contracted to operate the SDU.

Source/Collection of Data: This information will be provided by the SDU vendor and validated by the OAG.

Method of Calculation: The calculation for this measure is a cumulative count of the number of payment receipts processed by the SDU vendor.

Data Limitations: None.

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Efficiency Measure: Average Cost Per Payment Receipt Processed by the SDU Vendor

Definition: The average cost per payment receipt processed by the State Disbursement Unit (SDU). All costs associated with the SDU strategy are included in this measure and reflected on OAG budget reports. The SDU vendor will provide data on the number of payment receipts processed.

Purpose/Importance: This measure assesses the performance of the vendor contracted to operate the SDU.

Source/Collection of Data: This information will be provided by the SDU vendor and validated by the OAG.

Method of Calculation: The formula for this measure is direct expenditures for the SDU strategy divided by the number of payment receipts processed as reported in “Number of Payment Receipts Processed by the SDU Vendor.” External annual reporting will calculate the average cost using actual expenditures and accrued obligations for the reporting appropriation year.

Data Limitations: None.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "L" (Lower than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Efficiency Measure: Percent of Payment Receipts Processed Then Disbursed within Two Days of Receipt

Definition: Percent of all payment receipts processed and then disbursed through the SDU vendor and the OAG within two (2) business days to appropriate payees (excluding IRS off-sets and other IV-D payments for which the two day disbursement is not applicable, per federal guidelines). The SDU will process payments from employers, non-custodial parents, IV-D agencies and other sources. Payees include custodial parents, other state agencies, IV-D agencies, and other designated payees.

Purpose/Importance: This measure assesses the performance of the vendor and OAG.

Source/Collection of Data: This information is obtained from data available on TXCSES.

Method of Calculation: The total number of payments processed and then disbursed within two days of receipt by the SDU vendor and the OAG divided by the total number of payments processed and then disbursed. This calculation will exclude those IV-D payments for which the two day disbursement requirement does not apply.

Data Limitations: None.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Goal: CRIME VICTIMS' SERVICES

To provide services and information to victims of crime in a caring, sensitive, and efficient manner.

Objective: REVIEW/COMPENSATE VICTIMS

To provide assistance to victims of crime through direct compensation payments, training, grants, and contracts to victim assistance providers.

Outcome Measure: Amount of Crime Victims' Compensation Awarded (Key)

Definition: The amount of monies awarded under the Crime Victims' Compensation Act.

Purpose/Importance: The measure can be used as a comparison between years and as an indicator of potential problems in a single year when expenditures are either higher or lower than estimated.

Source/Collection of Data: USAS Expenditure Detail for Crime Victims' Compensation awarded each fiscal year.

Method of Calculation: The calculation for this measure is a cumulative count of crime victims' compensation awarded.

Data Limitations: The data is affected by deviations in the number of applications for benefits received by the agency. If there is an increase or decrease in the number of applications, there may be an increase or decrease in the amount of compensation awarded. The amount of compensation awarded is also controlled by legislative changes to benefits, either by adding or deleting benefits or by increasing or decreasing the maximum amounts of existing benefits. Because medical benefits are awarded according to the limitations of the Texas Department of Insurance, Division of Worker's Compensation Medical Fee guidelines, any changes in the Medical Fee Guidelines will also affect the amount of compensation awarded.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Outcome Measure: Number of Crime Victims Who Received an Initial Award

Definition: The measure is defined as the number of crime victims that receive an initial award or an award is made on their behalf for any one of the pecuniary losses mandated by Article 56.32 (a) (9) of the Crime Victims' Compensation Act. The term "crime victim" refers to a person that is eligible to receive an award under the act. It includes the primary victim as defined in Article 56.32 (a) (11) of the act and a claimant as defined in Article 56.32 (a) (2) of the act. In a particular claim, the Crime Victims' Compensation Program may award the victim moneys for lost wages and for the expense of medical treatment; and may award claimants in the same claim moneys for the expense of travel or the cost of mental health counseling as the result of the crime. In this instance, the Compensation to Victims of Crime Fund has affected two crime victims; the primary victim and a family member, etc. (Claimant).

Purpose/Importance: The significance of this measure is to reflect the number of crime victims' lives that have been affected by the Crime Victims' Compensation Program.

Source/Collection of Data: Victims of Crime Compensation System Automated Report.

Method of Calculation: The measure is calculated by counting the initial award made to a victim on a claim during the reporting fiscal year regardless of when the application was filed. An award will not be counted during this reporting period if the initial award was made in a prior fiscal year. The measure will only count the initial award made in a given fiscal year; even though there may be subsequent awards made in the same or subsequent fiscal years.

Data Limitations: The data is affected by deviations in the number of applications for benefits received by the agency. The number of crime victims who receive an award is also dependent on legislative changes to benefits.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Strategy: CRIME VICTIMS' COMPENSATION

Obtain and review all claims for crime victims' compensation in accordance with state and federal regulations to determine eligibility for payment; ensure that all bills are reviewed for medical reasonableness and necessity and paid at the correct rate and that limits are not exceeded.

Output Measure: Number of Eligibility Determinations Made

Definition: The total number of crime victim applications reviewed with eligibility determinations made under the Texas Crime Victims' Compensation Act.

Purpose/Importance: Eligibility must be determined before an award can be made. This measure reflects the output of the Eligibility Section of the Crime Victims' Compensation Program.

Source/Collection of Data: Victims of Crime Compensation System Automated Report. The system tracks the status of a claim and counts any determination recorded in the system whether it is benefitted or denied.

Method of Calculation: The calculation for this measure is a cumulative count of the number of eligibility determinations made.

Data Limitations: The number of eligibility determinations made is affected by the number of applications received.

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Output Measure: Number of CVC Training Participants

Definition: The number of people who receive Crime Victims' Compensation (CVC) Training from the Office of the Attorney General (OAG) in a given year. Training formats may include general training sessions, video conference training sessions, and computer based training sessions.

Purpose/Importance: This performance measure is intended to reflect the number of people in Texas that are receiving information about the availability of Crime Victims' Compensation and how to apply for compensation benefits. It is important to ensure that individuals and victim service providers are educated about the services available to victims and can respond sensitively to the needs of those victims.

Source/Collection of Data: The information for this measurement comes from a report filed by the trainer conducting the presentation. The reports are compiled on a monthly basis by the OAG (Crime Victims' Internal Report on Presentations).

Method of Calculation: The calculation for this measure is a cumulative count of the number of CVC training participants.

Data Limitations: None.

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Output Measure: Number of CVC Outreach Recipients

Definition: The number of people who are exposed to Crime Victims' Compensation (CVC) outreach in a given year. All outreach is focused on raising awareness of Crime Victims' Compensation. Outreach may include but is not limited to public speeches, information booths, media interviews, public service announcements, newsletters, articles, editorials, and website visits.

Purpose/Importance: This performance measure indicates the number of people in Texas who have been informed about Crime Victims' Compensation. It is important to ensure that all victims are made aware of the services available to them and that communities are prepared to respond to victims' needs.

Source/Collection of Data: The information for this measurement comes from a report filed by the Office of the Attorney General (OAG) staff person conducting the outreach. The reports are compiled on a monthly basis by the OAG (Crime Victims' Internal Report on Presentations). For outreach in which the program has an information booth, the program only counts 25% of the total number of attendees. For media interviews, newsletters, articles, editorials, and public service announcements, 25% of the media outlet's market may be counted. For website visits, the total number of visits to the Crime Victims' Compensation Program link on the OAG website is counted.

Method of Calculation: The calculation for this measure is a cumulative count of the number of CVC outreach recipients.

Data Limitations: None.

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Efficiency Measure: Average Cost to Analyze a Claim and Make an Award

Definition: The average cost to analyze a claim and make an award, including victim and allied professional education, application processing, eligibility determination and bill payment. Processing an application means counting every application that is received and setup in the Victims of Crime Compensation System as a “claim”.

Purpose/Importance: The measurement is an accurate reflection of the true costs associated with claims processing. The measure counts all applications received by the Crime Victims’ Compensation Program in which any work is performed, such as the setup of the application in the automated system, establishing a file, sending an acknowledgment to the applicant, requesting law enforcement information, conducting eligibility determination, and payment of bills.

Source/Collection of Data: Cost information comes from the agency's budget variance reports. The number of applications received comes from the Victims of Crime Compensation System Automated Report.

Method of Calculation: Cost information (numerator in calculation) for the Crime Victims’ Compensation Strategy is reflected on budget reports. Number of applications reviewed (denominator in calculation) is the explanatory measure Number of Crime Victim Applications Received. The formula for this measure is direct expenditures for the Crime Victims’ Compensation Strategy plus a percentage of indirect administrative support costs based on the OAG’s Indirect Cost Plan divided by the number of applications received during the reporting period. The cost of actual crime victims’ compensation payments is deducted from the total cost of the strategy. The Annual Performance Measure Report will calculate the average cost using actual expenditures and accrued obligations for the reporting appropriation year.

Data Limitations: Direct program expenditures for the reporting period used to establish the target for this measure may not include rider appropriations, and/or across-the-board legislative salary increases, which negatively impact reported performance.

Also, see data limitations for explanatory measure Number of Crime Victim Applications Received.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "L" (Lower than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Efficiency Measure: Average Number of Days to Analyze a Claim and Make an Award (Key)

Definition: The average number of days required to make payment on a bill for a benefitted claim from the date the application is received to the date of the first payment, including the time for reviewing applications and law enforcement reports, determining eligibility, and reviewing bills for medical treatment, counseling, funeral, child care, travel, crime scene clean-up, and other expenses, and reimbursements to law enforcement agencies for forensic sexual assault examinations.

Purpose/Importance: The faster an application can be determined eligible and the claim analyzed and awarded, the faster a victim is assisted.

Source/Collection of Data: Victims of Crime Compensation System Automated Report.

Method of Calculation: T.C.C.P. Art. 56.36 defines when a crime victim application is considered complete. If an application is received without needed victim, claimant, crime information or sufficient payment information, the program requests the necessary information and places the application in suspense. The application is taken out of suspense once the requested information or any other information is received that allows the program to take further action on the application. The time an application spends in suspense is not included in this measure.

Each quarter a manual review of all claims with a turnaround time greater than 250 days is performed. When it is determined that circumstances out of the Crime Victims' Compensation Program's control prevented payment processing, the claim is subtracted from the calculation. These circumstances may include, but are not limited to, the victim utilizing collateral sources (as required by law), obtaining restitution payments, filing a civil suit, or deferring approved benefits until a later date.

NOTE: Only the first payment made on an application is counted. Subsequent payments are not captured.

Data Limitations: The measure is affected by deviations in the number of applications received. A change in the number of applications may impact the turnaround time to analyze a claim and make an award. The time to determine eligibility is included in the measure. Some claims have a complicated fact situation that may delay the completion of a law enforcement agency's report. In these cases, the claim is placed in a suspended status until law enforcement completes their investigation. Upon completion of the investigation, the claim is returned to open status. The Program is also dependent upon external entities to provide information necessary to calculate an award, such as: medical records, employer wage verification, medical billings and explanation of benefits from medical insurance. Sexual assault exam reimbursements and payments for funeral services and travel require less documentation, while relocation, medical expenses and psychiatric care require detailed information.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "L" (Lower than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Explanatory Measure: Number of Crime Victim Applications Received

Definition: The total number of applications for benefits received by the agency during a fiscal year.

Purpose/Importance: This performance measure serves as an indicator of whether crime victims and law enforcement agencies are receiving information about the existence of the program. Most Crime Victims' Compensation Strategy performance measure targets are projected based on the number of applications received in prior fiscal years.

Source/Collection of Data: Victims of Crime Compensation System Automated Report.

Method of Calculation: The calculation for this measure is a cumulative count of the number of crime victim applications received.

Data Limitations: The Crime Victims' Compensation Program has two performance measures related to outreach that reflect education and training activities intended to inform allied professionals and advocates who come into contact with crime victims. To the extent that a crime victim chooses to submit an application after being informed about the program or benefits is not within control of the agency.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Strategy: VICTIMS ASSISTANCE

Provide grants or contracts, training, and technical assistance to support victim-related services or assistance in the state; certify Sexual Assault Nurse Examiners and sexual assault advocate training programs; and provide victims of family violence, sexual assault, and stalking with a confidential mailing address and a means of receiving mail.

Output Measure: Number of Entities Which Receive a Grant or Contract for Victim Services or Victim Assistance

Definition: The number of entities awarded grants and/or contracts by the Office of the Attorney General for victim services or victim assistance. This measure includes, but is not limited to, non-profits, governmental units, and other entities.

Purpose/Importance: The measure indicates the number of state or local programs receiving assistance through the Compensation to Victims' of Crime Fund, Article 56.541, Code of Criminal Procedure, and Chapter 420 of the Government Code.

Source/Collection of Data: Victim Assistance Report on Grants Awarded, award letters and contracts, including contract documents, maintained by the OAG.

Method of Calculation: The calculation for this measure is a cumulative count of the number of entities which receive a grant or contract for victim services or victim assistance.

Data Limitations: The number of entities receiving grants is affected by the amount appropriated and/or granted to the OAG by state and federal governments. The Legislature may appropriate money for this strategy by rider with a specific directive for how and whom it may be awarded. The projected target of entities receiving grants may not be achieved if state and federal funding falls short of appropriations.

Typically, the majority of grants are awarded in the first quarter of the fiscal year. However, some grants may occur later in the fiscal year.

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Output Measure: Total Dollars Awarded to Victim Services or Victim Assistance Programs

Definition: The amount of money awarded by grants or contracts to victim services and victim assistance programs by the Office of the Attorney General (OAG). This measure includes but is not limited to, non-profits, governmental units, and other entities.

Purpose/Importance: This measure reflects the amount of state and federal resources awarded through the OAG for grants and/or contracts to support victim services and victim assistance programs in Texas.

Source/Collection of Data: Victim Assistance Report on Grants Awarded, award letters and contracts, including contract documents, maintained by the OAG.

Method of Calculation: The calculation for this measure is a cumulative count of the total dollars awarded to victim services or victim assistance programs.

Data Limitations: The amount of money awarded is tied to the amount appropriated and/or granted to the OAG by state and federal governments. The Legislature may appropriate money for this strategy by rider with a specific directive for how and whom it may be awarded. The projected target of dollars awarded may not be achieved if state and federal funding falls short of appropriations.

Typically, the majority of dollars are awarded in the first quarter of the fiscal year. However, some awards may occur later in the fiscal year.

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Output Measure: Number of Sexual Assault Training Participants

Definition: The number of people who receive sexual assault prevention and crisis services training in a given year. Training is limited to that delivered by the Office of the Attorney General (OAG) and OAG funded sexual assault programs or service organizations. Training formats may include general training sessions, video conference training sessions, and computer based training sessions. Training may be provided for Sexual Assault Nurse Examiners, law enforcement, allied professionals, victim advocates, students and community organizations.

Purpose/Importance: This performance measure is intended to reflect the number of people in Texas trained on the problem of sexual assault, preventative measures to address the problem, and the State resources available for these efforts. It is important to ensure that individuals and victim service providers are educated about the services available to sexual assault victims and can respond sensitively to the needs of those victims.

Source/Collection of Data: The information for this measure comes from a report filed by the trainer conducting the presentation and from monthly reports submitted by OAG funded sexual assault programs. The reports are compiled on a monthly basis by the OAG (SAPCS Monthly Report and the Crime Victims' Internal Report on Presentations).

Method of Calculation: The calculation for this measure is a cumulative count of the number of sexual assault training participants.

Data Limitations: The number of sexual assault training participants is affected by the amount appropriated and/or granted to the OAG by state and federal governments. The Legislature may appropriate money for this strategy by rider with a specific directive for how and whom it may be awarded. The projected target of sexual assault training participants may not be achieved if state and federal funding falls short of appropriations.

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Output Measure: Number of Sexual Assault Outreach Recipients

Definition: The number of people who are exposed to sexual assault prevention and crisis services outreach in a given year. All outreach is focused on raising awareness of sexual assault. The outreach presentations are limited to those delivered by the OAG and OAG funded sexual assault programs or service organizations. Outreach may include but is not limited to public speeches, information booths, media interviews, public service announcements, newsletters, articles, editorials, and website visits.

Purpose/Importance: This performance measure indicates the number of people in Texas who have been informed about the problem of sexual assault, preventative measures to address this problem, and the State resources available for these efforts. It is important to ensure that all sexual assault victims are made aware of the services that are available to them and that communities are prepared to respond to victims' needs.

Source/Collection of Data: The information for this measure comes from a report filed by the person conducting the outreach and from monthly reports submitted by OAG funded sexual assault programs. The reports are compiled on a monthly basis by the OAG (SAPCS Monthly Report). For outreach in which the program has an information booth, the program only counts 25% of the total number of attendees. For media interviews, newsletters, articles, editorials, and public service announcements, 25% of the media outlet's market may be counted. For website visits, the total number of visits to the Sexual Assault and Crisis Prevention link on the OAG website is counted.

Method of Calculation: The calculation for this measure is a cumulative count of the number of sexual assault outreach recipients.

Data Limitations: The number of sexual assault outreach recipients is affected by the amount appropriated and/or granted to the OAG by state and federal governments. The Legislature may appropriate money for this strategy by rider with a specific directive for how and whom it may be awarded. The projected target of sexual assault outreach recipients may not be achieved if state and federal funding falls short of appropriations.

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Goal: REFER MEDICAID CRIMES

To provide an environment free of fraud, physical abuse, and criminal neglect for Medicaid recipients and the Medicaid program.

Objective: MEDICAID CRIME CONTROL

To conduct a statewide program of investigation and to refer for prosecution 100 percent of discovered violations of the Texas Medicaid Program as required by federal regulations during each year of the strategic plan.

Outcome Measure: Amount of Medicaid Over-payments Identified

Definition: The amount of money that the unit has determined from its investigations as having been wrongfully overpaid by the Medicaid Program. Investigations are conducted for the purpose of and extent necessary to determine if criminal activity has occurred and, if appropriate, secure prosecution through local and federal prosecutors.

Purpose/Importance: The MFCU is charged by federal statute to investigate criminal fraudulent overpayments made by the Medicaid program. The MFCU is required to report overpayments to the United States Department of Health and Human Services – Office of Inspector General.

Source/Collection of Data: Automated Medicaid Fraud System Activity report.

Method of Calculation: The calculation for this measure is a cumulative count of the amount of Medicaid over-payments identified.

Data Limitations: The OAG's Medicaid Fraud Control Unit has no prosecutorial authority. Nor is there a statute that mandates the prosecuting authority to prosecute MFCU cases. Overpayments identified are limited to those discovered during the course of the investigation. Investigations do not usually identify total overpayments.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Strategy: MEDICAID INVESTIGATION

Conduct a statewide program of investigation and refer for prosecution all violations of laws pertaining to fraud in the administration of the Texas Medicaid Program, the provision of medical assistance, and the activities of providers of medical assistance under the State Medicaid Plan. Review complaints alleging abuse or neglect of patients in health care facilities receiving payments under the State Medicaid Plan.

Output Measure: Number of Investigations Concluded (Key)

Definition: The number of investigations completed during the reporting period regardless of results. Cases are opened when the Medicaid Fraud Control Unit determines the referral has prosecution potential and resources are available to conduct investigations. Investigations are closed (concluded): when the OAG determines there is lack of sufficient evidence to refer for prosecution, a referral for prosecution is declined, or upon disposition of the case by the local or federal prosecutor.

Purpose/Importance: The MFCU is charged by federal statute to investigate violations of state criminal laws pertaining to fraud in the Medicaid program. The MFCU is required to report the number of investigations concluded to the United States Department of Health and Human Services – Office of Inspector General.

Source/Collection of Data: Automated Medicaid Fraud System Activity report.

Method of Calculation: The calculation for this measure is a cumulative count of the number of investigations concluded.

Data Limitations: The number of investigations concluded is affected by the number, size (how long the case takes to investigate) and type of referrals. Some cases may take longer to conclude in order to obtain a positive result.

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Output Measure: Number of Cases Referred for Prosecution

Definition: The number of investigations that have disclosed violations of criminal law and that have been referred to an appropriate prosecuting authority for prosecutive consideration.

Purpose/Importance: The MFCU is charged by federal statute to refer cases for prosecution. The MFCU is required to report the number of referrals for prosecution to the United States Department of Health and Human Services – Office of Inspector General.

Source/Collection of Data: Automated Medicaid Fraud System Activity report.

Method of Calculation: The calculation for this measure is a cumulative count of the number of cases referred for prosecution.

Data Limitations: The number of cases referred for prosecution is impacted by the facts of the case.

Calculation Type: Cumulative.

New Measure: No.

Target Attainment: "H" (Higher than target).

**Schedule B: List of Measure Definitions
For Fiscal Years 2022-2023**

Efficiency Measure: Average Cost Per Investigation Concluded

Definition: The average cost per Medicaid Fraud Control Unit (MFCU) investigation concluded.

Purpose/Importance: This measure is an indicator of cost effectiveness.

Source/Collection of Data: Cost information for the MFCU Strategy comes from the agency's budget variance reports. Number of Investigations Concluded is an output measure for this Strategy. The automated Medicaid Fraud System Activity report provides the total number of investigations concluded.

Method of Calculation: The formula for this measure is direct expenditures for the MFCU Strategy plus a percentage of indirect administrative support costs based on the OAG's Indirect Cost Plan divided by the Number of Investigations Concluded for the reporting period. The Annual Performance Measure Report will calculate the average cost using actual expenditures and accrued obligations for the reporting appropriation year.

Data Limitations: Direct program expenditures for the reporting period used to establish the target for this measure may not include rider appropriations, and/or across-the-board legislative salary increases, which negatively impact reported performance.

Also, see data limitations for output measure Number of Investigations Concluded.

Calculation Type: Non-Cumulative.

New Measure: No.

Target Attainment: "L" (Lower than target).

**Schedule C: Historically Underutilized Business Plan
For Fiscal Years 2022-2023**

Section I: Mission

The mission of the Office of Attorney General’s (OAG) Historically Underutilized Business (HUB) Program is to make a good faith effort to meet the OAG’s HUB goals based upon the 2009 State of Texas Disparity Study conducted by the Texas Comptroller of Public Accounts (CPA). In accordance with Texas Government Code, Title 10, Subtitle D, Section §2161 and Texas Administrative Code §20.281-§20.298, the OAG administers programs which encourage participation by HUBs, in all contracting and subcontracting opportunities.

Section II: Overview

The OAG submitted the HUB Plan in compliance with the reporting requirements of Article IX, Sec. 7.06, 7.07 and 7.08. The OAG HUB Plan is responsive to Sec. 7.07 (a) (1) and (a) (3) (E)-(F). The OAG refers to the 2009 Texas Disparity Study conducted by the CPA Statewide Procurement Division (SPD) for the information requested in Sec. 7.07 (a)(3) (A)-(D). The OAG’s HUB goals and strategic plan incorporated the 2009 Texas Disparity Study’s findings and results. The activities stated in Sec. 7.07 (3) (A)-(D) are activities associated with conducting a disparity study. These reporting requirements are now included in Article IX, Sec. 7.08 and Reporting of HUB Key Measures.

The OAG HUB participation for FY 2016-2019 is identified in Table 1.

Table 1: FY 2016-2019 HUB Participation

Fiscal Year	HUB Percentage
FY 2016	36.89%
FY 2017	21.67%
FY 2018	43.04%
FY 2019	28.04%

The OAG HUB utilization in FY 2019 was 28.04% versus the statewide average of 12.77%. The OAG will continue its good faith efforts to meet the HUB procurement category goals,¹ specific to OAG expenditure types.

Section III: FY 2020 Goals

The goal of the OAG HUB Program is to promote fair and competitive business opportunities which maximize the inclusion of minority-owned, woman and service-disabled veteran-owned businesses certified through the Comptroller’s Statewide Procurement Division (SPD).

The OAG HUB goals are appropriate to our expenditures, and the 2009 State of Texas Disparity Study goal setting methodology. The OAG strives to meet or exceed these goals by its proactive approach in the procurement process. This approach ensures that the opportunity for state business has been extended to as many HUB vendors as possible.

¹ HUB goals were re-assessed June 2019.

**Schedule C: Historically Underutilized Business Plan
For Fiscal Years 2022-2023**

The FY 2020 OAG HUB procurement category goals are identified in Table 2.

Table 2: FY 2020 OAG HUB Procurement Category Goals

Procurement Category	OAG HUB Goal
Heavy Construction ²	N/A
Building Construction ³	N/A
Special Trades ⁴	32.90%
Professional Services ⁵	0.00%
Other Services	26.00%
Commodities	21.10%

In addition, the OAG seeks to increase HUB utilization through direct expenditures and HUB subcontracting among our larger contracts, which are estimated to account for 40-60% of total HUB expenditures.

Section IV: HUB Programs, Processes, and Activities

A. Access

- Increase the number of certified HUB vendors by supplementing the bid opportunities with Non-Centralized Master Bidders List HUB vendors.
- Attend OAG mission related events, conferences where vendors will be participating and/or demonstrating services and products related to the OAG’s statutory responsibilities.
- Obtain assurances that awarded contractors will make a good-faith effort to subcontract with HUBs, based on their HUB Subcontracting Plans (HSP); and maintain that commitment throughout the contract.
- Maintain a HUB Program office including a full time HUB Coordinator in the Procurement Division.
- Facilitate meetings between HUB vendors, OAG purchasing staff and other key OAG decision makers.
- Coordinate HUB forums and outreach events. Specific procurement opportunities are offered, and actual awards are made at “spot bid fairs.”

B. Awareness

- Conduct pre-bid conference briefing on HUB Subcontracting Plan (HSP) requirements.
- Post pre-bid conference sign in sheet on the Electronic State Business Daily with solicitation documents as resource for vendors to potential HUB subcontractors.
- Send out blast email notification to HUB vendors for solicitations over \$100,000 with identified potential subcontracting opportunities. Note: The subcontracting opportunities identified within large procurements may be classified by differing class and item National Institute of Governmental Purchasing codes.
- Notify HUB vendors listed under the class and item numbers of pre-solicitation conferences.

² The agency does not make expenditures in the Heavy Construction category.

³ The agency does not make expenditures in the Building Construction category.

⁴ Leasehold improvement decisions for OAG field offices are made by the Texas Facilities Commission and the landlord.

⁵ The agency does not make expenditures for Professional Services.

**Schedule C: Historically Underutilized Business Plan
For Fiscal Years 2022-2023**

- Reach out to large corporations through their Supplier Diversity Programs.
- Conduct one-on-one HUB vendor meetings to discuss in depth the opportunity that exists and provide attainable work plan to increase HUB vendor's knowledge of the State of Texas procurement processes.
- Increase the number of "virtual" events, by hosting web-based vendor information sessions.
- Provide an internal HUB Program plan to update the OAG's Executive Management team regarding HUB program activities, related initiatives, and projects.
- Participate in the activities of the HUB Discussion Workgroup, Texas African American Chambers of Commerce, Texas Mexican American Chambers of Commerce, Texas Chamber of Commerce, and Office of the Governors Department of Small Business Assistance, Economic Development and Tourism.

C. Accountability

- Conduct post award meetings with end users and awarded contractor to ensure their understanding of required HUB reporting post award.
- Monitor the HSP progress assessments reports (PAR) as applicable to resulting awarded contracts.
- Incorporate HSP PAR into OAG's internal procurement system.
- Prepare monthly reports to assess HUB utilization by OAG division.
- Expand the Mentor-Protégé Program and establish quantifiable milestones designed to foster successful relationships between prime contractors and HUBs.
- Create a HUB reporting dashboard for division HUB utilization.
- Recognize prime contractors HUB utilization and good faith efforts with an OAG certificate signed by the Attorney General.
- Monitor total expenditures and the percentage of purchases awarded directly and indirectly through subcontracting to HUBs, under the applicable procurement categories.
- Track the number of contracts awarded to certified HUBs resulting from OAG's outreach efforts.
- Conduct in-reach training with a "Best Practices for HUB Subcontracting" training session for OAG project managers, contract attorneys, and procurement staff.
- Provide new Procurement Division staff "HUB 101" and "Best Practices Guidelines" training.

The OAG is fully committed in its efforts to enhance and encourage growth for minority-owned, woman-owned, and service-disabled veteran-owned businesses.

**Schedule D: Statewide Capital Planning
For Fiscal Years 2022-2023**

Fiscal Years:

2022 – 2023

Project Name:

Child Support IT System Modernization Project, Phase 2

Type:

Information Resources

Description of the project or acquisition

The OAG will continue to modernize child support applications using new technologies to enable the Child Support Division (CSD) to meet increasing customer service demands, manage changing caseloads, improve automation of processes, and attract and retain a changing workforce. The system modernization approach will include:

- Completing the transition from a traditional waterfall development methodology to a 100% agile-based mindset and incremental delivery model;
- A phased approach to modernizing technologies to improve customer service, workflow, automate functionality, and add business value; and
- Leveraging modern platform as service technologies, cloud services, and low-code, configuration-based development.

Anticipated useful life of the project

The expected useful life of the project is estimated 7-10 years.

Timing of the capital need

FY 2022	FY 2023	FY 2024	FY 2025	Total
\$24,686,480	\$24,686,480	\$0	\$0	\$49,372,960

Proposed source of funds (method of financing)

General Revenue and Federal Funds

Proposed type of financing

Cash

Legislative Authority of the Project

Texas Government Code, Chapter 2054. Information Resources

Potential Consequences of Postponing

While TXCSES has proven to be a successful system for the OAG over the past 25 years, technology advancements have introduced changes that will improve flexibility and adaptability to help CSD address inefficiencies in current processes, increasing customer service demands and changing business needs of

**Schedule D: Statewide Capital Planning
For Fiscal Years 2022-2023**

the program. Potential risks associated with an aging/retiring workforce to support mainframe and legacy applications are high and demand an overall IT legacy application modernization strategy.

Revenue/Cost Savings

Improved workflow and business processes automation coupled with reduced hardware and software expenses will result in cost savings and cost avoidance netting a positive return on investment.

Additional related information requested by the Bond Review Board

None

Legal Requirement

Each state agency and institution of higher education is required to submit a Capital Expenditure Report to the Texas Higher Education Coordinating Board and Bond Review Board for each biennium in which specific types of capital projects are planned. The legal authority and requirement for this report is House Bill 1 (General Appropriations Act), Art. IX, Sec. 11.03. Details may be found on the Bond Review Board website at: http://www.brb.state.tx.us/cep/cep_legislation.aspx.

Schedule F: Agency Workforce Plan

Agency Overview

The Attorney General is the state's legal counsel in court, as designated by the Texas Constitution. Texas law provides the Attorney General with civil and criminal enforcement authority and references the Attorney General approximately 2000 times. The OAG provides legal representation, counseling, and assistance as legal counsel to state agencies, officials and other designated entities.

As of February 24, 2020, 29 percent (965) of the OAG's workforce is within the Legal Services Strategy. Most of this staff is in Austin; however, there are five regional consumer protection offices located in Dallas, El Paso, Houston, Pharr, and San Antonio.

In accordance with the Texas Family Code, the OAG is tasked with administering Texas's federally mandated child support enforcement services program under Title IV-D of the Social Security Act. The Child Support Services Strategy comprises 63 percent of the OAG's current authorized FTEs. The OAG provides child support services across the state through the Child Support Division's (CSD) numerous field and regional offices. Program services include ten service regions across the state, consisting of more than 32 field offices, five consolidated metropolitan offices, 37 storefronts, three Enterprise Customer Service Centers, a Special Collections Unit, a Case Initiation Services Office, a Foster Care Unit, a Responding Interstate Unit and six county-operated Integrated Child Support System (ICSS) local rule offices.

The Attorney General is also responsible for providing Crime Victims' Services. As of February 24, 2020, three percent (129) of the OAG's workforce provides direct services and assistance to victims of violent crimes and various organizations through the Crime Victims' Compensation and the Victims' Assistance Strategies. This staff is primarily located in Austin but is also housed in Dallas, El Paso, Houston, and San Antonio.

The OAG's Medicaid Investigation Strategy is carried out by the agency's Medicaid Fraud Control Unit (MFCU), as mandated by 42 C.F.R. § 1007.11. With four percent (156) of the OAG's workforce (as of February 24, 2020), this strategy serves as a deterrent to criminal fraud and other criminal activity in the State Medicaid Program. MFCU investigates and prosecutes a wide variety of Medicaid providers throughout Texas that receive payments under the State Medicaid Program. Investigations of Medicaid patient abuse and criminal neglect are also conducted. The MFCU is based in Austin and has eight field offices operating in Corpus Christi, Dallas, El Paso, Houston, Lubbock, Pharr, San Antonio, and Tyler.

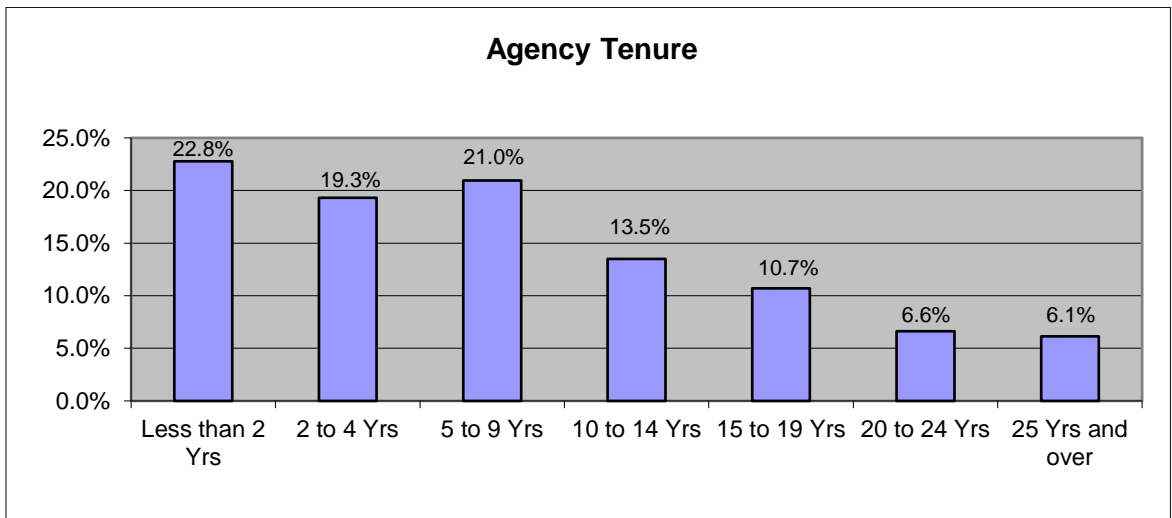
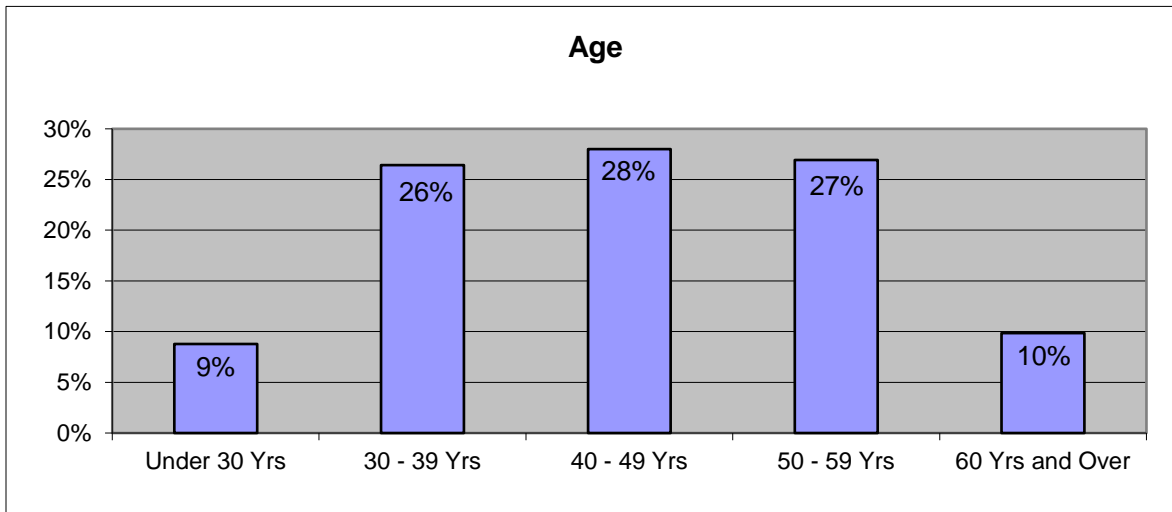
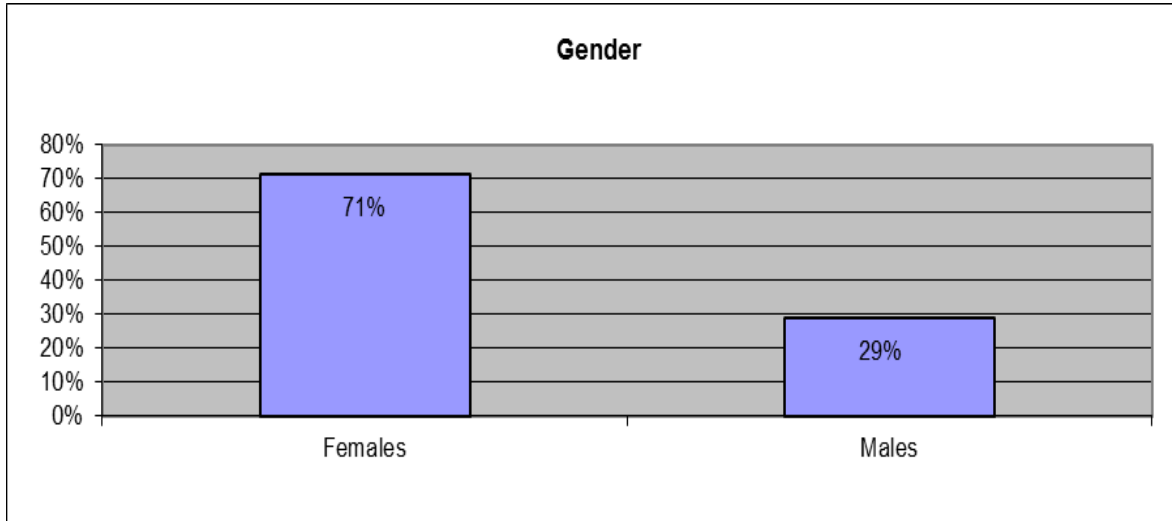
The Legislature does not identify a separate strategy for agency-wide administrative functions within the OAG, such as accounting, internal audit, budgeting, procurement, support services, human resources, and information technology services. Instead, the OAG is required to allocate administrative staff and costs to each of its strategies based on the OAG's federally approved Indirect Cost Allocation Plan. A separate strategy is identified for the OAG to provide administrative support for the State Office of Risk Management (SORM), as required by the Texas Labor Code.

A. Current Workforce Profile

Workforce Demographics

The following charts are profiles of the agency's workforce as of February 24, 2020. The charts include full-time and part-time employees. The OAG workforce is 71 percent female and 29 percent male. Sixty-five percent of the agency's employees are 40 years of age or older. With respect to state service, 63 percent of agency employees have less than ten years of agency service, while 37 percent have ten or more.

Schedule F: Agency Workforce Plan



Schedule F: Agency Workforce Plan

The following table compares the percentage of African American, Hispanic, and female OAG employees (as of February 24, 2020) to the statewide civilian workforce as reported by the Texas Workforce Commission’s Civil Rights Division. In half of the categories, the agency’s percentages are higher than the statewide workforce levels.

Job Category	African American		Hispanic		Female	
	OAG %	State %	OAG %	State %	OAG %	State %
Officials, Administration	4.40	7.40	16.20	22.10	44.12	37.40
Administrative Support	11.80	14.80	41.80	34.80	85.29	72.10
Service and Maintenance	22.00	13.00	50.00	54.10	86.94	51.00
Professional	9.90	10.40	26.00	19.30	63.45	55.30
Protective Services	7.70	19.80	30.10	31.30	27.21	25.60
Skilled Craft	0.00	10.60	66.70	50.70	33.33	11.60
Technical	13.70	14.40	27.30	27.20	29.91	55.30

* Per directive from the Texas Workforce Commission’s Civil Rights Division, “Protective Services” and “Para-Professionals” categories are combined with the “Service and Maintenance” category.

The demographics of the OAG workforce are statistically representative of the Texas labor pool. Categories with under-representation are female technical, African American protective services, African American skilled craft, Hispanic officials/administration, and Hispanic service and maintenance. The under-representation of African American technical, African American administrative support, African American officials/administration, African American professional, and Hispanic protective services are considered minimal.

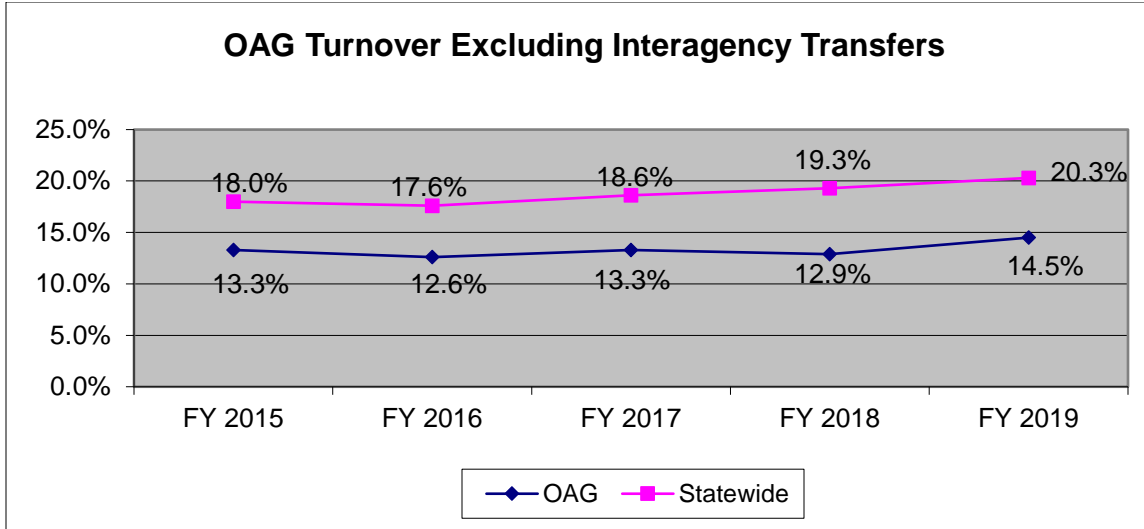
Pursuant to the OAG EEO Plan, the OAG will continue to endeavor to recruit more staff for the categories identified above. The Human Resources Director will emphasize the recruitment of individuals for jobs listed within the categories in which the OAG’s workforce has an under-representation. Programs utilized for this purpose will include the “Intern Program”, which recruits interns at the undergraduate level. The OAG will also endeavor to attend minority recruitment fairs at historically diverse universities as resources allow.

Additionally, the OAG remains compliant with federal and state laws and regulations regarding the recruitment and selection of veterans.

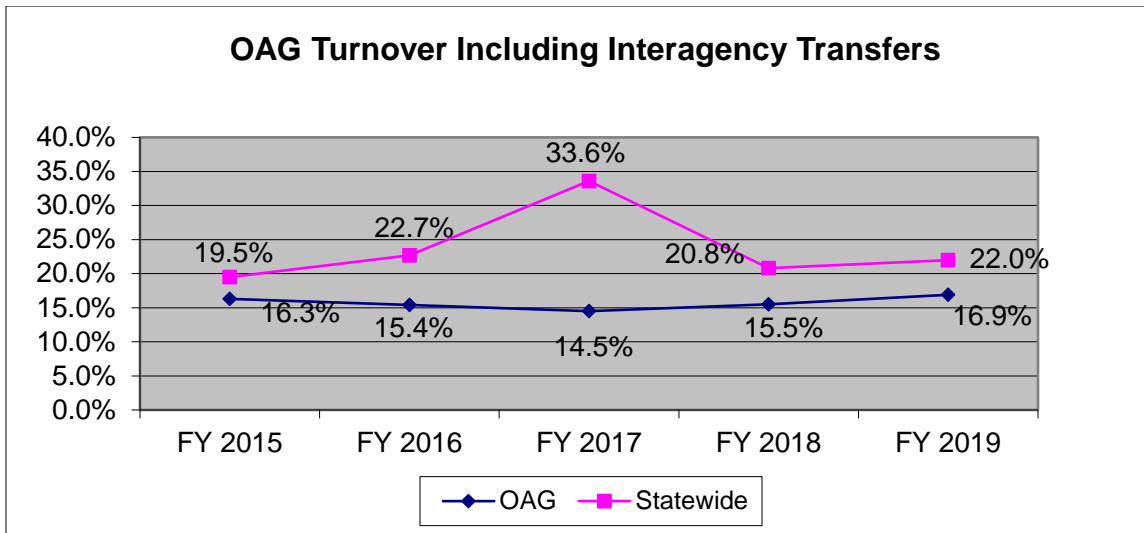
B. Employee Turnover

The turnover rate for the OAG is generally consistent with or below the turnover rate for state government. A comparison of the OAG turnover rate to state government for FY 2015 through FY 2019 is below.

Schedule F: Agency Workforce Plan



Source: State Auditor's Office Turnover Data for Agency 302 - Office of the Attorney General, Article 01 - General Government



Source: State Auditor's Office Turnover Data for Agency 302 - Office of the Attorney General, Article 01 - General Government

Schedule F: Agency Workforce Plan

C. Potential Retirement Eligibility Impact

An analysis of the OAG staff tenure and leave records indicates that 341 staff members—or approximately eight percent of the agency’s workforce—currently are, or will become, eligible to retire during FY 2020 under the state’s “Rule of Eighty” criteria.⁶ As Table A indicates, the percentage of OAG employees becoming eligible to retire by the end of FY 2020 is as follows: approximately twelve percent for the Crime Victims Services Division, six percent for MFCU, just over eight percent for the Child Support Division, and nine percent for the legal services divisions. Between FY 2020 and FY 2025, approximately twenty-two percent (900 employees) of the OAG’s staff are anticipated to become eligible for retirement under the “Rule of Eighty.”

**TABLE A: Number of OAG Employees
Projected to Be Eligible to Retire by Fiscal Year Using Rule of 80**

Strategy Area	FY20	FY21	FY22	FY23	FY24	FY25	Total Eligible	Total Staff by Area ⁷	% Eligible in FY2020	% Eligible Between FY2020 & FY2025
Child Support	208	60	63	71	78	89	569	2,578	8.1	22.1
Crime Victim Services	16	1	4	6	2	3	32	129	12.4	24.8
Legal Services	107	24	35	30	29	35	260	1,173	9.1	22.2
Medicaid Fraud Control	10	0	9	7	5	8	39	156	6.4	25.0
Agency Total	341	85	111	114	114	135	900	4,036	8.4	22.3

Table B shows the estimated number of agency staff by selected classified position series who may likely reach retirement eligibility during the FY 2020 through FY 2025 period. Approximately forty percent of the agency’s directors and forty-eight percent of its managers are projected to reach retirement eligibility during this period. In addition, during this same period, nearly twenty-five percent of the agency’s administrative assistants are projected to reach retirement eligibility.

⁶ These estimates are based on the number of staff on the OAG’s payroll as of February 24, 2020. The estimates are conservative as employees may retire for reasons other than the “Rule of Eighty” (e.g., reaching the age of sixty with ten years of service credit). The OAG employees who have retired through the Employee Retirement System (ERS) as of the end of January 2020 are also excluded from the annual estimates of retirement-eligible staff. Rehired ERS retirees, however, are included in the total count of agency employees as of February 24, 2020.

⁷ Count is of filled positions as of February 24, 2020 and includes rehired ERS retirees but excludes vacant positions.

Schedule F: Agency Workforce Plan

**TABLE B: Number of OAG Employees by Selected Classification Series
Projected to be Eligible to Retire by Fiscal Year Using Rule of 80**

Strategy Area	FY20	FY21	FY22	FY23	FY24	FY25	Total Eligible	Total Employees by Classification Series⁸	% Eligible in FY2020	% Eligible Between FY2020 & FY2025
Administrative Assistants	23	7	9	8	6	6	59	201	11.4	29.4
Assistant Attorneys General	60	16	17	14	19	13	139	709	8.5	19.6
Child Support Officers	65	25	17	31	33	32	203	1,257	5.2	16.1
Child Support Technicians	13	6	6	3	8	9	45	317	4.1	14.2
Directors ⁹	14	5	2	7	3	4	35	87	16.1	40.2
Investigators	7	0	4	3	2	7	23	69	10.1	33.3
Legal Assistants	14	2	5	4	6	4	35	118	11.9	29.7
Legal Secretaries	8	2	2	4	3	3	22	52	15.4	42.3
Managers	20	5	11	7	4	11	58	120	16.7	48.3

The OAG, on a limited basis, utilizes rehired ERS retirees to fulfill mission-critical job functions. Approximately two percent of OAG employees fall into this category. Table C shows the number and percentage of rehired ERS retirees employed by the agency according to strategy area as of February 24, 2020.

⁸ Count is of filled positions as of February 24, 2020 and includes rehired retirees but excludes vacant positions.

⁹ Excludes all Director V positions defined for this analysis to be non-career positions.

Schedule F: Agency Workforce Plan

TABLE C: Rehired ERS Retirees as a Percentage of the OAG Workforce as of February 24, 2020

OAG Strategy	Total Employees as of 2/24/20	# of Rehired State Retirees	State Retiree Rehires as % of Total Employees
Child Support	2,578	45	1.8
Crime Victim Services	129	0	0.0
Legal Services	1,173	40	3.5
Medicaid Fraud Control	156	9	5.5
Agency Total	4,036	94	2.3

D. Training

The Texas Legislature has recognized that programs for the education and training of state employees materially aid effective state administration. In addition, state law requires that all state employees complete certain mandatory training. Moreover, the Texas Government Code allows state agencies to spend public funds for education and training programs. Accordingly, the OAG provides the following education and training programs for its employees to comply with state law, increase competency of agency employees, and promote the effective administration of the agency.

- Mandatory Training
 - Discrimination and Harassment Awareness
 - Fraud, Waste, and Abuse Prevention Program
 - Government Records: Retention and Requests
 - Sensitive Personal Information
 - Required Information for New Employees
 - Human Trafficking: Be the One
 - Cyber Security Awareness for General Users
- Continuing Legal Education
- Peace Officer Education
- Employee Development

E. Recruitment

The purpose of recruitment is to attract outstanding individuals who have an interest in state government. The OAG has ongoing programs that serve to enhance recruitment of employees.

The **Law Clerk Program** selects law clerks based on factors such as grades, writing ability, legal experience, and interest in public service work. Recruiting includes participating in on-campus interviews at Texas law schools, attending public service career events, and accepting applications from students throughout the country. Law clerks work alongside OAG attorneys, gaining hands-on experience in their areas of interest. As in a traditional clerkship program, law clerks are expected to research and write legal memoranda.

Schedule F: Agency Workforce Plan

The **Intern Program** provides realistic training situations that provide interns with valuable hands-on experience. Recruiting for the Intern Program includes attendance at job and internship fairs, public presentations at colleges and universities, and dissemination of information to various career-services offices.

The **Child Support Outreach and Volunteer Program** provides community outreach and recruits volunteers and interns to work in child support offices. Volunteers and interns assist full-time staff with valuable support and, in return, they gain experience and marketable skills.

The **OAG Fellowship Program** offers three one-year fellowships for third-year law students or recent law school graduates. The Coleman Fellows work in the Office of Solicitor General. The Coleman fellowships are named after Gregory S. Coleman, the First Solicitor General of Texas. The third fellow works in civil litigation.

F. Retention

To increase retention, the OAG provides employees the following:

1. **Education and Training**

The OAG provides education and training programs designed to develop relevant knowledge, skills, and abilities.

2. **Payment of Fees for Professional Certifications and Licenses**

For certifications or licenses that are directly related to the individual employee's business function in the agency, the OAG reimburses certain professional fees paid by OAG employees.

3. **Alternative Work Schedules and Telecommuting**

Pursuant to OAG policy, employees may have alternative work schedules. The OAG has a telecommuting program for eligible personnel. The program allows approved employees to telecommute on an ad-hoc or regular basis.

4. **Performance Leave**

Employees may be awarded performance leave for outstanding performance, pursuant to §661.911, Texas Government Code.

5. **Wellness Program**

The OAG's Wellness Program provides employees the opportunity to participate in a variety of health initiatives.

6. **Retention Bonuses**

The OAG may offer one-time additional compensation payments of up to \$5,000 to retain employees designated as possessing scarce skills, critical knowledge, or attributes required for the ongoing success of the agency. To be eligible, the employee must have completed 12 months of regular, full-time service with the agency.

G. Succession Planning

Although the agency does not have a formally designated succession-planning program, the OAG utilizes a variety of practices and procedures that collectively contributes to the continuity of competent personnel in critical positions. The OAG recognizes and retains potential future leaders through pay raises and promotions, training opportunities, mentoring, and job assignments. This program is designed to ensure continuity in key or critical positions and identify individuals with the potential to assume new roles and higher levels of responsibility. It creates opportunities for professional growth through voluntary mentoring and tailored training and retains critical child support program knowledge and information.

Schedule H: Report on Customer Service

The Office of Attorney General (OAG) is committed to providing high quality customer service to its state agency clients and Texas taxpayers to ensure they receive the maximum benefit from their interaction with OAG attorneys and staff. Excellence, humility, integrity, and innovation are values that the Attorney General and Executive Management actively promote throughout the agency.

Inventory of External Customers

For the purposes of the biennial customer satisfaction assessment, the OAG services three major external customer classes for which the agency has customer satisfaction-related performance measures: (1) legal services clients, (2) clients with child support cases, and (3) eligible crime victims who have applied for and been approved to receive crime victim compensation.

For the 2020 assessment, the legal services client group includes state agency executive directors, their general counsels and agency staff, as well as appointed board chairs of state commissions and councils. Client agencies receive a full array of legal services including general counsel support and legal representation in litigation matters. Litigation support covers a wide variety of matters, including administrative appeals, defense of state agencies and state employees in state and federal courts, employment litigation, consumer protection enforcement, environmental protection, licensing actions, collections, and various other matters. Scope of representation may include pre-litigation assistance, trial preparation and discovery, negotiation of settlements, and representation at trial and on appeal.

Child support customers include both custodial and noncustodial parents who have child support cases with the Attorney General's Child Support Division (CSD). Under Title IV, Part D, of the federal Social Security Act, CSD provides services including locating absent parents, establishing paternity for children born out of wedlock, establishing and modifying child support orders, enforcing child support orders, and collecting and disbursing child support payments. CSD's current caseload includes over 1.5 million cases.

Crime Victim Services Division (CVSD) clients are either victims of violent crime, their families, or others who have taken on crime-related costs on behalf of a victim, who have applied for reimbursement under the Crime Victims' Compensation Act (the Act). The OAG reviews and approves applications for reimbursement from or on behalf of eligible victims who are injured, threatened, or killed as a result of a violent crime under the Act. The OAG reimburses crime-related costs not covered by other sources, such as insurance or settlements. Within the statutory confines enacted by the Legislature, CVSD informs victims about their rights and potential reimbursement, makes eligibility determinations, and reimburses crime victims for allowable expenses resulting from the crimes of others. The number of victim applications approved in FY 2019 was 17,585.

Schedule H: Report on Customer Service

Legal Services

Information Gathering Methods

Legal services clients were identified by 10 separate civil litigation divisions within the OAG: Administrative Law, Bankruptcy and Collections, Consumer Protection, Environmental Protection, Financial Litigation and Charitable Trusts, General Litigation, Law Enforcement Defense, Tax Litigation, Tort Litigation, and Transportation. These divisions' clients include executive directors, state agency general counsels and client agency staff, as well as appointed board chairs of state commissions and councils with whom the OAG divisions had direct contact when providing legal services. The final combined client list consisted of 642 individuals. Any client identified as receiving services from more than one OAG litigation division was given the opportunity to complete a separate survey for each division with whom they were listed as a client. In total, 839 surveys were offered.

The 2020 legal services survey was conducted online beginning December 9, 2019. SurveyMonkey was used to administer the survey. Clients were emailed a link and asked to log onto SurveyMonkey to complete and submit the short survey. When the survey project closed on December 30, 2019, 219 individuals had responded (34 percent), and 278 surveys had been completed (33 percent of those offered). Results of the legal services client satisfaction assessment are based on this sample.

Customer Satisfaction Assessment: Clients of Legal Services

In the 278 survey responses that were submitted, client agencies expressed a high rate of overall satisfaction with legal services received from the Office of Attorney General. Ninety-eight percent of the respondents expressed overall satisfaction with the legal services they received. Four respondents indicated they were dissatisfied (1 percent), and two respondents (less than 1 percent) indicated they were very dissatisfied with the services they received.

Legal services clients assessed several aspects of the customer service provided by OAG staff, including attorneys' accessibility, availability, communication skills, understanding of the clients' concerns and objectives, and the handling of settlements and litigation. Legal services clients were asked whether they agreed or disagreed with various statements using a five-point scale: 5 - "strongly agree," 4 - "agree," 3 - "somewhat agree," 2 - "disagree," and 1 - "strongly disagree." The responses that identified "NA/don't know" were not included in the percentage totals. The final question on the survey asked respondents to rate their overall satisfaction with legal services received from the OAG.

Online Legal Services Client Survey Questions

- Q1: Division attorneys are accessible by telephone.
- Q2: Division attorneys are available to meet when necessary.
- Q3: Division attorneys provide requested information.
- Q4: Division attorneys listen to client's concerns.
- Q5: Division attorneys understand client's needs and objectives.
- Q6: Division attorneys present and explore options.
- Q7: Division attorneys explain issues and legal principles clearly.
- Q8: Division attorneys accurately assess the strength of case(s).
- Q9: Division attorneys complete work in a timely manner.
- Q10: Division attorneys help witnesses prepare to testify.
- Q11: Division attorneys keep clients informed about case status.
- Q12: Division attorneys negotiate favorable settlements.
- Q13: Division attorneys effectively represent client's interests.
- Q14: How satisfied were you with the legal services provided by the division in total?

Schedule H: Report on Customer Service

Responses to specific questions are indicated in the table below.

Table 1: Legal Services Client Survey

Question	(5) Strongly agree	(4) Agree	(3) Somewhat agree	(2) Disagree	(1) Strongly disagree	N/A-Don't know	Sum	Average	% Satisfied (≥ 3)
1. Division attorneys are accessible by telephone.	164	90	7	2	1	11	275	4.6	99%
2. Division attorneys are available to meet when necessary.	163	81	11	0	1	20	276	4.6	99%
3. Division attorneys provide requested information.	179	74	9	3	1	9	275	4.5	98%
4. Division attorneys listen to client's concerns.	178	72	7	5	1	8	271	4.6	98%
5. Division attorneys understand client's needs and objectives.	168	77	17	3	2	7	274	4.5	98%
6. Division attorneys present and explore options.	156	82	21	1	2	14	276	4.5	99%
7. Division attorneys explain issues and legal principles clearly.	168	84	10	2	1	10	275	4.6	99%
8. Division attorneys accurately assess the strength of case(s).	137	92	25	1	2	19	276	4.4	99%
9. Division attorneys complete work in a timely manner.	149	84	20	6	5	9	273	4.4	96%
10. Division attorneys help witnesses prepare to testify.	102	60	7	3	0	103	275	4.5	98%
11. Division attorneys keep clients informed about case status.	133	80	30	5	2	26	276	4.4	97%
12. Division attorneys negotiate favorable settlements.	95	67	18	3	0	91	274	4.4	98%
13. Division attorneys effectively represent client's interests.	153	86	17	1	3	15	275	4.5	98%

Schedule H: Report on Customer Service

14. How satisfied were you with the legal services provided by the division in total?	173	77	14	4	2	6	276	4.5	98%
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A comment section was also provided for legal services clients. Responses were shared with all levels of management so that any concerns, complaints, or suggestions submitted by clients can be addressed and appropriate plans of action developed.

Child Support

Information Gathering Methods

The Child Support Division (CSD) emphasizes continual improvement of customer service by focusing on programs that encourage direct feedback regarding services.

- Customers who visit child support locations around the state are provided customer service surveys, allowing them to give instant feedback regarding the quality of their visit. These cards may be left with the office, placed in a locked customer survey card box in the lobby, or mailed to a central collection site at the CSD State Office. Survey card data is entered into a database, which allows for reports to be run focusing on overall statewide satisfaction or more specific office and regional satisfaction. Survey card comments and trends in satisfaction rates are reviewed by CSD’s executive management.
- Customers also express satisfaction with services through the “compliment” option on the Child Support Interactive (CSI) website, personal customer visit, or telephone. These compliments are then logged and tracked with a “kudos” code so positive feedback can be recognized.
- Customers have the opportunity to submit comments, complaints and/or suggestions through the CSI website. Customer suggestions and comments are shared with managers of appropriate business areas for action. Formal complaints are responded to through the agency’s ombudsman program, which tracks and resolves complaints at the local office level. If the complaint cannot be resolved at the office level, ombudsmen at the regional and state office level review and resolve the customer complaint. All complaints are documented through the CSD computer system to ensure uniformity throughout the state.
- Recently, a new initiative was launched by CSD executive management which allows internal staff to provide feedback and make suggestions/recommendations regarding the enhancement of processes on a local, regional, and state level. This input is reviewed and possibly assigned to work groups to explore feasibility.
- CSD continues to push all aspects of the organization to reach out to customers and seek feedback on ways processes can be enhanced. External facing surveys have been and will continue to be implemented to make this process as simple as possible.
- As part of this effort, the training division has several courses which focus on this topic and more are being developed which seek to improve or reinforce positive and constructive interaction with all customers of the Child Support Division.

Schedule H: Report on Customer Service

Customer Satisfaction Assessment: Child Support Customers

Between January 2018 and December 2019, a total of 3,551 customers completed survey cards. Of the total cards returned during this time period, 97.6 percent (rating ≥ 3) expressed satisfaction regarding the overall experience at the CSD office they visited.

Customer Survey Cards

Customer survey cards are available in English and Spanish at all CSD field offices. The cards ask customers to rate their satisfaction with all aspects of their experience at the office, using a five-point scale: 5 indicating the highest level of satisfaction and 1 the lowest. The questions ask:

How satisfied are you:

- Question 1: with the amount of time you waited to see someone who could help you with your case?
- Question 2: with the courtesy of the person at the front desk upon your arrival?
- Question 3: with the courtesy of the person who helped you with your case?
- Question 4: with the knowledge of the person who helped you with your case?
- Question 5: that your questions were addressed?
- Question 6: with the overall experience at the office you visited?
- Question 7: with the office facilities: for example—waiting room, parking, overall appearance and cleanliness?

Table 2: Child Support Survey Card Results

Question	(5) Very satisfied	(4) Satisfied	(3) Somewhat satisfied	(2) Unsatisfied	(1) Very unsatisfied	Sum	Average	% Satisfied (≥ 3)
1. How satisfied are you with the amount of time you waited to see someone who could help you with your case?	2483	330	173	117	59	3162	4.6	94.4%
2. How satisfied are you with the courtesy of the person at the front desk upon your arrival?	2971	301	122	62	38	3494	4.75	97.1%
3. How satisfied are you with the courtesy of the person who helped you with your case?	3160	165	49	42	17	3433	4.87	98.3%
4. How satisfied are you with the knowledge of the person who helped you with your case?	3120	180	59	49	18	3426	4.85	98.1%

Schedule H: Report on Customer Service

5. How satisfied are you that your questions were addressed?	3118	185	57	56	15	3431	4.85	98%
6. How satisfied are you with the overall experience at the office you visited?	3050	227	79	60	24	3440	4.8	97.6%
7. How satisfied are you with the office facilities: For example—waiting room, parking, overall appearance and cleanliness?	2970	246	104	35	18	3373	4.81	98.5%

The survey card also directs customers who have additional comments to the CSI website. CSI offers customers the opportunity to submit comments, problems, and suggestions through the website.

Crime Victims

Information Gathering Methods

CVSD continues to look for ways to provide the best service to victims of violent crime and their families in Texas. CVSD began utilizing online customer service surveys in 2019 through their recently developed online Crime Victims' Compensation (CVC) Portal. Surveys are presented in both English and Spanish depending on the language preference indicated on the application.

Surveys are automatically presented for online applicants based on specific claim events. Regardless of whether the claim is approved, or a payment is made, every applicant receives at least one survey prompt after the application is submitted. There are four events that will prompt a survey.

- Event 1 - Online Application Submission
 - Every online applicant is presented with a survey regarding the online application's accessibility and completion ease immediately after submission.
- Event 2 - Application Approval
 - If an application is approved, an email is sent to the victim or claimant identifying an application status change and requesting they log into the CVC Portal. After logging in, they are presented with the second survey regarding application approval timeliness.
- Event 3 - 30 Days After 1st Payment
 - If a victim or claimant receives a payment, an email with a link to the survey regarding their satisfaction with the payment is sent 30 days after a payment has been made.
- Event 4 - 90 Days After 1st Payment
 - If a victim or claimant receives a payment, an email is sent with a link to a survey regarding their overall satisfaction with the CVC program 90 days after a payment has been made.

Schedule H: Report on Customer Service

Customer Satisfaction Assessment: Eligible Victims of Crime

From September 2019 to February 2020, a total of 3,759 online applicants had the opportunity to take at least the application submission survey. Of those application surveys, 2,184 were completed, a 58 percent response rate. Response data is based on a snapshot of the number of surveys completed and not the number of online applicants.

A total of 3,345 surveys were completed. Of the total questions answered, 89 percent (rating ≥ 3) expressed satisfaction. For clients responding regarding overall satisfaction, 83 percent expressed a favorable response.

Respondents indicate their responses using a five-point scale: 5 - “strongly agree/strongly satisfied,” 4 - “agree/satisfied,” 3 - “somewhat agree/somewhat satisfied,” 2 - “disagree/dissatisfied,” and 1 - “strongly disagree/strongly dissatisfied.” Respondents also have the option to not answer.

Crime Victim Survey Statement

Application Submission
The application for Crime Victims’ Compensation (CVC) benefits was easy to complete.
Application Approval
Application has been approved. My application was approved in a timely manner.
30 Days After First Payment
How satisfied are you with the recent payment you received from the CVC program?
90 Days After First Payment
How satisfied are you with the crime related expenses you have received so far from the CVC program?
How satisfied are you with the web application and internet access to the CVC program?
If you called CVC, you were able to reach someone on the phone within 48 hours.
Overall, how satisfied are you with the services provided by the CVC program?

Table 3: Crime Victim Survey

Event	Question	(5) Strongly Agree/ Strongly Satisfied	(4) Agree/ Satisfied	(3) Somewhat Agree/ Somewhat Satisfied	(2) Disagree/ Dissatisfied	(1) Strongly Disagree/ Strongly Dissatisfied	Sum	Average	% Satisfied (≥ 3)
Application Submission	The application for CVC benefits was easy to complete.	1092	655	274	33	130	2184	4.2	93%
Application Approval	Application has been approved. My application was approved in a timely manner.	202	265	116	42	47	672	3.8	87%
30 Days After First Payment	How satisfied are you with the recent payment you received from the CVC program?	24	35	29	12	12	112	3.4	79%
90 Days After First Payment	How satisfied are you with the crime related expenses you have received so far from the CVC program?	18	20	22	19	11	90	3.2	67%
90 Days After First Payment	How satisfied are you with the web application and internet access to the CVC program?	34	32	22	5	3	96	3.9	92%

Schedule H: Report on Customer Service

90 Days After First Payment	If you called CVC, you were able to reach someone on the phone within 48 hours.	21	30	22	11	14	98	3.3	74%
90 Days After First Payment	Overall, how satisfied are you with the services provided by the CVC program?	21	28	28	11	5	93	3.6	83%

Respondents were provided with an opportunity to provide more information by use of the agency contact form via the agency web link at <http://texasatt.prod.acquia-sites.com/crime-victims/crime-victim-services-contact-us>. In addition, CVSD is reviewing the ability of enhancing the CVC Portal to include direct feedback capabilities.

Agency Customer Service Satisfaction

In accordance with the *Instructions for Preparing and Submitting Agency Strategic Plans for fiscal years 2021 to 2025* issued February 5, 2020, and to best ensure our external clients had an opportunity to address any additional aspects of customer service, an addendum survey was conducted to incorporate eight specific questions required per Appendix 8 of the *Instructions*. These external customers identified previously were provided a SurveyMonkey link to further measure their satisfaction with the agency's facilities, staff interactions, communications, website, complaint handling processes, timeliness, printed information and overall satisfaction with the agency. This information was assessed and provided in the table below.

Table 4: Agency Addendum Survey Results

Question	(5) Very satisfied	(4) Satisfied	(3) Neutral	(2) Unsatisfied	(1) Very Unsatisfied	N/A-Not Applicable	Sum	Average	% Satisfied (≥3)
1. How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?	97	78	37	15	32	70	329	3.7	82%
2. How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?	143	73	21	22	38	30	327	3.8	80%
3. How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?	121	79	35	24	48	21	328	3.7	77%

Schedule H: Report on Customer Service

4. How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?	86	76	57	26	29	55	329	3.6	80%
5. How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?	58	33	38	22	38	139	328	3.3	68%
6. How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?	108	78	33	15	42	52	328	3.7	79%
7. How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?	97	78	37	15	32	70	329	3.7	82%

Follow-Up to Customer Satisfaction Assessment

In addition to providing customers a forum to address concerns that are special to their cases, the OAG also looks for broader indicators that are instructive as Executive Management continues re-evaluating program strategies to ensure all operations are as effective and efficient as possible. The results of the surveys were tabulated and reported to all levels of management. Survey instruments were then provided to division managers. Based on statistical survey results and narrative comments from customers, affected division chiefs are developing responsive action plans. Division chiefs responsible for managing litigation divisions have been tasked with conducting proactive outreach to any client agencies that expressed concerns or suggested improvements to help facilitate candor among respondents. Child Support customers had the option of responding anonymously when surveyed; any customers who identified themselves and expressed concerns are contacted by the appropriate staff in an attempt to resolve whatever issues were identified. In addition, enhancements to the OAG's electronic contact form, Child Support Interactive and CVSD's online portal will be reviewed for possible enhancements to further facilitate survey options and customer service feedback capabilities. The OAG will continue to appraise survey methods to increase customer response rates, including additional electronic interface options for customers. The Office of the Attorney General is committed to performing its duties with excellence and will continue to seek out protocols and methods to meet and surpass our current benchmarks.

Schedule H: Report on Customer Service

Performance Measures for Customer Service/Satisfaction

Table 5 Goal: Provide Legal Services

Legal Services	Data
Percentage of Surveyed Customer Respondents (Client Agencies) Expressing Overall Satisfaction with Legal Services Received	98%
Percentage of Surveyed Customer Respondents (Client Agencies) Identifying Ways to Improve Service Delivery	9%
Number of Customers (Client agency heads and/or agency counsel) Surveyed	278
Number of Customers (Client agency heads and/or agency counsel) Served	642
Cost Per Customer (Client Agency) Surveyed	\$2.57

Table 6 Goal: Enforce Child Support Law

Child Support	Data
Percentage of Surveyed Customer Respondents (Custodial and noncustodial Parents) Expressing Overall Satisfaction with Child Support Services Received	97.6%
Percentage of Customers (Custodial and noncustodial Parents) Identifying Ways to Improve Service Delivery	<1%
Number of Customers (Custodial and noncustodial Parents) Surveyed	3,351
Number of Customers (Custodial and noncustodial Parents) Served	2,530,214
Cost Per Customer (Custodial and noncustodial Parents) Surveyed	\$0.15
Percentage of Phone Calls Answered by the Child Support Customer Service Centers	89%

Table 7 Goal: Crime Victim Services

Crime Victim Services	Data
Percentage of Surveyed Customer Respondents (Eligible Crime Victim Applicants) Expressing Overall Satisfaction with Crime Victims' Compensation Services Received	83%
Percentage of Surveyed Customer Respondents (Eligible Crime Victim Applicants) Identifying Ways to Improve Service Delivery	2%
Number of Customers (Eligible Crime Victim Applicants) Surveyed	3,345
Number of Customers (Eligible Crime Victim Applicants) Served	17,585
Cost Per Customer (Eligible Crime Victim Applicant) Surveyed	\$0.15

Schedule H: Report on Customer Service

Table 7 Agency-wide: Customer-Related Explanatory Measures

Explanatory Measure	Data
Number of Customers Identified	2,548,441
Number of Customer Groups Inventoried	8

Schedule H: Report on Customer Service

Inventory of External Customers Served By Strategy

Table 8: Customers Served

Strategy	Customers	Services
Legal Services	State agency executive directors and general counsel, boards and commissions of state government, authorized opinion requestors, open records decision requestors, bond counsel, the Legislature, and criminal prosecutors.	Legal counsel, litigation, and alternative dispute resolution; attorney general opinions, open records rulings, bond review.
Child Support Enforcement	Custodial and noncustodial parents.	Establish paternity and child support obligations, enforce orders, and distribute monies.
State Disbursement Unit	Custodial and noncustodial parents.	Establish paternity and child support obligations, enforce orders, and distribute monies.
Crime Victims' Compensation	Eligible applicants for crime victims' compensation.	Review claims, determine eligibility, and pay allowable expenses.
Victims Assistance Grants	VAG grant applicants and grantees.	Administer grants and contracts for victim assistance and sexual assault services.
Medicaid Investigation	Administrators of the federal Medicaid program, taxpayers.	Investigate and prosecute Medicaid fraud and criminal abuse and neglect in Medicaid- funded long-term care facilities.
Agency IT Projects	OAG employees	Administer information technology projects across the agency.

Schedule H: Report on Customer Service

Administrative support for SORM	SORM	Administrative support for the State Office of Risk Management.
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