



**Agency Strategic Plan Fiscal Years 2019-2023**

Signed: \_\_\_\_\_  
Approved: \_\_\_\_\_ 6/6/18

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## **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 statutes, the main responsibilities of the Office of Attorney General 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, and 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 action.
- 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 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.

The divisions that provide legal services fall into three practice-area specializations: non-litigating civil legal divisions, civil litigation, and appellate litigation.

The OAG provides legal counsel to the State of Texas through its non-litigating civil legal 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; 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 Division of 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 while leaving the questions of fact in individual cases to the appropriate court.
- 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 OAG oversees the state's civil litigation matters and divides the matters among eleven divisions to cover both defense and enforcement cases.

- The Bankruptcy and Collections Division serves as the centralized collection unit for the State and is charged with the statutory responsibility to pursue 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. The division also accepts complaints filed by consumers and conducts community outreach and education. 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 consumer abuse or neglect.
- 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, collection, contract claims, and administrative cases.
- Among other responsibilities, the Civil Litigation Divisions are charged with protecting Texans through enforcement actions that provide restitution for the State and its citizens when they have been harmed.

The Civil Litigation Divisions are also responsible for defending the State in litigation matters on a variety of cases and legal matters.

- 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 counsels. The division defends legal challenges to Open Records Letter Rulings. In addition to its general counsel and defense dockets, 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.

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. 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 against 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 brought pursuant to 42 U.S.C. § 1983, state and federal employment laws, and the Texas Tort Claims Act, primarily. 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 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 investigations, 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 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 also 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.
- In recent years, the OAG has emerged as a significant source of both revenue and fiscal savings for the State. At the end of FY 2017, the Civil Litigation Divisions were managing 32,150 pending litigation matters and claims. During FY 2017, the Civil Litigation Divisions recovered over \$200 million to General Revenue, bringing the total amount received during the Paxton administration to over \$500 million. Additionally, the Civil Litigation Divisions avoided costly claims (potentially totaling over \$1 billion in exposure to the State) through pre-litigation advise and through defending the State in lawsuits challenging statutes, state agency actions, contracts, employment decisions, and other civil claims.

**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 Financial Litigation and Charitable Trusts Division was made more efficient by combining the staff that advised on, drafted, and negotiated contracts with those that have the responsibility for litigation concerning contract disputes. This allowed both groups to learn from each other, develop better contracts, and be stronger litigators in breach of contract matters.
- OSG approves all requests to or not to appeal, or to join amicus briefs by other divisions. 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.**

- The Civil Litigation Divisions are reviewed by the Division Chiefs of Civil Litigation to evaluate case-loads, litigation history, core functions, and operations to ensure legal cases are accomplished in the most efficient manner. The OAG Civil Litigation Divisions exceeded the following performance measure targets in FY 2016 and FY 2017.
  - The Bankruptcy and Collections Division exceeded the Legislative Budget Board's (LBB) performance measure of delinquent state revenue collected by \$87.3 million in FY 2017.
  - The agency also exceeded the LBB performance measure related to legal hours billed to litigation and counseling at 102.53 percent of the target in FY 2017.
- The non-litigating civil legal divisions are reviewed by the Division Chiefs to 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.
- With savings achieved through the zero-based budgeting and executive approval process, OAG has been able to invest in better training staff in critical areas. This effort has allowed the agency's management and legal skills to become more advanced and has positively impacted retention of key staff.

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

- The OAG seeks input and commentary from its client agencies 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, 98 percent of the respondents expressed overall satisfaction with the legal services they received.
- State agencies and institutions of higher education are widely disbursed geographically, consequently legal staff represents those entities across the state. The OAG maintains regional offices throughout Texas to better serve all our agency and institutional clients; however, the administrative and executive functions of the OAG are largely centralized in Austin in order to more efficiently support agency operations.



**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. Open Records Division does this by issuing formal and informal decisions, educating the public and governmental entities on the PIA through both in-person trainings and informational videos on our website, and monitoring compliance of governmental entities. The Open Government Hotline allows Texans to speak directly to OAG attorneys and obtain answers to open government questions. In fact, since January 2015, the OAG has responded to more than 32,000 Hotline calls. The division hosts conferences for both state and local governmental entities.
  
- The OAG is completing an agency-wide effort to redesign its public-facing website. Based on data gathered, the majority of agency internet traffic is focused on the areas of child support, crime victims, open government, and consumer protection. As part of this effort, the OAG has taken specific steps to provide easy access for all Texans, including ensuring that legal processes and complaint forms are communicated in plain, understandable language.
  - In the Consumer Protection Division, the website enhancements will also improve the public’s ability to quickly submit a consumer protection complaint, learn about the various ways consumers can protect themselves, or contact our office for assistance.
  - The website enhancements will also improve the public’s ability to better understand open government issues, such as the Texas Public Information and Open Meetings Acts, and easily access OAG open government trainings, publications, and public data.
  
- 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 process, a request for opinion is published in the Texas Register when it is received and is posted on the internet when issued. 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](http://www.texasattorneygeneral.gov).

**Information Resources Planning**

Regarding information resources, the OAG empowered our attorneys through improving digital services capabilities to support large and complex litigation through an industry-leading eDiscovery tool. This tool allows attorneys to have access to volumes of relevant digital information for important legal cases.

Over FY 2019-2023, the OAG plans to enhance information resources to provide legal services by:

- Enhancing legal case management applications within cloud service applications.
  
- Improving on cloud services and connectivity for legal teams.
  
- Determining which public data sets can be provided through data portals to improve accessibility of common data files.
  
- Remediating legacy systems to improve efficiencies and business processes.

## 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. Accordingly, 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, not taxpayers, pay to support their children.

According to federal Office of Child Support Enforcement Federal Fiscal Year (FFY) 2016 Annual Report to Congress, Texas leads the nation by collecting more than \$4.1 billion in Child Support for FFY 2016. According to the OAG's most recent statutorily-required cost avoidance report, the CSD allowed taxpayers to avoid more than \$1.65 billion in TANF, Medicaid, and other costs in State Fiscal Year (FY) 2016. As a result, the CSD not only ensures that Texas children have the resources they need to grow healthy and strong but also has saved more than a billion dollars for taxpayers.

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 FY 2017 was 1.54 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 to 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 21.7 million child support payments in FY 2017 through the SDU vendor. Federal law requires states to process all IV-D payments and certain non-IV-D payments through a centralized SDU.

Child support caseload in Texas is an ever-growing challenge. Between handling the complexities of enforcing child support laws to addressing the caseload growth CSD is constantly seeking new and better ways to accomplish its goal whether through new technologies or improved business practices. 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 2016, Texas avoided \$1.65 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 \$10, making the Texas child support program one of the most cost-effective programs in the nation.
- Collected more than \$1.6 million per full-time employee in FY 2017.

**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 2017 and FY 2016 for the amount of child support collected.
  - Collected more than \$4.2 billion in FY 2017, a 2.99% increase over the prior year and a 16.3% increase over the past five years.
- CSD exceeds the LBB performance measure for ratio of total dollars collected per dollar spent by collecting \$10.96 for every \$1 spent in FY 2017, which was \$3.47 below target.

**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 nine service regions and multiple local offices, which includes five metro consolidated offices, 39 field offices, 36 storefront locations, three enterprise customer service centers, four specialized offices; Special Collections, Foster Care, Interstate and Case Initiation Services. The OAG is evaluating the needs for additional 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 2016 and FY 2017 the call centers received approximately 7.7 million calls.

- CSD also expanded services to constituents using digital services. CSD successfully developed an interactive web application to provide greater and faster access to constituents. Moreover, OAG is in the process of updating its website, which will include updated portals to CSD services online.

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

- The OAG is completing an agency-wide effort to redesign its public-facing website. Based on data gathered, the majority of agency internet traffic is focused on the areas of child support, crime victims, open government, and consumer protection. As part of this effort, CSD has taken specific steps to ensure that complex legal information and processes are communicated in plain, understandable language. Website enhancements, including a mobile application, will also improve the public’s ability to quickly locate a child support office, sign in to receive case-specific information, learn about payment methods, or contact the Division for help by telephone.

**Information Resources Planning**

The OAG has expanded the use of information resources to provide improved digital services to constituents. During the current biennium, the OAG extended the Child Support Division’s capabilities to enforce child support by partnering with the Texas Department of Motor Vehicles to add an important child support enforcement tool to block a person from renewing their vehicle registration if there is unpaid child support. The OAG also improved access to digital services through the successful development of the Child Support Interactive mobile web application and the deployment of Mobile Kiosks at store front offices and in courthouses. The OAG also is in the process of updating its website, which will include updated portals to CSD services online.

Over FY 2019-2023, the OAG plans to enhance information resources for child support enforcement by:

- Completing the Texas Child Support Enforcement System 2.0 (TXCSES 2.0) to remediate the TXCSES 1.0 legacy system.
- Improving secure access to child support case information to parents through applications and information systems, including at county courthouses and store front offices.
- Upgrading equipment for employees and improve connectivity for employees.

**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 human trafficking, internet crimes against children, election fraud, assisting local law enforcement in prosecutions and appeals, investigating Medicaid fraud, apprehending fugitives, and providing support to victims of violent crime and administering victim assistance programs.

A key priority for the Attorney General is to investigate and prosecute ever-increasing allegations of voter fraud. Secure elections are the cornerstone of a thriving democracy. Voter 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 is also increasing. The OAG applied for and received a grant from the Governor’s Office Criminal Justice Division to add an additional

prosecutor, three investigators, and an administrative assistant to partially address this growth. The addition of the grant personnel has shifted the average caseload to 10 cases per investigator, with election cases tending to be highly complex. The OAG is also undertaking significant proactive election fraud investigations using existing government information.

An equally important priority for the Attorney General is to continue to inform, educate, and empower Texans to prevent and report human trafficking. Texas has the unfortunate distinction of being second in the nation in most reported human trafficking cases. The OAG's Human Trafficking/Transnational Organized Crime 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 has provided the video to all state agencies and has secured commitments from numerous state-wide elected officials and state agencies to implement the video when training their employees.

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

- The Human Trafficking and Transnational/Organized Crime Section is tasked with assisting local law enforcement and prosecutors in prosecuting human trafficking and related crimes, aids victims of human trafficking, and develops initiatives to improve coordination between state and local law enforcement agencies. The Human Trafficking and Transnational/Organized Crime Section provides training to law enforcement, prosecution, and non-governmental entities on human trafficking through outreach activities.
- The White-Collar Crime and Public Integrity Section handles election law violations, fraud, and cyber crimes.
- The Violent Crime and Major Offender Section specializes in prosecuting complex criminal cases including capital murders and sexual offenses involving victims who are children and cyber crimes.
- Additionally, CPD oversees the Juvenile Justice Intervention Section (JJSI). The JJSI 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 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 Criminal Investigations Division (CID), staffed by over 180 commissioned peace officers, conducts both re-active and pro-active 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. Those four primary units are the Child Exploitation Unit (CEU), the Fugitive Apprehension Unit (FAU), the Special Investigations Unit (SIU), and the Professional Standards Unit (PSU). 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 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.

- In addition, 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 40 affiliate local, state, and federal law enforcement agencies.
  - Another component of CEU is the Digital Forensics Unit (DFU). DFU's mission is to locate, identify and extract 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 up on heavily by not only the OAG, but municipal and state law enforcement agencies across Texas, to include the Texas Department of Public Safety – specifically, the Texas Rangers.
  - Human Trafficking Unit (HTU) is another component of the Child Exploitation Unit. HTU's mission is to locate and rescue victims of sexual and forced labor trafficking as well as conducting criminal investigations and arresting individuals who are involved in the trafficking of these victims. The highest priority of the HTU is domestic and international child sex trafficking while continuing to investigate all Texas based human trafficking offenses involving force, fraud or coercion of the victims, regardless of age or nationality. This unit increased in size and complexity 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 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 insure sex offender compliance with mandated sex offender registration requirements, as well as the apprehension of high-risk fugitives throughout the State of Texas.
  - The 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 and provide 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 PSU mission is responsible for ensuring 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. The OAG hired peace officers to investigate these crimes, serve arrest warrants, and serve subpoenas and cross-designated attorneys as a Special Assistant U.S. Attorney to prosecute cases in federal court. The scope of work of the MFCU is determined by a memorandum of understanding executed between Texas Health and Human Services Commission and the OAG to ensure efforts on Medicaid waste, fraud, and abuse investigations and cases are coordinated among agencies to deliver effective results for taxpayers, pursuant to Sections 531.103 and 531.104, Government Code. Since the OAG does not have original jurisdiction to prosecute Medicaid fraud, the MFCU prosecutors must obtain authorization from local district attorneys and U.S. Attorneys to prosecute Medicaid fraud in state and federal courts.

### Describe How Your Goal or Action Items Support Each Statewide Objective

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

- This year, the CEU recorded its 527<sup>th</sup> arrest, of which, 245 of those are arrests of an online sexual predator of a child. In April 2018, the FAU marked 9,843 arrests since the founding of the unit in 2003. 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.
- 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. MFCU is the only law enforcement agency in Texas dedicated solely to Medicaid fraud prevention, with 75% of its funding derived from the federal government. In FY 2017, the MFCU recovered \$534 million in Medicaid funds.

#### **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 provides criminal and juvenile justice agency personnel with general gang-related information for cities throughout Texas. The gang resource system 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 reported through the gang resource system is a list of more than 3,000 gangs juvenile, adult and prison, both active and inactive. Approximately 73 agencies, including local, state and federal law enforcement have provided detailed information on the most criminally active street gangs in their jurisdictions, as determined by each agency. An additional 183 agencies have submitted comprehensive gang lists and/or local law enforcement contact information.
- 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.**

- Since the inception of the following four units:
  - CEU arrested 245 individuals for Online Solicitation of a Minor with 182 convictions, and 277 individuals for Possession of Child Pornography with 520 convictions.
  - HTU arrested 100 individuals with 68 convictions in relation to the trafficking of persons.
  - FAU located and apprehended over 9,000 fugitives from justice, including 29 arrests of fugitives listed on Texas Department of Public Safety Top Ten Most Wanted list.
  - SIU arrested 448 individuals resulting in 1,232 indictments and a total of 613 convictions, with the seizure of over \$202 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. Backpage.com was the largest online sex trafficking marketplace in the world, with 943 locations and operating in 97 countries, while headquartered in Dallas, Texas. 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.
- The MFCU exceeded the performance measure targets in FY 2016 and FY 2017 for the number of Medicaid investigations concluded and amount of Medicaid over-payments identified. The MFCU recovers millions of dollars in Medicaid funds annually 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 exceeded the performance measure for the number of cases referred for prosecution over FY 2016 and FY 2017 and operated more efficiently than anticipated in the average cost per investigation concluded performance measure.

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

- The CPD conducts outreach and education opportunities to educators and peace officers on identifying victims of human trafficking and prosecuting human trafficking related crimes through the Human Trafficking and Transnational/Organized Crime Section. The division also 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. Since 2015, the Human Trafficking and Transnational/Organized Crime Section has conducted over 170 human trafficking training classes educating over 15,000 law enforcement officials, prosecutors, judges and citizens in various training environments across Texas.
- The CEU is instrumental in providing community outreach and training to law enforcement, various interest groups, school administrators, students, and parents across



the State of Texas concerning the online and social media facilitated sexual exploitation of children. Since 2015, over 19,000 people have attended various Internet presentations and training sessions.

- The MFCU is headquartered in Austin and also maintains eight field offices across Texas 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](http://www.texasattorneygeneral.gov) to allow individuals to initiate complaints and 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 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. Many of the technology enhancements keep the OAG on the forefront of criminal investigations work for investigating cyber crimes with the eye to deter future crimes. The OAG is developing applications for legally-required forms and reports to automate much of the data collection and reporting from local governments for specific types of cases.

Over FY 2019-2023, the OAG plans to enhance information resources for criminal justice prosecutions and criminal investigation by:

- Completing the law enforcement portal project to allow local law enforcement agencies to report legally required reports to the OAG such as officer-involved-shooting reports, custodial death reports, and asset forfeiture reports, automating the open data and publication system.
- Improving connectivity for criminal investigators who are deployed for public safety operations, including supporting the State during natural disasters.

**Goal 4. Administer Crime Victim Services and Victims’ Assistance Grants**

**Specific Action Items to Achieve Your Goal**

The OAG serves 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 provide assistance to 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 pecuniary losses caused by the crime to victims of violent crime and their families. The CVC program

assists eligible victims or claimants with payments for authorized bills incurred because of the crime and reimburses law enforcement for the reasonable costs of a sexual assault examination of a victim.

- The Address Confidentiality Program (ACP) provides for a confidential substitute mailing address to keep identifying information private from all state and local entities. The Legislature authorized the OAG to establish the ACP in the 80th Legislative Session to protect the location of victims of family violence, sexual assault, human trafficking, and stalking.
- The Sexual Assault Prevention and Crisis Services (SAPCS) provides program oversight of grant funding to local and statewide sexual assault prevention programs through informing and consulting on best practices, certification of Sexual Assault Nurse Examiners, and certification of advocate training for sexual assault programs. Staff in the SAPCS serve as coordinators of the Texas Human Trafficking Prevention Task Force led by the Office of Attorney General. SAPCS is also legally mandated to provide the protocol for sexual assault forensic evidence collection and approve the kit used for the collection of evidence. SAPCS is also mandated to develop and distribute to law enforcement agencies the pseudonym form for victim of sexual assault who wish to remove their names from public files and records concerning the offense.
- The Statewide Automated Victim Notification System (SAVNS) provides 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 151 counties and the Texas Department of Criminal Justice currently participate.
- The CVSD provides programmatic expertise for the victim-related services for 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 the pseudonym form for victims of family violence, stalking, and human trafficking who wish to remove their names from public files and records concerning the offense.

The CVSD and Contracts and Asset Management 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 dedicated and federal funds for FY 2018 and FY 2019.

The CVSD works with the Comptroller of Public Accounts to forecast and certify estimates of the CVCF. CVSD also works with the Legislature to ensure that they know of the implications that changing certain state laws can have on the CVCF and how the first priority of the fund is to ensure that victims of crime are provided financial assistance for crime-related expenses that cannot be reimbursed by insurance or other sources.

#### 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.

- The OAG biennially 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 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.**

- The OAG increased the amount of financial assistance a victim of violent crime can receive through the CVCF if the crime was committed on or after July 15, 2016. While the maximum stayed at \$50,000, the specific reimbursement limits have been adjusted. A few examples of the increases are:
  - Limit for a funeral and burial increase from \$4,500 to \$6000;
  - Loss of earnings and loss of support benefits maximum from \$500 per week to \$700;
  - Child care expenses from \$100 per child per week to \$300; and
  - Reimbursement for a sexual assault exam from \$700 to \$1,000.
- In FY 2017 the OAG provided \$64 million in financial assistance to Texas crime victims and their families, an increase of \$16.8 million over the previous year.

**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. 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.

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

- The OAG is completing an agency-wide effort to redesign its public-facing website. Based on data gathered, the majority of agency internet traffic is focused on the areas of child support, crime victims, open government, and consumer protection. CVSD is implementing 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 will also improve 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**

IT plays a key role in bringing together resources from the OAG to the public. On the day of the horrific incident in Sutherland Springs, members of the OAG Crime Victim Services team went to the town with OAG equipment and were able to assist victims with eligibility questions and applications for crime victim services all from mobile workstations. Likewise, during the recent school shooting tragedy in Santa Fe, OAG Crime Victims Services team were able to promptly respond to the need and offer services in the community through mobile workstations. This division constantly interacts with the public and having secure information technology systems that the public can easily interface with while keeping data confidential is essential.

Over FY 2019-2023, the OAG plans to enhance information resources for Crime Victim Services by:

- Completing remediation of the Crime Victim Management System legacy application.
- Evaluating and planning to remediate the grant management and application that is used by the OAG to track applications and grants.

**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 both criminally and civilly, and enforces 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. The methods used and information learned during the zero-based budget review are continuously used by the agency to assess current and future needs. The management team is encouraged to remain focused on this task and the concepts were applied 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 methodology 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 is redesigning the public-facing website to provide a more user-friendly interface, increase communication with the public, and improve customer service. The agency website will have information concerning key areas including 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.

### Information Resources Planning

As information resources mature and diversify industry-wide, the OAG must keep pace to continue to deliver high quality services to both external and internal customers. Information resources are a critical element to the successes the OAG has over the previous biennium and are integrated into the core function of the agency programs. The OAG information resources strategies align and support the agency's mission and programs, and by doing so, also align with the Department of Information Resources *2018-2022 State Strategic Plan for Information Resources* and account for recent changes to state law. The OAG's management team made decisions to strategically prioritize information technology within the programs to enhance our agency's mission and customer service. This is being accomplished at low cost and supports the agencies core functions identified by zero-based budgeting and continued efforts and resources for IT support align with the agency's mission.

Information security and reliability is of the utmost priority for the OAG. Our business applications and systems store residents' sensitive and confidential information for official purposes. In early 2017, the OAG restructured the information security team to focus the agency's resources on this important mission by hiring a Chief Information Security Officer (CISO) and creating the Enterprise Information Security Division. The CISO and this division are primarily responsible for enhancing information security governance to Information Technology (IT) architecture, developing agency information security policies, optimizing data loss prevention strategies, and assessing our systems for security risks.

Maintaining connectivity and ensuring continuity of operations are major aspects of the OAG's information resources activities as the legal notepad has been replaced with the laptop. The OAG has expanded secure wireless access to state offices, to attorneys in the courtroom, and to employees in the field to allow better connectivity while also expanding certain cloud services to allow access to secure data that is necessary for operations. The OAG has incorporated the IT systems into the agency's Continuity of Operations Plan and has tested the plan.

The IT workforce is highly competitive. The OAG prioritized certain positions for hiring and retention to manage our key projects and systems. In other areas, managed services and software-as-a-service applications are utilized to leverage private sector vendors and partnerships to better focus our information resources workforce on the most important priorities. A high-quality workforce is one of the most important aspects to success in the agency.

Over Fiscal Years (FY) 2019-2023, the management team plans to enhance information resources for the agency by:

- Strengthening Information Security policies, standards, training, data loss prevention, and tools to protect data.
- As mentioned above, redesigning the agency website to improve customer service, increase access to OAG programs and initiatives, refresh the content, and promote communications with the public.
- Continuing to remediate legacy systems. For example, the OAG is scheduled to progress to the Centralized Accounting and Payroll Processing System (CAPPS) through the 2020-2021 biennium.

- Expanding connectivity for OAG employees to better ensure continuity of operations and expanded agency program capabilities.
- Continuing to utilize cloud services and software-as-a-service solutions.
- Implementing applications to improve document management and utilize electronic signatures.
- Identifying and implementing strategies for maximizing business value and reducing costs.

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, Brewster, Cameron, El Paso, Gregg, Kerr, Lamar, Nueces, Smith, Uvalde, and Webb Counties.

## Redundancies and Impediments

### Idea #1: Sexual Assault Nurse Examiners

<b>Redundancies and Impediments</b>	
Service, statute, rule, or regulation (provide specific citation if applicable)	The OAG is required by law to certify Sexual Assault Nurse Examiners (SANE) and by rule establish minimum standards for their certification under Sec. 420.011, Government Code.
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	The SANE Certification Program was created within the Sexual Assault Prevention and Crisis Services Program (SAPCS) through HB 2561 (75R) in 1997 when SAPCS was legislatively transferred from the Department of State Health Services (DSHS) to the OAG. Training of SANE nurses is not required in statute, but the OAG performed this function to fulfill the certification requirements within statute that are delegated to the OAG. The OAG has contracted with Texas A&M University Health Science Center to perform this function in the future using funding from Sexual Assault Program Account Fund 5010. The OAG does not have staff who can provide medical oversight.
Provide agency recommendation for modification or elimination	The SANE Certification Program consists of a training and a certification component. Both can be more effectively operated by another agency that has medical oversight for training medical professionals and that can address public health concerns, such as Texas A&M University Health Science. The certification of SANE nurses can likely be incorporated into the training program that will be offered by Texas A&M University Health Science Center.
Describe the estimated cost savings or other benefit associated with recommended change	The SANE Certification Program is delegated to the OAG, but it is a function that is better fulfilled by an agency that has medical oversight for training programs as a core function. OAG staff would be able to focus on programs that better fulfill the mission of the OAG within the crime victim services goals. The Victims Assistance strategy currently funds the administrative costs associated with the SANE Certification Program. Instead of appropriating the funds to the OAG and then contracting with Texas A&M University Health Science Center, directly appropriating the funds to Texas A&M University Health Science for this purpose would be revenue neutral and more efficient.



Idea #2: Employee Training Records

<b>Natural Disaster-Related Redundancies and Impediments (If Applicable)</b>	
Service, statute, rule, or regulation (provide specific citation if applicable)	State agency employees are required to take training upon employment and every two years thereafter to learn information regarding the agency's policies and procedures relating to employment discrimination, including employment discrimination involving sexual harassment. This is found in Sec. 21.010, Labor Code.
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	Sec. 21.010(e) requires that each employee that attends the training program sign a statement verifying attendance. The signed statement is then filed in the employee's personnel files. Many agencies have electronic records of course completion for training courses, whether state mandated training or agency required training, instead of paper copies of completed trainings. This statute requires a duplicate paper copy of the course completion to be filed once every two years within an employee's records which creates an inefficient process for maintaining training records.
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 #3: Bond Review Board Report

<b>Natural Disaster-Related Redundancies and Impediments (If Applicable)</b>	
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: State and federal grant procurements and assistance during a declared natural disaster.

<b>Natural Disaster-Related Redundancies and Impediments (If Applicable)</b>	
Service, statute, rule, or regulation (provide specific citation if applicable)	The OAG only provides legal representation or assistance to state agencies (Art. IV, Sec. 22, Texas Constitution; Sec. 402.021, Government Code).
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	After Hurricane Harvey, many local governments were seeking legal guidance in preparing applications for federal disaster aid from FEMA. The OAG, by statute, does not provide legal representation to local governments. Many cities and counties, especially local governments of smaller populations, had difficulty in reviewing and interpreting the FEMA procedures and forms after the initial federal funds were appropriated and made available as grants.
Provide agency recommendation for modification or elimination	Amend Sec. 418.021, Texas Government Code, to allow the Office of Attorney General the permissive authority to provide legal assistance to a local government with regard to preparing a request for federal disaster aid that is located within an area covered by a declaration of a state disaster for federal aid that is a direct result of a declared disaster. The preparation of a request does not allow the OAG to provide legal representation within the process, but simply to help interpret the federal and state procurement laws regarding the application process. The assistance also does not guarantee receipt of federal funds or determination of eligibility for the grant. The OAG may only provide legal assistance up to 30 days after a disaster and this exception is not included in an extension of an emergency declaration. An entity may request the Governor's Office for an extension if they can prove that there is a need for this service past the deadline.
Describe the estimated cost savings or other benefit associated with recommended change	It is unlikely that there will be a cost (either positive or negative) for the State, but there may be a cost savings for local governments.

Idea #2: Amend Open Meetings Act to allow for communications between elected officials in jurisdictions under the emergency declaration and collaboration locally.

<b>Natural Disaster-Related Redundancies and Impediments (If Applicable)</b>	
Service, statute, rule, or regulation (provide specific citation if applicable)	There were concerns during Hurricane Harvey regarding compliance with the Texas Open Meetings Act at the local level.
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	Many times, due to the floods, commissioners and councils could not have in face meetings at a common location, but a meeting needed to be held to discuss the emergency, collaboration on responses, and finances. In other cases, posting requirements of a notice at a county courthouse were not possible as many courthouses were isolated from the general public due to flood water. There are statutes that apply to calling meetings during emergency conditions to address emergency conditions in Chapter 551, Texas Government Code. In addition, Sec. 418.1102, Government Code, provides an exception to the quorum requirements during times of disaster.
Provide agency recommendation for modification or elimination	<p>Amend Texas Government Code Sec. 551.045 to modify the posting requirements for emergency meetings in the event that they cannot access their normal location.</p> <ul style="list-style-type: none"> <li>• Could allow posting on the governmental body’s internet website to be sufficient for the purposes of emergency meetings or allow a good faith attempt to comply with the posting requirements of the Act to be sufficient.</li> </ul> <p>Amend Texas Government Code Sec. 551.125 to:</p> <ul style="list-style-type: none"> <li>• Allow teleconferencing at an alternative location if the regular meeting location is inaccessible due to a cause outside the governmental body’s control.</li> </ul> <p>This exception only applies up to 30 days after a disaster and this exception is not included in an extension of an emergency declaration. An entity may request the Governor’s Office for an extension if they can prove that there is a need for this service past the deadline.</p>
Describe the estimated cost savings or other benefit associated with recommended change	It is unlikely there will be a cost savings to the State or a locality.

**Schedule A: Budget Structure - Goals, Objectives and  
Outcome Measures, Strategies and Output,  
Efficiency and Explanatory Measures  
For Fiscal Years 2020-2021**

<b>Goal 1:</b>	<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>
<b>Operational Goals:</b>	<p>Provide Legal Services</p> <p>Securing Justice by Criminal Prosecutions and Investigations</p> <p>Protect Texans from Fraud, Waste, and Abuse</p>
<b>Objective:</b>	<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>
<b>Strategy:</b>	<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. Establish and lead the human trafficking investigative and prosecution support unit.</p>
<b>Outcome Measure:</b>	Delinquent State Revenue Collected (Key)
<b>Outcome Measure:</b>	Ratio of Total Legal Services Caseload to Cases Closed/Settled
<b>Output Measure:</b>	Legal Hours Billed to Litigation and Legal Counsel (Key)
<b>Output Measure:</b>	Legal Hours Billed to ADR
<b>Output Measure:</b>	Legal Hours Billed to Colonias Project
<b>Efficiency Measure:</b>	Average Cost Per Legal Hour (Key)
<b>Explanatory Measure:</b>	Legal Hours Billed to Legal Counsel
<b>Explanatory Measure:</b>	Legal Hours Billed to Litigation
<b>Explanatory Measure:</b>	Consumer Protection Complaints Closed
<b>Explanatory Measure:</b>	Formal Opinions and Open Records Letters and Decisions Issued
<b>Explanatory Measure:</b>	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 2020-2021**

<b>Goal 2:</b>	<b>ENFORCE CHILD SUPPORT LAW</b> To enforce aggressively and fairly both state and federal child support laws and regulations.
<b>Operational Goals:</b>	Enforce Child Support Laws and Ensure Proper Collection of Child Support Protect Texans from Fraud, Waste, and Abuse
<b>Objective:</b>	<b>COLLECT CHILD SUPPORT</b> 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.
<b>Strategy:</b>	<b>CHILD SUPPORT ENFORCEMENT</b> 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.
<b>Outcome Measure:</b>	Percent of Title IV-D Cases That Have Court Orders (Key)
<b>Outcome Measure:</b>	Percent of All Current Child Support Amounts Due That Are Collected (Key)
<b>Outcome Measure:</b>	Percent of Paying Cases Among Title IV-D Cases in Arrears (Key)
<b>Outcome Measure:</b>	Percent of Paternity Establishment for Out of Wedlock Births (Key)
<b>Output Measure:</b>	Amount of Title IV-D Child Support Collected (in Millions) (Key)
<b>Output Measure:</b>	Number of IV-D Children for Whom Paternity Has Been Established
<b>Output Measure:</b>	Number of Child Support Obligations Established
<b>Output Measure:</b>	Number of Income Withholdings Initiated
<b>Efficiency Measure:</b>	Ratio of Total Dollars Collected Per Dollar Spent (Key)
<b>Explanatory Measure:</b>	Number of Paternity Acknowledgements
<b>Explanatory Measure:</b>	Current TANF Cases As Percent of Total Caseload
<b>Explanatory Measure:</b>	Child Support Collected through IRS Offsets (in Millions)
<b>Explanatory Measure:</b>	Number of Hard to Work Cases
<b>Strategy:</b>	<b>STATE DISBURSEMENT UNIT</b> Operate a state disbursement unit that receives and processes all eligible child support payments.
<b>Output Measure:</b>	Number of Payment Receipts Processed by the SDU Vendor (Key)
<b>Efficiency Measure:</b>	Average Cost Per Payment Receipt Processed by the SDU Vendor
<b>Efficiency Measure:</b>	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 2020-2021**

- Goal 3:** CRIME VICTIMS' SERVICES  
To provide services and information to victims of crime in a caring, sensitive, and efficient manner.
- Operational Goals:** Administer Crime Victim Services and Victims' Assistance Grants  
Protect Texans from Fraud, Waste, and Abuse
- 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 2020-2021**

<b>Goal 4:</b>	REFER MEDICAID CRIMES  To provide an environment free of fraud, physical abuse, and criminal neglect for Medicaid recipients and the Medicaid program.
<b>Operational Goals:</b>	Securing Justice by Criminal Prosecutions and Investigations Protect Texans from Fraud, Waste, and Abuse
<b>Objective:</b>	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.
<b>Strategy:</b>	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.
<b>Outcome Measure:</b>	Amount of Medicaid Over-payments Identified
<b>Output Measure:</b>	Number of Investigations Concluded (Key)
<b>Output Measure:</b>	Number of Cases Referred for Prosecution
<b>Efficiency Measure:</b>	Average Cost Per Investigation Concluded



**Schedule A: Budget Structure - Goals, Objectives and  
Outcome Measures, Strategies and Output,  
Efficiency and Explanatory Measures  
For Fiscal Years 2020-2021**

**Goal 5:** ADMINISTRATIVE SUPPORT for SORM  
Provide administrative support to the State Office of Risk Management in administering state employees workers' compensation.

**Operational Goals:** Protect Texans from Fraud, Waste, and Abuse

**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 2020-2021**

**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 2020-2021**

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

**Definition:** The total number of litigation cases open at anytime 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 2020-2021**

**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. Establish and lead the human trafficking investigative and prosecution support unit.

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 OAG Budget Variance Report BUBR0210. 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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 OAG Budget Variance Report BUBR0210 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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 including cases in which the non-custodial parent is incarcerated, the child is in the custody of a relative or there is inadequate locate information.

**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:** This information will be obtained from management reports generated from data available on the Texas Child Support Enforcement System (TXCSES). Cases with an indicator of hard to work status are identified. Hard to work cases include cases in which the non-custodial parent is incarcerated, the child is in the custody of a relative or there is inadequate locate information. Hard to work cases with a new support order or paternity establishment during the year are counted and reported for this measure. Establishment of court orders by field staff for these cases will be monitored and reported. The Number of Hard to Work Cases will be a subset of Child Support Obligations and Paternities Established.

**Method of Calculation:** The method of calculation is a cumulative count of cases based on the indicator of hard to work status, as provided by 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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 Office of the Attorney General (OAG) Budget Variance Report BUBR0210. 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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 2020-2021**

**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 OAG Budget Variance Report BUBR0210. 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 2020-2021**

**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 2014-2017 is identified in Table 1.

**Table 1: FY 2014-2017 HUB Participation**

<b>Fiscal Year</b>	<b>HUB Percentage</b>
FY 2014	33.06%
FY 2015	32.19%
FY 2016	36.89%
FY 2017	21.67%

The OAG HUB utilization in FY 2017 was 21.67% versus the statewide average of 11.97%. The OAG will continue its good faith efforts to meet the HUB procurement category goals,<sup>1</sup> specific to OAG expenditure types.

**Section III: FY 2018 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.

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<sup>1</sup> HUB goals were re-assessed June 2017.

**Schedule C: Historically Underutilized Business Plan  
For Fiscal Years 2020-2021**

The FY 2018 OAG HUB procurement category goals are identified in Table 2.

**Table 2: FY 2018 OAG HUB Procurement Category Goals**

<b>Procurement Category</b>	<b>OAG HUB Goal</b>
Heavy Construction <sup>2</sup>	N/A
Building Construction <sup>3</sup>	N/A
Special Trades <sup>4</sup>	32.90%
Professional Services <sup>5</sup>	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 an 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.

<sup>2</sup> The agency does not make expenditures in the Heavy Construction category.

<sup>3</sup> The agency does not make expenditures in the Building Construction category.

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

<sup>5</sup> The agency does not make expenditures for Professional Services.

**Schedule C: Historically Underutilized Business Plan  
For Fiscal Years 2020-2021**

- Work closely with OAG end users from beginning to end of solicitation process.
- Conduct outreach to large contractors with current OAG contracts ensuring all potential means have been afforded in identifying potential HUB businesses.
- Conduct one-on-one HUB vendor meetings to discuss in depth the opportunity that exist and provide attainable work plan to increase HUB vendor’s knowledge of the State of Texas procurement processes.
- 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, 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.
- Acknowledge individual purchaser’s efforts to increase HUB utilization.
- Expand the Mentor-Protégé Program and establish quantifiable milestones designed to foster successful relationships between prime contractors and HUBs.
- Reach out to large corporations through their Supplier Diversity Programs.
- Educate OAG contract managers of HUB subcontracting requirements.
- 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 2020-2021**

**Fiscal Years:**

2020 – 2021

**Project Name:**

Centralized Accounting and Payroll/Personnel System (CAPPS)

**Type:**

Business Process Assessment

**Description of the project or acquisition**

Pursuant to Sec. 2101.036, Texas Government Code, the Comptroller of Public Accounts (CPA) identified the OAG for transition to the Centralized Accounting and Payroll/Personnel System (CAPPS) beginning in the FY 2018-2019 biennium. The CAPPS initiative will provide a significant long-term return on investment by allowing the OAG to modernize and retire several legacy mainframe systems that the agency currently operates for a multitude of human resources, payroll, accounting, and budget processes.

The OAG is scheduled and approved for migration to CAPPS Human Resources/Payroll in FY 2018-2019 through funds received from the 85<sup>th</sup> Legislature. It is the OAG's desire to adopt CAPPS Financials during 2020-2021 fiscal biennium, subject to appropriations from the 86<sup>th</sup> Legislature. The project to complete the migration will include staff augmentation and vendor engagement to work with the OAG to provide a comprehensive set of services for the preparation, implementation, and post-implementation support of the CAPPS solution. A structured approach including an assessment of our current state systems and business model as well as staff augmentation is essential to a successful engagement.

**Anticipated useful life of the project**

CAPPS Central is the statewide ERP platform managed and maintained by CPA as the Application Service Provider. Once migrated to this platform the CPA provides ongoing maintenance and support to the software, systems, and infrastructure.

**Timing of the capital need**

<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Total</b>
\$5,626,356	\$5,907,636	\$0	\$0	\$11,533,992

The Legislature provided sufficient appropriations for FY 2018-2019 for the OAG to migrate to the CAPPS HR/Payroll system, so those costs will not be factored into the FY 2020-2021 Capital Expenditure Plan. Only the cost of the business analysis and implementation of CAPPS Financials is contemplated in this cost estimate.

**Proposed source of funds (method of financing)**

General Revenue Fund



**Schedule D: Statewide Capital Planning  
For Fiscal Years 2020-2021**

**Proposed type of financing**

Cash

**Legislative Authority of the Project**

Texas Government Code, Chapter 2101

**Potential Consequences of Postponing**

The successful implementation of both CAPPS HR/Payroll and CAPPS Financials is paramount; the OAG expects to retire no less than 10 highly customized legacy mainframe applications migrating to this solution. The OAG is scheduled to upgrade to the CAPPS HR/Payroll system in FY 2018-19, so if CAPPS Financials is delayed, the impact on the OAG business and accounting functions will be a significant challenge. Future upgrades and maintenance of those legacy systems become more expensive as the return on investment diminishes and the pool of talent available to maintain legacy systems is more expensive and difficult to attain.

**Revenue/Cost Savings**

CAPPS Central allows state agencies to avoid the cost of individual software licenses, hardware purchases, and modifications to systems needed for state requirements.

**Additional related information requested by the Bond Review Board**

The 2007 Texas Legislature's HB 3106 charged the CPAs office with creating the Centralized Accounting Payroll/ Personnel System or CAPPS to streamline and consolidate state government's major business functions, including accounting, payroll, human resources (HR), procurement and inventory.

**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 each biennium in which specific types of capital projects are planned. The legal authority and requirement for this report is Senate 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](http://www.brb.state.tx.us/cep/cep_legislation.aspx).

**Schedule F: Agency Workforce Plan and Texas Workforce System Strategic Plan  
For Fiscal Years 2020-2021**

**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 boards, agencies, and institutions of state government.

As of March 1, 2018, 22 percent (892) 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 is comprised of 65 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. As of March 1, 2018, the CSD is divided into nine service regions and multiple local offices, which includes five metro consolidated offices, 39 field offices, 36 storefront locations, three enterprise customer service centers, four specialized locations: Special Collections, Foster Care, Interstate, and Case Initiative Service.

The Attorney General is also responsible for providing Crime Victims' Services. As of March 1, 2018, three percent (110) of the OAG's workforce provide 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 (165) of the OAG's workforce on March 1, 2018, 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.

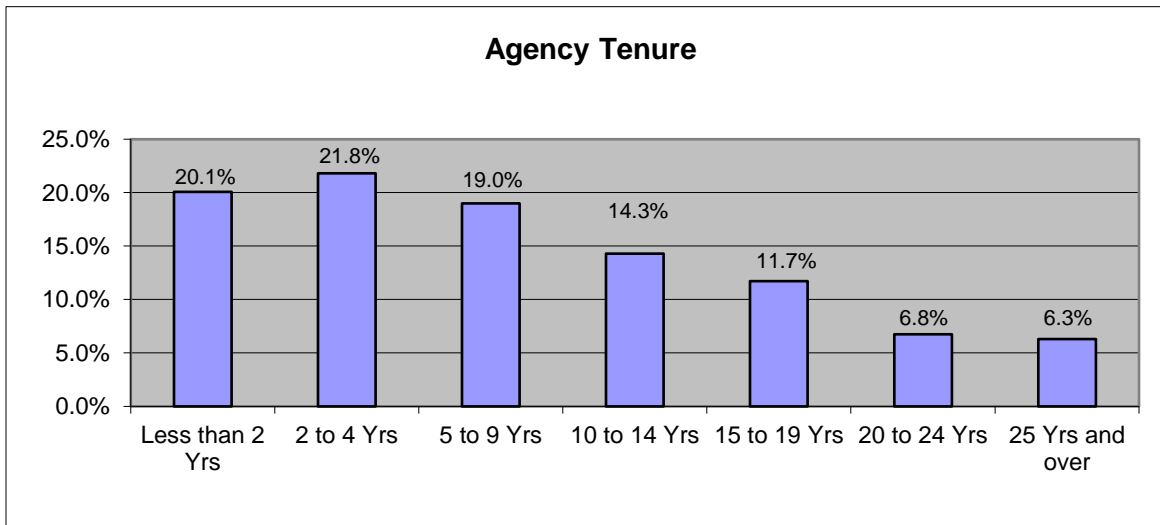
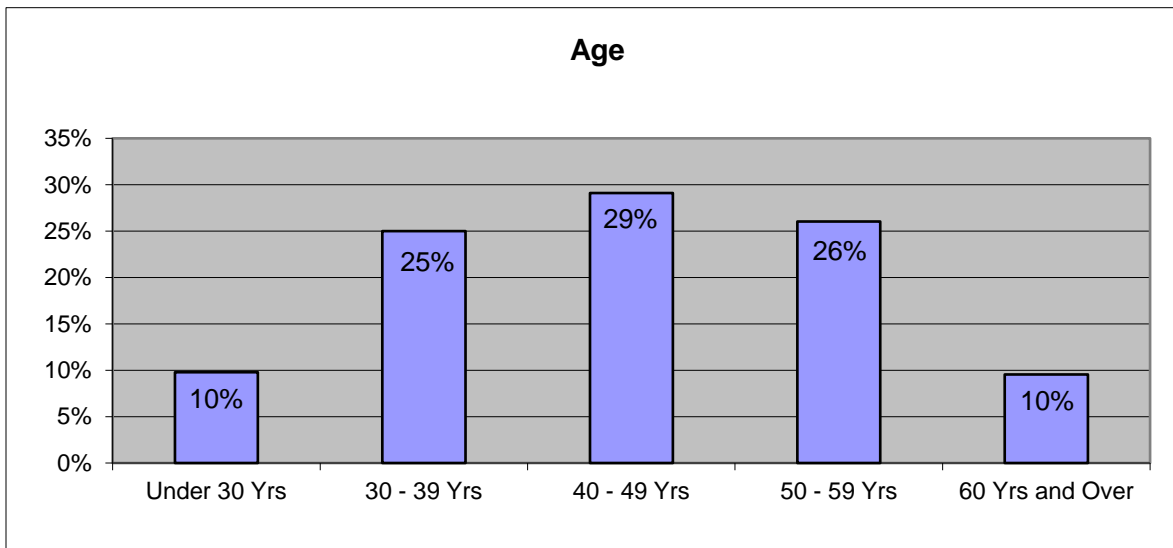
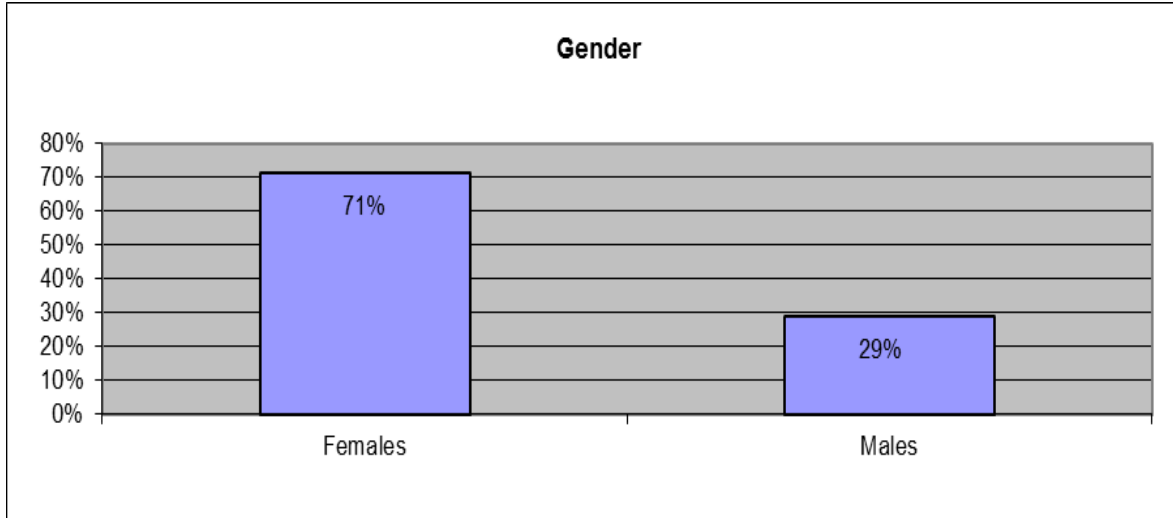
The Legislature does not identify a separate strategy for agency-wide administrative functions within the OAG, such as accounting, internal audit, budgeting, procurement, support services, human resources, and information technology services. Instead, the OAG is required to allocate administrative staff 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 March 1, 2018. The charts include full-time and part-time employees. The OAG workforce is 29 percent male and 71 percent female. Sixty-five percent of the agency's employees are 40 years of age or older. With respect to state service, 61 percent of agency employees have less than ten years of agency service, while 39 percent have ten or more.

**Schedule F: Agency Workforce Plan and Texas Workforce System Strategic Plan  
For Fiscal Years 2020-2021**



**Schedule F: Agency Workforce Plan and Texas Workforce System Strategic Plan  
For Fiscal Years 2020-2021**

The following table compares the percentage of African-American, Hispanic, and female OAG employees (as of March 1, 2018) 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	8.27	7.40	18.05	22.10	48.87	37.40
Administrative Support	14.61	14.80	39.33	34.80	86.74	72.10
Service and Maintenance	21.00	13.00	50.89	54.10	86.93	51.00
Professional	10.28	10.40	24.61	19.30	60.35	55.30
Protective Services	9.09	19.80	31.44	31.30	29.17	25.60
Skilled Craft	0.00	10.60	50.00	50.70	0.00	11.60
Technical	12.70	14.40	25.40	27.20	34.92	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, female skilled craft, African American protective services, African American skilled craft, Hispanic officials/administration, Hispanic service and maintenance, and Hispanic technical. The under-representation of African American technical, African American administrative support, and African American professional are considered minimal.

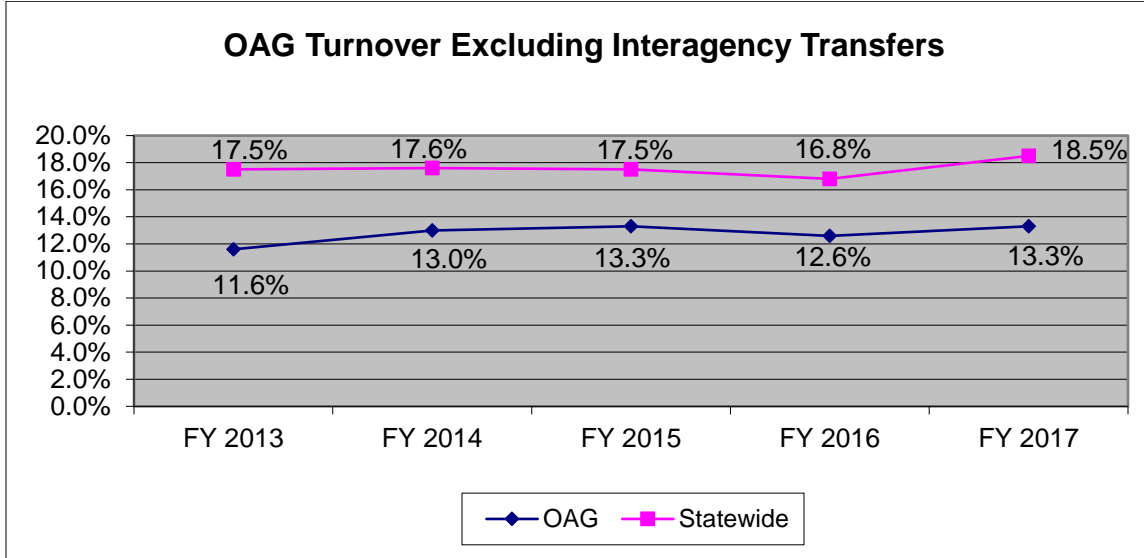
Pursuant to the OAG EEO Plan, the OAG will continue to endeavor to recruit more staff for the categories identified above. The Human Resources Director will emphasize the recruitment of individuals for jobs listed within the categories in which the OAG’s workforce has an under-representation. Programs utilized for this purpose will include the “Volunteer and Intern Program” (VIP), which recruits volunteer 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.

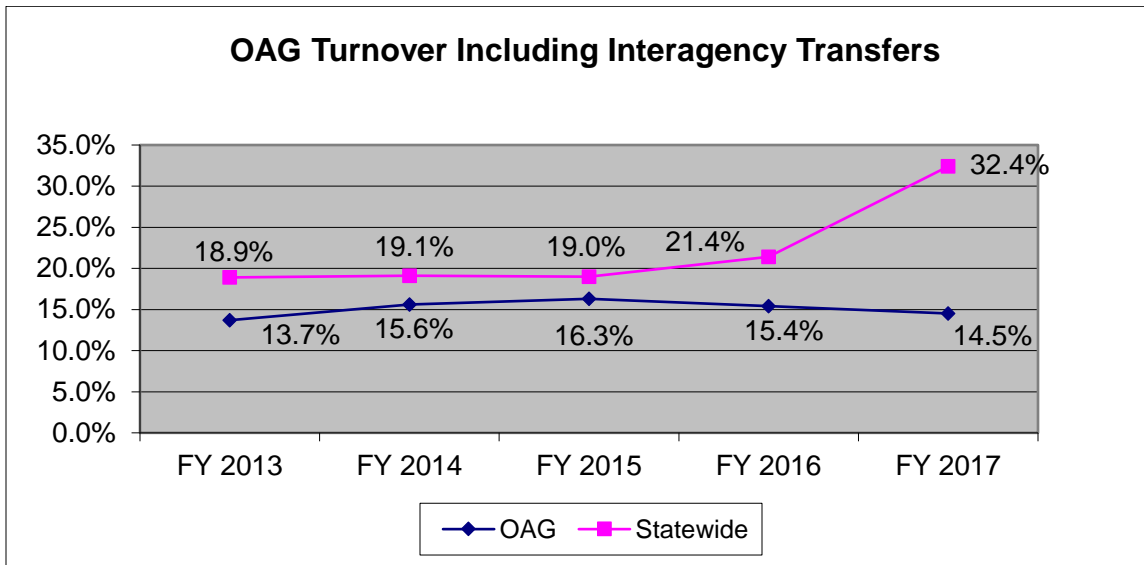
**B. Employee Turnover**

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 2013 through FY 2017 is below.

**Schedule F: Agency Workforce Plan and Texas Workforce System Strategic Plan  
For Fiscal Years 2020-2021**



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 and Texas Workforce System Strategic Plan  
For Fiscal Years 2020-2021**

**C. Potential Retirement Eligibility Impact**

An analysis of the OAG staff tenure and leave records indicates that 380 staff members—or approximately nine percent of the agency’s workforce—currently are, or will become, eligible to retire during FY 2018 under the state’s “Rule of Eighty” criteria.<sup>6</sup> As Table A indicates, the percentage of OAG employees becoming eligible to retire by the end of FY 2018 is as follows: approximately ten percent for the Crime Victims Services Division, six percent for MFCU, nearly ten percent for the Child Support Division, and ten percent for the legal services divisions. Between FY 2018 and FY 2023, approximately twenty-three percent (951 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**

<b>Strategy Area</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>Total Eligible</b>	<b>Total Staff by Area<sup>7</sup></b>	<b>% Eligible in FY2018</b>	<b>% Eligible Between FY2018 &amp; FY2023</b>
Child Support	245	71	73	79	68	81	617	2,664	9.2	23.2
Crime Victim Services	11	4	4	1	5	6	31	110	10.0	28.2
Legal Services <sup>8</sup>	113	21	30	28	39	32	263	1,133	9.9	23.2
Medicaid Fraud Control	11	5	2	3	10	9	40	165	6.7	24.2
<b>Agency Total</b>	<b>380</b>	<b>101</b>	<b>109</b>	<b>111</b>	<b>122</b>	<b>128</b>	<b>951</b>	<b>4,072</b>	<b>9.3</b>	<b>23.4</b>

Table B shows the estimated number of agency staff by selected classified position series who may likely reach retirement eligibility during the FY 2018 through FY 2023 period. Approximately fifty percent of the agency’s directors and forty-two percent of its managers are projected to reach retirement eligibility during this period. In addition, during this same period, nearly thirty-five percent of the agency’s administrative assistants are projected to reach retirement eligibility.

<sup>6</sup> These estimates are based on the number of staff on the OAG’s payroll as of March 1, 2018. 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 seventy-three OAG employees who have retired through the Employee Retirement System (ERS) as of the end of February 2018 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 March 1, 2018.

<sup>7</sup> Count is of filled positions as of March 1, 2018 and includes rehired ERS retirees but excludes vacant positions.

<sup>8</sup> Includes the staff of Executive Administration and the administrative divisions.

**Schedule F: Agency Workforce Plan and Texas Workforce System Strategic Plan  
For Fiscal Years 2020-2021**

**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	FY18	FY19	FY20	FY21	FY22	FY23	Total Eligible	Total Employees by Classification Series <sup>9</sup>	% Eligible in FY2018	% Eligible Between FY2018 & FY2023
Administrative Assistants	27	10	2	6	12	12	69	199	13.6	34.7
AAGs	67	11	21	19	17	17	152	744	9.0	20.4
Child Support Officers	75	24	29	33	22	22	205	1,267	5.9	16.2
Child Support Technicians	19	5	7	12	5	5	53	370	5.1	14.3
Directors <sup>10</sup>	22	4	3	6	3	3	41	82	26.8	50.0
Investigators	9	4	4	2	4	4	27	76	11.8	35.5
Legal Assistants	14	1	2	3	6	6	32	109	12.8	29.4
Legal Secretaries	7	1	2	2	3	3	18	67	10.4	26.9
Managers	20	4	4	4	9	9	50	118	16.9	42.4

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 March 1, 2018.

<sup>9</sup> Count is of filled positions as of March 1, 2018 and includes rehired retirees but excludes vacant positions.

<sup>10</sup> Excludes all Director V positions defined for this analysis to be non-career positions.

**Schedule F: Agency Workforce Plan and Texas Workforce System Strategic Plan  
For Fiscal Years 2020-2021**

**TABLE C: Rehired ERS Retirees as a Percentage  
of the OAG Workforce as of March 1, 2018**

<b>OAG Strategy</b>	<b>Total Employees as of 3/01/18</b>	<b># of Rehired State Retirees</b>	<b>State Retiree Rehires as % of Total Employees</b>
Child Support	2,664	33	1.2
Crime Victim Services	110	1	0.9
Legal Services	1,133	21	1.9
Medicaid Fraud Control	165	6	3.6
<b>Agency Total</b>	<b>4,072</b>	<b>73</b>	<b>1.8</b>

**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
  - Information Technology Security
  - Required Information for New Employees
  - Human trafficking: Be the One
- 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 and Texas Workforce System Strategic Plan  
For Fiscal Years 2020-2021**

The **Volunteer/Intern Program (VIP)** provides realistic training situations that provide volunteers and interns with valuable hands-on experience. Recruiting for the VIP 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, medical-leave, or extended-schedule 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 G: Report on Customer Service May 2018**

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. Courtesy, respect, responsiveness, efficiency, and effectiveness 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 2018 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 or their family members who have applied for benefits under the Crime Victims' Compensation Act (the Act). The OAG reviews and approves applications for financial assistance from eligible victims who are injured, threatened, or killed as a result of a violent crime under the Act. Only those victims who lack another source of financial remuneration, such as health insurance, are eligible for assistance. Within the statutory confines enacted by the Legislature, CVSD informs victims about their rights and benefits, makes eligibility determinations, and reimburses crime victims for allowable expenses resulting from the crimes of others. The number of victim applications approved in FY 2017 was 19,907.

### **Legal Services**

#### **Information Gathering Methods**

Legal services clients were identified by 10 separate civil litigation divisions within the OAG: Administrative Law, Bankruptcy & Collections, Consumer Protection, Environmental Protection, Financial Litigation and Charitable Trusts, General Litigation, Law Enforcement Defense, Tax, 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 577 individuals. Any client identified as receiving services from more than one OAG division was given the opportunity to complete a separate survey for each division with whom they were listed as a client. In total, 762 surveys were offered.

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The 2018 legal services survey was conducted online beginning November 7, 2017. A web-based application, developed in-house specifically for this assessment, provides an online survey form and captures survey responses. Clients were e-mailed a link and asked to log in to a page on the OAG website using their email addresses to complete and submit the short survey. When the survey project closed on December 5, 2017, 227 individuals had responded (39 percent), and 286 surveys had been completed (38 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 286 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. Three respondents indicated they were dissatisfied (1 percent), and three respondents (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' timeliness and communication skills, understanding of the clients' concerns and objectives, and the handling of settlements and litigation. Legal services clients were asked to indicate their satisfaction or dissatisfaction with various statements using a five-point scale: 5 - "very satisfied," 4 - "satisfied," 3 - "somewhat satisfied," 2 - "dissatisfied," and 1 - "very dissatisfied." 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: How satisfied are you with the timing of the initial client communication from the assistant attorneys general (AAG) assigned to your cases?
- Q2: How satisfied are you with the instructions you received in the initial client communication about any discovery-hold obligations you have upon notice of the litigation?
- Q3: How satisfied are you with the overall helpfulness of initial client communications?
- Q4: How satisfied are you with the timeliness of written discovery sent out on your client's behalf?
- Q5: How satisfied are you with the tailoring of written discovery requests to the case at hand?
- Q6: How satisfied are you with the quality of objections made on your client's behalf in responses to discovery requests?
- Q7: How satisfied are you with the quality of the responses to discovery requests made on behalf of your client?
- Q8: How satisfied are you with the guidance provided in determining your client's responses to discovery requests?
- Q9: How satisfied are you with the timeliness of depositions taken?
- Q10: How satisfied are you with your AAG's preparation for a plaintiff's deposition?
- Q11: How satisfied are you with your client's witness preparation for deposition by AAGs?
- Q12: How satisfied are you with the substantive factual and legal arguments made in pleadings filed on behalf of your client?
- Q13: How satisfied are you with the quality of the writing in pleadings filed on your client's behalf?
- Q14: How satisfied are you with the amount of time you are given to review draft pleadings to be filed on your client's behalf?
- Q15: How satisfied are you with your AAG's preparation for a hearing, trial or appellate argument?
- Q16: How satisfied are you with your AAG's advocacy skills in court?
- Q17: How satisfied are you with your AAG's preparation for mediation?
- Q18: How satisfied are you with any settlements your AAG negotiated on behalf of your client?
- Q19: How satisfied are you with the overall level of communication provided by your AAG regarding your cases?

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- Q20: How satisfied are you with the overall style of communication provided by your AAG regarding your cases?  
 Q21: How satisfied are you that your AAGs are receptive to your concerns and input regarding key case tasks?  
 Q22: How satisfied are you with the legal services provided by the OAG divisions in total?

Responses to specific questions are indicated in the table below.

**Table 1: Legal Services Client Survey**

<i>Question</i>	<i>5s Very satisfied</i>	<i>4s Satisfied</i>	<i>3s Somewhat satisfied</i>	<i>2s Dissatisfied</i>	<i>1s Very dissatisfied</i>	<i>Sum</i>	<i>Average</i>	<i>%Satisfied (≥3)</i>
1. How satisfied are you with the timing of the initial client communication from the assistant attorneys general (AAG) assigned to your cases?	143	95	13	1	2	254	4.0	99%
2. How satisfied are you with the instructions you received in the initial client communication about any discovery hold obligations you have upon notice of the litigation?	95	74	18	8	0	195	2.9	96%
3. How satisfied are you with the overall helpfulness of initial client communications?	136	85	20	3	0	244	3.8	99%
4. How satisfied are you with the timeliness of written discovery sent out on your client's behalf?	66	54	20	6	1	147	2.2	95%
5. How satisfied are you with the tailoring of written discovery requests to the case at hand?	71	51	17	5	0	144	2.2	97%
6. How satisfied are you with the quality of objections made on your client's behalf in responses to discovery requests?	72	62	18	3	0	155	2.3	98%

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Table 1: Legal Services Client Survey (continued)

<i>Question</i>	<i>5s Very satisfied</i>	<i>4s Satisfied</i>	<i>3s Somewhat satisfied</i>	<i>2s Dissatisfied</i>	<i>1s Very dissatisfied</i>	<i>Sum</i>	<i>Average</i>	<i>%Satisfied (≥3)</i>
7. How satisfied are you with the quality of the responses to discovery requests made on behalf of your client?	70	58	18	2	2	150	2.2	97%
8. How satisfied are you with the guidance provided in determining your client's responses to discovery requests?	65	56	18	6	3	148	2.2	94%
9. How satisfied are you with the timeliness of depositions taken?	44	56	16	4	2	122	1.8	95%
10. How satisfied are you with your AAG's preparation for a plaintiff's deposition?	57	43	12	3	1	116	1.7	97%
11. How satisfied are you with your client's witness preparation for deposition by AAGs?	57	46	14	3	1	121	1.8	97%
12. How satisfied are you with the substantive factual and legal arguments made in pleadings filed on behalf of your client?	117	70	11	0	3	201	3.2	99%
13. How satisfied are you with the quality of the writing in pleadings filed on your client's behalf?	116	66	16	3	4	205	3.2	97%
14. How satisfied are you with the amount of time you are given to review draft pleadings to be filed on your client's behalf?	86	71	25	13	6	201	2.9	91%
15. How satisfied are you with your AAG's preparation for a hearing, trial or appellate argument?	98	55	14	2	2	171	2.7	98%

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**Table 1: Legal Services Client Survey (continued)**

Question	5s Very satisfied	4s Satisfied	3s Somewhat satisfied	2s Dissatisfied	1s Very dissatisfied	Sum	Average	%Satisfied (≥3)
16. How satisfied are you with your AAG's advocacy skills in court?	83	57	13	2	2	157	2.4	97%
17. How satisfied are you with your AAG's preparation for mediation?	56	37	16	0	1	110	1.7	99%
18. How satisfied are you with any settlements your AAG negotiated on behalf of your client?	84	62	12	4	1	163	2.5	97%
19. How satisfied are you with the overall level of communication provided by your AAG regarding your cases?	130	78	23	6	4	241	3.7	96%
20. How satisfied are you with the overall style of communication provided by your AAG regarding your cases?	134	82	14	6	4	240	3.7	96%
21. How satisfied are you that your AAGs are receptive to your concerns and input regarding key case tasks?	146	60	23	4	4	237	3.7	97%
22. How satisfied are you with the legal services provided by the OAG divisions in total?	163	73	20	3	3	262	3.7	98%

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 developing programs that encourage direct feedback from customers regarding services.

- In an effort to enhance the accessibility and convenience of child support services to all customers, an ambitious initiative was undertaken to open more customer service storefront locations in areas that had been historically isolated because of distance, lack of public transportation, or population shifts and growth. These smaller locations are equipped to provide immediate case information, accept case-

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related documents regardless of where the court case is located, and remedy the concern at the point of contact. This initiative has allowed for an increase in responsiveness to the customer needs which increases efficiency. This shift in direction would not have been possible without the advancements in technology and the retraining of staff away from the concept of compartmentalization. Staff are learning to address issues more holistically and understand the entire child support process, so the external customer receives a more accurate and thorough response.

- 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 Executive Management.
- Customers 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 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 local office level, ombudsmen at the regional and state offices review and resolve the customer complaint. All complaints are documented through the CSD computer system to ensure uniformity throughout the state.
- In an effort to further enhance the customer’s experience when dealing with the CSD, the website and mobile application were redesigned and rolled out to increase accessibility. These steps have made it easier for the customer to access their account information and complete applications without having to call or go to an office.
- Both internal and external customer service has been a cornerstone of the CSD for many years, and there are numerous initiatives that take place within the agency to ensure the highest quality of customer service. The training division has several courses which focus on this topic, and more are being developed, assisted by the ability of organizational leaders to participate in development courses through The University of Texas’ Governor’s Center leadership development programs.

### **Customer Satisfaction Assessment: Child Support Customers**

#### 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 is the highest level of satisfaction and 1 the lowest. The questions ask:

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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	5s Very satisfied	4s Satisfied	3s Somewhat Satisfied	2s Unsatisfied	1s 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?	2,858	529	306	103	183	3,979	4.45	92.8%
2. How satisfied are you with the courtesy of the person at the front desk upon your arrival?	3,729	456	207	60	95	4,547	4.69	96.6%
3. How satisfied are you with the courtesy of the person who helped you with your case?	3,986	256	97	25	76	4,440	4.81	97.7%
4. How satisfied are you with the knowledge of the person who helped you with your case?	3,960	25	112	23	81	4,434	4.80	97.7%
5. How satisfied are you that your questions were addressed?	3,955	257	111	28	91	4,442	4.79	97.3%
6. How satisfied are you with the overall experience at the office you visited?	3,818	376	112	34	93	4,433	4.76	97.1%
7. How satisfied are you with the office facilities: For example—waiting room, parking, overall appearance and cleanliness?	3,542	394	126	31	59	4,152	4.77	97.8%



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Between January 2016 and December 2017, a total of 4,571 customers completed survey cards. Of the total cards returned during this time period, 97 percent (rating  $\geq 3$ ) expressed satisfaction regarding the overall experience at the CSD office they visited (question six).

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**

In January 2018, a one-page survey was mailed to a sample of 4,960 randomly selected, eligible crime victims and surviving family members who applied for compensation in FY 2017. A self-addressed, pre-paid postage envelope was enclosed, and customers were asked to respond by February 12, 2018. Three hundred twenty-one (321) eligible victims responded, which is a 6.5 percent response rate and similar to results in prior years.

**Customer Satisfaction Assessment: Eligible Victims of Crime**

A one-page survey in English and Spanish was mailed to 4,960 randomly selected beneficiaries of the Crime Victims' Compensation Fund. The survey recipients were separated between those who had already received a payment and those who had been approved for benefits, but had not yet received a payment.

Respondents indicated their agreement or disagreement with the following statements (questions 1- 8) using a five-point scale: 5 - "strongly agree," 4 - "agree," 3 - "somewhat agree," 2 - "disagree," 1 - "strongly disagree," and 0 - "not applicable or don't know."

**Crime Victim Survey Statement**

- Q1: When calling CVC, I usually talked to someone who could help.
- Q2: When I left a message by telephone, someone called me back promptly.
- Q3: CVC staff listened to my concerns and understood how the crime affected my life.
- Q4: CVC staff answered my questions and provided the information I needed.
- Q5: CVC staff clearly explained the benefits program and application process.
- Q6: The application for CVC benefits was easy to complete.
- Q7: CVC let me know within a reasonable time that my application had been received.
- Q8: CVC let me know within a reasonable time that my application had been approved.
- Q9: Overall, how satisfied are you with the customer service you received from the staff of the Crime Victims' Compensation Program?
- Q10: How satisfied are you with the benefits you received from the CVC program?
- Q11: If you were not satisfied with the award of benefits in your case, what was the main reason for your dissatisfaction?
- Q12: If you were denied some expenses for which you applied, was the reason for the denial clearly explained to you?

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**Table 3: Crime Victim Survey**

Question	5s Strongly Agree	4s Agree	3s Somewhat Agree	2s Disagree	1s Strongly Disagree	Sum	Average	%Satisfied (≥3)
1. When calling CVC, I usually talked to someone who could help.	94	59	49	34	49	285	3.0	71%
2. When I left a message by telephone, someone called me back promptly.	72	56	32	33	83	276	2.6	58%
3. CVC staff listened to my concerns and understood how the crime affected my life.	100	56	36	35	54	281	3.0	68%
4. CVC staff answered my questions and provided the information I needed.	106	55	40	31	57	289	3.1	70%
5. CVC staff clearly explained the benefits program and application process.	98	55	40	26	62	281	2.9	69%
6. The application for CVC benefits was easy to complete.	103	82	56	28	38	307	3.4	79%
7. CVC let me know within a reasonable time that my application had been received.	91	71	35	37	66	300	3.1	66%
8. CVC let me know within a reasonable time that my application had been approved.	86	51	28	45	82	292	2.8	57%

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**Table 3: Crime Victim Survey continued**

Question 9 asked customers to rate their overall satisfaction with the customer service they received from the OAG staff within the CVC program. Customers rated their satisfaction on a five-point scale. Out of 301 respondents who answered Question 9, 190 (63%) answered with a three or higher, expressing overall satisfaction with the services received.

All customers surveyed were eligible applicants for the CVC program, but not all had yet received benefits. Per statute, the Crime Victims’ Compensation Fund is the payer of last resort – after insurance and other sources of assistance have been exhausted. For those who already received benefits from the CVC program, question 10 asked customers to rate their satisfaction with the benefits they received. If dissatisfied, they were given an opportunity to identify the main reason for their dissatisfaction in question 11.

Out of the 268 customers who responded to question 10 rating their satisfaction with benefits, 60 percent were satisfied, 14 percent were dissatisfied, and 26 percent were very dissatisfied with the amount of benefits received. Out of those responding to question 11 (reasons for dissatisfaction), 38 percent said the amount of the award was too low, 51 percent said expenses were disallowed that they thought should have been covered, 29 percent needed compensation for loss of property—which is not a statutorily covered expense—and 49 percent replied other. Several customers checked more than one “main reason” for their dissatisfaction. Finally, for those denied expenses, question 12 asked customers if the reason for the denial was clearly explained. Of those denied expenses, 14 percent agreed the denial reason was clearly explained, while 5 percent disagreed and 10 percent strongly disagreed.

**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. Crime Victim Services and Child Support customers had the option of responding anonymously. While most respondents declined to disclose their identities, any who identified themselves and expressed concerns will be contacted by the appropriate division in an attempt to resolve whatever issues were identified. The OAG will continue to appraise survey methods to increase customer response rates, including additional electronic interface options for customers.

**Performance Measures for Customer Service/Satisfaction**

Table 4 Goal: Provide Legal Services

<b>Legal Services</b>	<b>Data</b>
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	10%

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Number of Customers (Client agency heads and/or agency counsel) Surveyed	286
Number of Customers (Client agency heads and/or agency counsel) Served	577
Cost Per Customer (Client Agency) Surveyed	\$2.10

Table 5 Goal: Enforce Child Support Law

<b>Child Support</b>	Data
Percentage of Surveyed Customer Respondents (Custodial and noncustodial Parents) Expressing Overall Satisfaction with Child Support Services Received	97%
Percentage of Customers (Custodial and noncustodial Parents) Identifying Ways to Improve Service Delivery	<1%
Number of Customers (Custodial and noncustodial Parents) Surveyed	4,571
Number of Customers (Custodial and noncustodial Parents) Served	2,532,539
Cost Per Customer (Custodial and noncustodial Parents) Surveyed	\$0.15
Percentage of Phone Calls Answered by the Child Support Customer Service Centers	89%

Table 6 Goal: Crime Victim Services

<b>Crime Victim Services</b>	Data
Percentage of Surveyed Customer Respondents (Eligible Crime Victim Applicants) Expressing Overall Satisfaction with Crime Victims' Compensation Services Received	63%
Percentage of Surveyed Customer Respondents (Eligible Crime Victim Applicants) Identifying Ways to Improve Service Delivery	55%
Number of Customers (Eligible Crime Victim Applicants) Surveyed	4,960
Number of Customers (Eligible Crime Victim Applicants) Served	19,907
Cost Per Customer (Eligible Crime Victim Applicant) Surveyed	\$1.19

Table 7 Agency-wide: Customer-Related Explanatory Measures

<b>Explanatory Measure</b>	Data
Number of Customers Identified	2,553,023
Number of Customer Groups Inventoried	7

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**Inventory of External Customers Served By Strategy**

Table 8: Customers Served

<b>Strategy</b>	<b>Customers</b>	<b>Services</b>
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.
Administrative support for SORM	SORM	Administrative support for the State Office of Risk Management.