



KEN PAXTON
ATTORNEY GENERAL *of* TEXAS

Agency Strategic Plan Fiscal Years 2025-2029

FISCAL YEARS 2025 TO 2029

BY

ATTORNEY GENERAL KEN PAXTON

JUNE 1, 2024

A handwritten signature in black ink, appearing to read 'Brent Webster', with a stylized, cursive script.

Brent Webster
First Assistant Attorney General

Table of Contents

Table of Contents	3
The Office of the Attorney General	4
Goal 1. Provide Legal Services	5
Goal 2. Enforce Child Support Laws and Ensure Proper Collection of Child Support	17
Goal 3. Secure Justice by Criminal Prosecutions and Investigations	21
Goal 4. Administer Crime Victim Services and Victims' Assistance Grants	30
Goal 5. Protect Texans from Fraud, Waste, and Abuse	35
Redundancies and Impediments.....	39
Schedule A: Budget Structure - Goals, Objectives and Outcome Measures, Strategies and Output, Efficiency and Explanatory Measures for Fiscal Years 2026-2027.....	44
Schedule B: List of Measure Definitions for Fiscal Years 2026-2027	51
Schedule C: Historically Underutilized Business Planfor Fiscal Years 2026-2027	95
Schedule D: Statewide Capital Planning for Fiscal Years 2026-2027.....	98
Schedule F: Agency Workforce Plan.....	102
Schedule H: Report on Customer Service.....	112
Schedule I: Cybersecurity Training	126
NOTE: Schedule E and G are not required for the OAG Strategic Plan.	

The Office of the Attorney General

Mission

The Attorney General champions liberty and justice for Texas. The Office of the Attorney General operates under the direction of the Attorney General to accomplish this mission.

Philosophy

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

Values

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.

Work

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

- Prosecuting and defending all actions in which the State of Texas is involved, including defending its duly enacted laws and providing legal representation to the State and its officials and agencies.
- 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 human trafficking, border crimes, internet crimes against children, violent crimes, election fraud, assisting local law enforcement, district and county attorneys in prosecutions and appeals, investigating Medicaid fraud, apprehending fugitives, and providing support to victims of violent crime.
- Protecting Texans from fraud, waste, and abuse by enforcing consumer protection and antitrust laws, including by addressing anti-competitive conduct or civil liberty violations, educating consumers on fraudulent scams, and seeking recovery from Medicaid fraudsters in civil actions.
- Safeguarding the freedoms of Texans as guaranteed by the United States and Texas constitutions, and the sovereignty of Texas.

Goal 1. Provide Legal Services

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. The Office of the Attorney General (OAG) operates under the direction of the Attorney General to accomplish this mission. As provided for by the Texas constitution and governing statutes, the OAG defends the State of Texas and its duly enacted laws by providing legal representation to the State and its officials and agencies, rendering legal opinions, reviewing public securities, and securing compliance with the Texas Public Information Act.

Under Attorney General Ken Paxton, the State has recovered over \$5.1 billion for Texas taxpayers and the OAG has protected citizens' rights from federal government overreach by successfully litigating over 30 major federal lawsuits. The OAG is currently litigating almost 31,000 matters ranging from border security to First and Second Amendments violations.

Legal services divisions fall into three practice areas:

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

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

- 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. This division also serves as legal counsel to the OAG and other select agencies on issues of procurement, contract negotiation, and contract drafting. The division reviews and approves outside counsel contracts; reviews and approves contingent-fee contracts for political subdivisions; and provides advice and counsel to officials for certain local governmental entities related to the Texas Disaster Act. The division oversees OAG's administrative rulemaking process, serves as the OAG's formal complaint officer, representative for the Secretary of State's Voting Systems Examiners, and as a liaison with the Governor's Office on handgun license reciprocity.
- The **Open Records Division** ensures access, transparency, clarity, and uniform application of the Texas Public Information Act (PIA). The division issues written decisions on exceptions to disclosure and the release of public records; provides input and performs research for the Legislative and Executive branches of state government; issues written determinations on the cost for providing public records; and educates and trains 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 during the open records process.
- The **Opinion Committee Division** researches and drafts legal opinions in response to questions of law posed by statutorily authorized requestors of formal Attorney General opinions. Authorized requestors include the Governor, heads of state agencies and departments, boards of state educational institutions and systems, legislative committees, district and county attorneys, and county auditors. These opinions provide clarity on questions of law, many of which are not easily susceptible to judicial review by a court—while refraining from resolving questions of fact that are best left to a judicial process. In

Office of the Attorney General

Goal 1. Provide Legal Services

addition, the division provides training and support to governmental entities on open meetings laws.

- The **Public Finance Division** reviews proceedings for all public securities, including bonds and similar obligations, issued by public issuers, including political subdivisions, state agencies, and certain nonprofit corporations created to act on their behalf. Pursuant to statute, if the OAG determines the issuance of the public security conforms with law, the OAG shall approve the security. Once approved, registered, and delivered, the public securities become valid and incontestable under state law.

The OAG's specialized litigation divisions and Solicitor General Division work to develop forward thinking strategies while ensuring consistent legal and policy positions for the State's interests are upheld.

- The **Legal Strategy Division (LSD)** develops and implements winning litigation and appellate strategies to combat the many threats to Texans' rights, property, and safety. From fighting federal overreach and rogue local officials to enforcing state laws and protecting Texans from the border crisis, the LSD plays a vital role for the OAG in navigating today's increasingly complex legal landscape. Working closely with the Solicitor General Division and Special Litigation Division, LSD helps lead Texas in cutting edge legal advancements.
- The **Special Litigation Division (SLD)** works closely with the Solicitor General Division and LSD to develop strategies and establish jurisprudence favorable to the State's interests. SLD's experienced litigators excel in high-stakes and highly complex civil litigation. SLD oversees important affirmative policy litigation for the Texas Attorney General that leads the country on the most pressing constitutional, legal, governmental, and societal issues of today. The division also defends against challenges to state laws and regulation, routinely briefing, trying, and winning cases of first impression on a variety of constitutional issues.
- The **Solicitor General Division (SGD)** is responsible for supervising and approving all appellate litigation for the State and for ensuring consistency in legal positions taken by the State. The SGD determines which division within OAG will handle any appeal to which the State is a party. The SGD is responsible for handling the appeals deemed most significant to State's interests and the development of federal and state jurisprudence.

The OAG oversees the state's civil litigation matters and divides the matters among 11 Civil Litigation Divisions to cover both defense matters and enforcement cases that provide restitution for the State and its citizens when they have been harmed.

- The **Administrative Law Division** provides representation and legal services in all areas of administrative law matters and defends the State and the decisions of state agencies in court. The division provides general legal counsel to multiple small state agencies and boards that do not employ their own in-house general counsel. The division defends legal challenges to Open Records Letter Rulings issued by the OAG. The division brings enforcement actions on behalf of state agencies in district court to obtain compliance of regulated entities with the laws and rules those agencies implement. In addition, the division brings enforcement actions in district court on behalf of the State, the OAG, and state agencies in matters where the OAG has original enforcement jurisdiction, including ensuring that local governments and private entities comply with state law. The division also takes legal action against long-term care providers such as nursing homes, intermediate care facilities for persons with intellectual disabilities, assisted living facilities, and home-health services in which an investigation finds illegal or dangerous conditions of care.

Goal 1. Provide Legal Services

- The **Antitrust Division** is responsible for enforcing state and federal antitrust laws. The division investigates and prosecutes anticompetitive activity such as bid-rigging, price-fixing, market allocation, unreasonable trade restraints, monopolization, and potentially anticompetitive mergers. While the main focus of the division is anticompetitive activity that directly impacts Texas consumers and governmental entities, it works closely with other state and federal partners to promote competition in the marketplace.
- The **Bankruptcy and Collections Division** is the centralized collection authority for the State, charged with pursuing recovery of unpaid debts, judgments, taxes, fees, fines, penalties, loans, and other delinquent obligations referred to the OAG for collections. The division's investigators seek to locate and identify parties responsible for the debt, and its attorneys pursue collections in state court. The division also represents the State and its agencies in federal court around the country to protect the State's monetary, regulatory, and policy interests in bankruptcy cases.
- The **Consumer Protection Division** conducts investigations and files civil lawsuits to enforce state and federal laws protecting consumers, the business community, and the public. The division works to enforce laws related to data breaches, data privacy issues, health care fraud, robocalls, debt collection, misleading advertising, and a wide variety of scams involving deceptive trade practices. The division also conducts investigations of various nonprofit entities to fulfill the OAG's duty to protect the public's interest in charitable trusts and assets, to ensure that entities in Texas comply with all applicable laws. During a disaster, the division investigates and prosecutes price gouging. The division also accepts complaints filed by consumers, partners with other state and federal enforcement agencies, and conducts community outreach and education.
- The **Environmental Protection Division** provides legal counsel to the State and its natural resource agencies in matters pertaining to environmental protection, natural resources, and public utilities (gas, electric, water, and telecommunications). The division prosecutes and defends complex cases at both trial and appellate levels in state and federal courts. The division ensures protection of the public's health and safety, obtaining corrective action and statutory penalties through actions to enforce laws addressing a wide range of environmental concerns including, safe drinking water, municipal and industrial solid waste, air and water quality enforcement, and state cleanup for hazardous substance spills. The division protects and defends the State's lands, minerals, and natural resources by enforcing state statutes and agency rules. Additionally, the division challenges a wide variety of federal administrative rules that interfere with Texas sovereignty or its economic interests.
- The **General Litigation Division** represents the State's interests in civil litigation regarding matters of public concern to and further the State's policy interests. The division's team of experienced attorneys regularly litigate highly complex cases across any subject matter, both as plaintiffs and as defendants, against law firms and organizations with significant resources and the highest caliber of attorney. The division defends challenges to the constitutionality of Texas statutes and the State's administration of programs such as public education, Medicaid, and the state hospital system. Additionally, division attorneys defend state agencies, elected and appointed officials (in their official capacities), and state employees (in their official capacities) in many other types of civil litigation, including employment litigation, whistleblower claims, tenure denials, discrimination claims, student dismissals, civil rights lawsuits, and other constitutional and statutory claims. The division also defends and prosecutes lawsuits involving regulatory and financial matters for state agencies, including contractual disputes.

Goal 1. Provide Legal Services

- The **Healthcare Program Enforcement Division** investigates and prosecutes allegations of unlawful acts against the Medicaid program, the child health plan program, and the Healthy Texas Women program to pursue claims and recover taxpayer dollars under the Texas Health Care Program Fraud Prevention Act. The division pursues enforcement actions relating to various fraudulent schemes including kickbacks, off-label marketing, upcoding, and false price reporting against a wide range of defendants, from individual providers to multinational drug manufacturers. The division's investigations often result in a significant recovery to the state through negotiations and settlements. The majority of the division's cases are derived from private whistleblower lawsuits filed under seal in which the State is allowed to intervene.
- The **Law Enforcement Defense Division** defends state law enforcement agencies and state officials, including the Texas Department of Criminal Justice, Texas Department of Public Safety, Texas Board of Pardons and Parole, Texas Juvenile Justice Department, and Texas Civil Commitment Office, in civil suits brought under 42 U.S.C. § 1983, and federal and state statutory laws, including Title VII, the Americans with Disabilities Act, the Rehabilitation Act, the Religious Land Use and Institutionalized Persons Act, and the Texas Tort Claims Act. In addition to civil rights, tort, and employment litigation, the division represents state district judges and the University of Texas Medical Branch and Texas Tech University Health Sciences Center physicians and medical personnel.
- The **Tax Litigation Division** defends the Texas Comptroller of Public Accounts (CPA) and the Texas Workforce Commission in district and appellate courts in suits seeking a refund of, or relief from liability for, state taxes, including franchise, sales, use, excise, occupational and unemployment taxes, along with associated penalties and interest, including penalties for fraud. The division also defends the Texas Workforce Commission in cases challenging agency decisions on unemployment benefits, fraud, and wage claims, resisting third-party discovery, subpoena enforcement, and various other matters throughout the State. The division advises its client agencies on bill analysis, drafting statutory language and rulemaking, and defends the agencies in challenges to statutes and rules related to state taxes and the Texas Unemployment Compensation Act.
- 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 **Transportation Division** provides legal advice and representation to the Texas Department of Transportation (TxDOT). The majority of the division's docket is representing TxDOT in legal proceedings to acquire property for infrastructure projects. These proceedings allow TxDOT to build public highways to deliver mobility, enable economic opportunity, and enhance quality of life for all Texans. The division also represents TxDOT and its employees in tort, employment, property damage, environmental, collections, contract lawsuits, and administrative cases.

The LSD, SLD, SGD, and Civil Litigation Divisions, all work to defend the duly enacted laws of the State of Texas.

Goal 1. Provide Legal Services

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 United States and Texas Constitutions, and preserve the rule of law.
- The OAG continues to be a significant source of both revenue and fiscal savings for the state, with nearly \$293 million recovered to General Revenue (GR) in the 2022-2023 biennium bringing the total recoveries during the Paxton administration to almost \$2.1 billion at the end of FY 2023. At the end of this past fiscal year, Civil Litigation Divisions were managing almost 31,000 pending litigation matters and claims. Many of these matters will result in additional revenue as claims are resolved.
- It is anticipated GR recoveries will continue increasing during FY 2024 as more opioid settlements are finalized, bringing total recoveries under the Paxton administration to over \$5.1 billion. The Consumer Protect Division has successfully secured settlements and judgments of \$3.9 billion, and the Bankruptcy and Collections Division has recovered almost \$0.8 billion.
- Moreover, through pre-litigation advice and the defense of the State in lawsuits challenging statutes, state agency actions, contracts, employment decisions, and other civil claims, the OAG has successfully avoided and minimized costly claims (totaling in the tens of billions in savings to the state).
- The Administrative Law Division works to ensure that public taxpayer funds are not being spent for political purpose by bringing enforcement actions against public school districts that have used public resources to engage in electioneering in violation of state law. Officers or employees of a political subdivision may not knowingly spend or authorize the spending of public funds for political advertising.
- The Environmental Protection Division protects Texans' health and human safety by preventing toxic air emissions, dangerous water pollution, or improper waste management. The division's important work recovers penalties and attorney fees from the defendants who fail to comply with the State's environmental laws and regulations. During the Paxton administration, the division has recovered almost \$158 million to GR.
- The General Litigation Division handles an annual litigation docket of over 2,000 cases, with over 300 cases being added each year. These cases represent claimed damages in excess of \$5 billion, and the division's successful efforts in defending them means the State saves hundreds of millions of dollars. The division's defense work preserves the day-to-day operations of the State and successfully recovers substantial monetary sums for the State. Most recently, the division rebuffed the efforts by tobacco companies to reduce amounts owed under their settlement agreement by applying the incorrect tax rate to profits. As a result, the State will recover approximately \$100 million to account for previous underpayments.
- The Healthcare Program Enforcement Division has recovered over \$1 billion in taxpayer dollars during the Paxton Administration, including \$513 million recovered to GR. Medicaid recoveries obtained by this division typically include an amount deposited into GR representing the Texas taxpayer share and an amount returned to the United States Treasury representing the federal taxpayer share; an amount awarded to the relator for the relator's statutory share and attorney fees; and an amount retained by the

Goal 1. Provide Legal Services

OAG for the State's attorney fees.

- The Law Enforcement Defense Division manages a very active litigation docket of over 1,200 cases; and the division's attorneys successfully defend state agencies and officials in the majority of cases, thereby saving the State millions of dollars in potential monetary damages every year.
 - Between 2015 and 2024, the Tax Litigation Division successfully defended approximately \$312 million in claims made by plaintiffs who sought erroneous relief from their tax liability, usually in the form of refunds from the State fisc, that would have placed the burden disproportionately on other taxpayers.
 - The Tort Litigation Division saved taxpayers more than \$52 million in FY 2022 and FY 2023 by securing dismissal of or settling tort and workers' compensation actions brought by and against the state through efficient investigations, negotiations, litigation, and appellate practices.
 - The Transportation Division saves taxpayer dollars by ensuring that the State acquires property necessary for infrastructure in a time of extraordinary growth, enabling Texas to remain the best place to raise a family and grow a business, while maintaining its historic fiscal responsibility and accountability. Through its representation of TxDOT, property is acquired in a manner fair to both taxpayers and property owners.
 - SLD and LSD aggressively pursues litigation to secure the border and mitigate the extraordinary cost of illegal immigration on Texas and its citizens. Border security, and its effect on Texas, is a top priority for Attorney General Paxton. One of the OAG's main priorities is to ensure that the laws of this State are upheld, and that Texans are protected first and foremost. These divisions have fought to protect Texas' efforts to secure the border, such as the State's placement of buoys in the Rio Grande and concertina wire along the border, and has challenged numerous federal policies that encourage illegal entry.
 - SLD and LSD successfully challenges federal overreach and mismanagement that threatens Texas' public funds. In 2023, these division successfully enjoined an unlawful federal administrative rule that imperiled billions of dollars in federal funds of Texas' Medicaid program. SLD and LSD have challenged other unlawful federal regulations that threaten federal funds to the State, including challenging the IRS' threat to withhold billions of dollars in child support funds to Texas, and multiple threats by the U.S. Secretary of Health and Human Services' threat to withhold Medicaid funds in connections with an attempted federal abortion mandate.
- 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 OAG has launched investigations and filed multiple cases against big technology companies for violating Texas laws. Attorney General Paxton filed suit against Facebook for using unauthorized biometric data of millions of Texans without properly obtaining their informed consent, and in violation of Texas law. This type of litigation is costly due to experts and the evolving nature of technology. The OAG is working closely with the Legislature to maximize funds while holding the companies responsible by seeking structural reforms and damages for their unlawful conduct. Due to ongoing investigations, the OAG anticipates further litigation against technology companies and will use its statutory authority to protect Texans in the most financial prudent way possible.

Goal 1. Provide Legal Services

- The Civil Litigation Divisions consolidated the functions of the Financial Litigation & Charitable Trust Division into the General Litigation Division, General Counsel Division, and the Consumer Protection Division. Doing so streamlined administrative processes, contract oversight, and removed redundancies in defending and prosecuting lawsuits involving regulatory and financial matters for state agencies. This transition allows for increased efficiencies through economy of scale, resource optimization, enhanced specialization, improved communication and collaboration, and the ability to focus on core agency functions.
 - The Consumer Protection Division continues efforts related to protecting Texans from the growing opioid crisis through, multiple settlements with opioid manufacturers, distributors, pharmacies, and others. Since FY 2022 under Attorney General Paxton's leadership, nearly three billion dollars will be placed in a Texas fund over the life of the settlements to address the costs of the opioid crisis in Texas.
 - The Environmental Protection Division strives to deliver maximum results with minimum taxpayer burden by delivering results in a cost-effective manner and recovering attorney fees when authorized by statute. The division works to preserve Texas resources by pursuing the recovery of response costs for hazardous substances released or contamination to recover state funds under the Texas Water Code, the Texas Health and Safety Code, and state or federal Superfund statutes.
 - The Healthcare Program Enforcement Division enforcement actions yield significant returns for the taxpayers. Between FY 2015 and FY 2023, the division estimates that the average annual recovery to GR exceeded \$58.9 million.
 - The Transportation Division, through its Highway Damage section, recovers monies owed for damage to the State's infrastructure from the responsible parties, thereby sparing the use of taxpayer funds. In the last five years, using minimal resources, this section has collected over \$20 million dollars, which is returned to TxDOT and reinvested in highway maintenance.
 - The SGD approves all requests from other divisions to appeal, to not appeal, or to join amicus briefs. This review process helps to maximize the use of state funds, ensure consistency, and limit the number of cases that are unlikely to succeed.
 - The SLD's work is cutting-edge and complex in nature, requiring a heavy reliance on a variety of experts, and the division is extremely efficient in its use of experts. For example, in one trial against a large contingent of plaintiffs, the plaintiffs called a half dozen experts to testify; SLD called one. In the statewide redistricting litigation, the dozens of plaintiffs have hired two dozen experts; SLD has hired two. Although these experts require an investment of taxpayer funds, SLD uses them with unmatched efficiency; moreover, the expertise provided is essential to the division's successful execution of its mission.
- 3. Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.**
- The OAG evaluates caseloads, litigation history, core functions, and operations to ensure legal cases are handled in the most effective manner. The OAG met or exceeded target range for the following performance measures.
 - The Bankruptcy and Collections Division exceeded the Legislative Budget Board's (LBB)

Goal 1. Provide Legal Services

performance measure target of delinquent state revenue collected by almost 80.0 percent in FY 2022 and 58.7 percent in FY 2023, reporting \$90.0 million and \$79.4 million collected, respectively.

- The OAG met the LBB performance target range related to legal hours billed to litigation and counseling at 98.59 percent in FY 2022.
 - The OAG exercised prudent fiscal responsibility by driving the LBB performance measure target related to average cost per legal hour under target in both the 2020-2021 and 2022-2023 biennia.
- All legal services divisions are working to modernize and streamline internal policies and procedures to increase the ability to accommodate caseloads in a more efficient and cost-effective manner. Legal services divisions are making these improvements alongside moving onto a new case management and timekeeping system that will manage caseload and measure performance.
- Employing zero-based budgeting methodologies, the OAG continues to align core legal functions with available resources seeking opportunities to pivot economies of scale toward statutory requirements, including compliance with new legislation. In addition, the OAG maximizes existing resources and organizational expertise for which the key element of success is measured by the OAG's ability to recruit and retain talent.
- The Environmental Protection Division continually strives to deliver top-quality representation that yields prompt, cost-effective, favorable litigation outcomes. The division is highly proficient and resolves most defense cases without protracted litigation, saving considerable resources for the state agencies it represents.
- Legal Counsel management evaluates caseloads, litigation history, workloads, core functions, and operations to ensure that open records letter rulings, legal opinions, legal cases, external contract review requests, and public security reviews are handled efficiently, effectively, and within statutorily mandated deadlines. Since 2015, the Open Records Division has issued more than 320,000 letter rulings all within the deadlines mandated by the PIA. During the 88th session, the Legislature added a new e-filing requirement which has allowed the Open Records Division to issue ruling requests electronically, saving time and money. In that same time, the Opinion Committee Division issued nearly 500 formal legal opinions in addition to providing informal guidance to inquiring state and local government officials that did not result in a request for a formal legal opinion. Core functions covered by the legal counsel divisions include a range of statutorily assigned duties and responsibilities, which are fulfilled while providing excellent customer service and well in advance of statutorily mandated deadlines.
- The LSD is continuously working to identify actions that are occurring in real time around the country and provide critical analysis and innovative strategies through which the state can protect its interests. LSD's work has provided one of the greatest checks against federal overreach and the administrative state in the country, ensuring that Texas rights as a sovereign state are respected and protected.
- The Transportation Division continues to assist TxDOT in moving forward major infrastructure projects in the most efficient and cost-effective manner possible. The division provides expert eminent domain legal services at a far lower cost than private sector legal services in the same practice area. It works closely with TxDOT to ensure that major projects essential to Texas' continued growth and business-

Goal 1. Provide Legal Services

friendly environment can proceed expeditiously.

- The SLD is one of the most effective state trial team(s) in the nation. The forward-thinking legal expertise, quick-strike capabilities, and keen execution of the division's litigation strategies drive public policy and jurisprudence in Texas and across the country for the betterment of the State and its citizens. The division's work plays an integral part in ensuring that the duly-enacted laws passed by the Texas Legislature govern the State.

4. Attentive to providing excellent customer service.

- The OAG seeks input and commentary from its client agencies and institutions of higher education by conducting regular customer satisfaction assessment surveys. The OAG solicits comments and performance evaluations regarding legal services from state agency heads and general counsels. Of the survey responses by client agencies and institutions of higher education, 97.8 percent of the respondents expressed overall satisfaction with the legal services they received.
- The administrative and executive functions of the OAG are largely centralized in Austin with regional offices for specific functions such as legal services, child support, and Medicaid fraud prosecution. However, to better serve all of our clients, the OAG is strategically reviewing its Austin regional structure and complying with state initiatives to reduce leased space when possible. In fact, the Crime Victims Service Division (CVSD) and the Election Integrity Division housed in leased space will move into the state-owned William P. Clemmons building on the capitol complex by fall 2024. In addition, the OAG strives to maintain a more flexible workplace to benefit both OAG clients and employees employing robust remote working options under specific criteria for eligible employees as appropriate. The OAG also routinely reviews and assesses the changing needs of our clients and uses case data to better position continued efficiencies with locations both inside and outside of the Austin area. Due to the population growth and the robust legal communities in the Dallas and Houston areas, the OAG is recruiting more attorneys to public service in our OAG regional offices. The Child Support Division is reducing leased space across Texas and offering more virtual services as a direct result from client feedback on robust customer surveys conducted.
- The Administrative Law Division meets regularly with client-agency leadership and other client-agency contacts to discuss current workload status, get client feedback on the division's performance, inquire about the client's evolving needs, and to explore how the division can best meet the client's needs in enforcement cases and defense cases.
- The Environmental Protection Division develops strong relationships with the client agencies it serves. In a recent client survey, responses described division attorneys as "exemplary," "professional," "diligent," and "absolutely the best." The division strives to provide customer service to Texas taxpayers who depend on the division's legal work, whether or not they directly interact with the division.
- The General Litigation represents a myriad of state agencies, every university system, and key elected and appointed State officials, and it has developed strong, collaborative relationships with its clients. The division works closely with clients to ensure best practices are maintained and the division's important work is carried out efficiently and effectively.
- The Healthcare Program Enforcement Division investigates and prosecutes civil enforcement actions involving unlawful acts committed against the Medicaid Program. Texas Medicaid is administered by

Goal 1. Provide Legal Services

the Texas Health and Human Services Commission (HHSC). The division further collaborates with Texas Health and Human Services Office of Inspector General (OIG) and regularly communicates and shares information in the ongoing effort to identify and deter fraud, waste, and abuse in the Medicaid Program.

- The Tax Litigation Division compiles a weekly update for the CPA that lists important upcoming dates for every CPA matter in the division. Division attorneys and management work closely with client agencies to ensure matters are being handled effectively and their needs are being met. In turn, the client agencies provide insightful subject-matter expertise that helps the attorneys navigate and brief nuanced issues to courts.
- The Tort Litigation Division collaborates closely with client agencies by consistently discussing case strategies, sending draft pleadings, discovery, and briefs to the client for approval prior to filing or serving, and timely responding to all client inquiries.
- The Transportation Division meets regularly with the various sectors of TxDOT to ensure that it supports TxDOT's mission of moving Texas forward through its representation of the client. The division shares in this mission and is always ready to engage with the client to find solutions and best practices to constantly improve the legal services it provides.
- SLD's docket on behalf of its clients depends on hard-earned trust. When the division defended the Texas National Guard (TNG) against allegations they had allowed migrants to drown in the Rio Grande, the SLD team traveled to Eagle Pass and personally inspected the TNG area of operation, worked closely with their agency counterparts with TNG and other involved agencies, and interviewed concerned Texas National Guardsmen from sergeant to colonel to get the facts and prepare for trial. The time was well-spent: in court, SLD's close attention to client service insulated Texas National Guardsmen from blistering allegations from the U.S. Department of Justice and allowed the State to show how Department of Justice witnesses provided misleading sworn statements to the United States Supreme Court.

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

- The OAG's website shares key information to the public including consumer protection alerts about scams, attorney general opinions, news, reports, and publications. Texans can file consumer complaints and submit a catastrophe notice. The website also provides consumers with information about data breaches and law enforcement reporting.
- The OAG researches and issues formal legal opinions to authorized requestors to help clarify questions of law. To help ensure the public can easily access and monitor the opinions process, requests for opinion are published in the Texas Register when received and are posted on the internet when issued. The OAG also provides an e-mail notification when opinion requests are received and when opinions are issued for individuals who subscribe to such notifications. Information on opinions and past opinions can be found at: www.texasattorneygeneral.gov.
- The Administrative Law Division brings enforcement actions in response to complaints received from Texas citizens, including actions to shut down unlicensed assisted living facilities and unlicensed and unsanitary retail and wholesale food establishments. The division also files enforcement suits based on complaints received from citizens about public venues that have violated state law by denying off-duty police officers the ability to carry their service weapon into the venue. The division brought enforcement

Goal 1. Provide Legal Services

actions against pornography websites that have not complied with state laws that require those companies to use age-verification measures to ensure no children under the age of 18 can access content on those websites.

- Enforcement suits often result from complaints made by concerned Texans. Though the work of the Environmental Protection Division is highly complex and specialized, the division often interacts directly with the public to protect their health and safety. The division represents the State in enforcement litigation pursuant to direct statutory authority, and to do so it responds directly to complaints or inquiries from affected members of the public. Likewise, Texans affected by water, air, or waste pollution often work directly with the division in enforcement litigation, with the ultimate opportunity to weigh in on any settlement or judgment. Finally, the division provides public notice and the opportunity for comment, in accordance with statute, for settlements and judgments that resolve environmental enforcement cases.
- The Open Records Division is dedicated to ensuring the public can easily access government records through the PIA. To ensure transparency, the division issues both formal and informal decisions, educates the public and governmental entities on the PIA through both in-person trainings and informational videos on our website, and monitors compliance of governmental entities. Additionally, the OAG operates the Open Government Hotline, which allows Texans to speak directly to OAG attorneys and obtain answers to open government questions. Since January 2015, the OAG has responded to nearly 110,000 Open Government Hotline calls. The division also provides training upon request, online resources and tools, and hosts an annual conference open to members of the public, private entities, and both state and local governmental entities.
- SLD's litigation shines the light on federal overreach and local mismanagement and exposes the motives of those who seek to strike down Texas law.

Information Resources Planning

Technology accommodations for the OAG's increased legal services case volumes, combined with the greater complexity of related data, fuels the demand for continuous improvements. There is a need for advancements in supporting technology that is targeted to realize greater efficiencies in attorney case assignments, achieving deadlines, timekeeping, billing, and workflow management. Integrating this technology with supporting systems provides increasing efficiencies to OAG's attorneys and support staff.

The OAG has embarked on an ambitious Legal Case Modernization Project. This pivotal initiative represents our commitment to innovation and excellence in legal service delivery. The OAG established the foundation for a unified case management system by migrating data from outdated and disparate systems. This system will serve as the bedrock of our strategy, enabling the OAG to boost operational efficiency, enhance information accessibility, and seamlessly manage over 31,000 open cases. As the OAG progresses, the continuation and expansion of this modernization project remain paramount, signifying dedication to optimizing legal services through accelerated technological advancement.

OAG's approach to eDiscovery has undergone a transformative development with the adoption of advanced technologies, including machine learning (ML) and artificial intelligence (AI). These technologies have revolutionized the eDiscovery processes, significantly reducing the level of effort required by enabling the removal of duplicates, clustering documents, and performing concept searches. This accelerates the review process and ensures a higher degree of accuracy and effectiveness, further supporting the OAG's mission to

Goal 1. Provide Legal Services

provide exemplary legal representation.

Looking forward, this strategic plan is guided by four fundamental pillars:

- **Enhancing the OAG's Mission:** Continuously exploring innovative technologies and methodologies to elevate legal services, ensuring that they are comprehensive and responsive to the evolving needs of Texas and its constituents.
- **Improving Efficiency and Effectiveness:** Further automating processes and leveraging the full potential of a unified case management system to streamline operations, enhance collaboration, and deliver services more swiftly and effectively.
- **Stewardship of Resources:** Ensuring the judicious use of technology to optimize resource allocation, thereby maximizing the value of the investments in legal technology. This includes a focus on sustainable practices that support the long-term objectives of the OAG.
- **Manage Risk:** Strengthening our cybersecurity measures and data protection protocols to safeguard sensitive information against emerging threats. This commitment to security not only protects the integrity of legal processes but also reinforces the trust placed in the OAG by the public.

The OAG's journey of technological transformation and modernization is ongoing. By embracing innovation, the OAG reinforces our commitment to serving Texas with unparalleled legal services characterized by efficiency, effectiveness, and an unwavering pursuit of excellence, ensuring liberty and justice remain at the forefront of our mission.

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

Specific Action Items to Achieve Your Goal

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

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

According to the federal Office of Child Support Enforcement Federal Fiscal Year (FFY) 2022 Preliminary Data Report, Texas once again led the nation by collecting nearly \$4.3 billion in Child Support for FFY 2022. According to the OAG's most recent statutorily required cost avoidance report, the CSD allowed taxpayers to avoid more than \$1.5 billion in TANF, Medicaid, and other costs in State Fiscal Year (FY) 2022. As a result, the CSD saved more than a billion dollars for taxpayers. More importantly, the CSD ensures that Texas children have the resources they need to grow healthy and strong.

1. The CSD is designated as the state child support program which assists parents in obtaining financial support for children pursuant to the Code of Federal Regulations (45 CFR 302) and the Texas Family Code (Chapter 231). To encourage parental responsibility, the CSD establishes paternity for children, obtains court orders for financial and medical support, and vigorously enforces child support orders. The CSD works with public and private entities to promote the involvement of both parents in the life of the child. The CSD staff perform their duties in an effective and efficient manner and provide excellent customer service. The CSD caseload at the end of FY 2023 was approximately 1.5 million cases.

Overall Duties:

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

These functions are fulfilled through the combined efforts of 11 field operational units and the CSD's state office headquarters. Core child support processes are enhanced and supported through a series of family-centered programs that encourage Texas parents to take an active, responsible role in their children's lives: Parenting and Paternity Awareness (p.a.p.a.), Noncustodial Parent (NCP) Choices, Get Child Support Safely, and the Access and Visitation Program.

2. The State Disbursement Unit (SDU) distributed over 19.1 million child support payments in FY 2023 through the SDU vendor. Federal law requires states to process all IV-D payments and certain non- IV-D payments through a centralized SDU.

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

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

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

1. Accountable to tax and fee payers of Texas.

- The CSD continues to excel and demonstrate exceptional performance. In FY 2022, Texas avoided \$1.5 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, more than twice the national average, making the Texas child support program the most cost-effective programs in the nation.
- Collected more than \$1.78 million per full-time employee in FY 2023.

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

- CSD met 98 percent of the LBB's performance measure target range in FY 2023 for the amount of child support collected.
 - Collected more than \$4.37 billion in FY 2023.
 - CSD exceeded the LBB performance measure for ratio of total dollars collected per dollar spent by collecting over \$13 for every \$1 spent in FY 2023.

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 eleven service regions and multiple local offices, which includes five metro consolidated offices, 27 field offices, 22 storefront locations, three enterprise customer service centers, and four specialized offices: Special Collections, Foster Care, Interstate, and Case Initiation Services.
- The CSD has significantly expanded services to families by broadening use of and improving access to digital services. Web conferencing, digital signature, electronic notary, and mobile devices have empowered child support officers and attorneys to serve the public in times that necessitated remote work and business continuity. Live child support customer service specialists are available for online chat sessions to engage in outreach and support the public. Virtual lobbies allow customers to simply scan a QR code to enter a video conference with a staff member who is able to address their needs. The

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

CSD also continuously improves upon its customer service portals that provide families and partners access to case information and the ability to upload documents and information.

- Last biennium, CSD consolidated all customer engagement operations into one organizational unit comprised of customer service teams that meet customer needs both over the phone and through the CSD's live chat function. Consolidation of these functions has streamlined customer service operations and yielded efficiencies in the supervision and training of customer engagement staff. In FY 2023, the CSD staff handled more than 1.3 million calls and over 700,000 chats for a total of 2 million contacts.
- While customer service is the responsibility of all CSD employees, the Customer Engagement team, is the front line for inbound customer inquiries, whether by telephone or via live chat. For the past few years, the unit has been focusing on improving first contact resolution, which is intended to address a customer's underlying need in as few contacts as possible – ideally one. This emphasis on quality has resulted in significant improvements in customer satisfaction, with the CSD scoring on average 10 percentage points higher in the current biennium's customer satisfaction survey over last biennium. The division remains committed to its ongoing pursuit of world class customer service and is proud of the progress it has made in that direction.

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

- The CSD strives to serve parents and families in formats and at a times that they prefer, recognizing the changing social and digital landscape. Maximizing communication through the OAG website and other social media channels using plain, understandable language for complex legal processes, legislation, and up-to-date information remains an ongoing priority for the program.

Information Resources Planning

The CSD's vision is a Texas in which every child can count on the full emotional and financial support of both parents. The 1.5 million families served by OAG deserve every resource and opportunity to realize that vision, with their needs at the center of our services, processes, and technology. Technology allows the OAG to optimize limited resources to not only do more, but also to do better. With that vision in mind, the OAG is invested in its path toward modernization, including a full Agile transformation to support an iterative, component-based approach to business process reimagination, application development, and legacy technology replacement.

The development of CSD's new, modern case management system, ChAMP (Children Are My Priority), has been undertaken in phases, with Phases I and II already successfully completed. Phase III is now in development, marking the culmination of complex system development efforts. This phase is focused on removing dependencies on outdated mainframe technologies, optimizing system architecture, and modernizing critical components of our case management system. To date, CSD has launched nine modern applications, including identity management, interstate case query (QUICK), Contracts Core, Contracts Analytics, Contact Center, Employer Portal, Self-Service Portal, Case Initiation, and Enterprise Document Management (ChAMP Docs), significantly enhancing our operational efficiency and service delivery.

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

The deployment into full production of Phase III, expected by summer of 2025, will mark the completion of the effort to build the foundation of a modernized child support system that supports essential case management functions including core case management system components, case financials, locate, establishment, enforcement, and reporting capabilities. The subsequent pursuit of required federal certification of the new ChAMP system will underscore OAG's dedication to meeting stringent standards and demonstrating the system's ability to effectively and reliably support core functional requirements.

The OAG plans to shift focus in fiscal years 2026 and 2027 away from removing legacy dependencies and data migration to obtaining federal certification, stabilization, and optimization. Initiatives comprised of a prioritized backlog of essential operational functions and features in support of process improvements will benefit Texans. Opportunity for innovation includes advancing digital communication channels, including chat/text messaging for support and outreach automation, while utilizing advanced predictive analytics and artificial intelligence to anticipate needs, streamline case management, and personalize services based on key case attributes for optimal outcomes. Systems monitoring and fault tolerance will also continuously improve to maximize availability, reduce risk, and enhance security.

Goal 3. Secure Justice by Criminal Prosecutions and Investigations

Specific Action Items to Achieve Your Goal

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

The **Criminal Prosecutions Division (CPD)** is responsible for prosecuting crimes across the State. Those crimes include capital murder, all sexual and physical abuse crimes against children, white collar and public integrity offenses, family violence, and various other criminal offenses. The CPD represents Texas in criminal proceedings as attorney pro tem or as Special Prosecutor when county or district attorney offices are in need of assistance. Since 2019, CPD has experienced an increase in the number of referrals and requests to represent Texas as attorney pro tem. In addition to prosecutions, the OAG's Victim Assistance Coordinator provides resources to the victims of violent crime and their families when the OAG represents the State in criminal prosecutions. The CPD consists of four main teams:

- The **Capital Murder Team** handles capital murder cases exclusively, including those in which a death sentence is sought. It is currently comprised of prosecutors whose combined experience includes obtaining more than a half dozen death sentences, affirming at least a dozen more during postconviction proceedings, and executing more than a half dozen capital murderers. In 2023, a third of all death sentences obtained in Texas involved these OAG prosecutors. This number could potentially increase if current death row numbers remain the same and death sentences are obtained in the pending cases.
- The **Special Prosecution Team** specializes in prosecuting complex violent criminal offenses including murder, crimes against children, sexual assaults, and family violence crimes. It handles all types of public corruption cases, often with a public official being an alleged offender. This team also handles the prosecution of major white-collar crimes such as fraud, money laundering, cybercrimes, and theft.
- The **Juvenile Crime Intervention Team (JCI)** provides criminal and juvenile justice personnel with resources needed to combat juvenile crime and gang activity in Texas communities. JCI administers a secure gang resource system and provides specialized gang and juvenile law-related training and comprehensive juvenile-based publications.
- **Criminal Prosecutions Intake** is the first point of contact for both the Criminal Investigations Division and any outside county or district attorneys' offices requesting assistance in criminal and PIA civil cases. The goal of this division is to properly communicate with law enforcement agencies and county and district attorneys' offices regarding their request for assistance in prosecution or representation as attorney pro tem. This division works closely with the OAG's Criminal Investigation Division on staffing all new investigations and prosecution requests. This division assures that OAG remains compliant with Texas Code of Criminal Procedure Art. 39.14 (The Morton Act). Each case is reviewed for sufficiency, conflicts, and availability of resources to ensure that justice is being served in the most efficient way possible. Criminal Prosecutions Intake reviewed over 110 cases in the 2023 calendar year. Criminal Prosecutions Division was able to accept over 80 of those cases while rejecting just over 20 of them. A majority of the crimes accepted are violent offenses, crimes against children, and public integrity cases. In that same time period, 25 civil PIA cases were reviewed for sufficiency and 21 of those cases were opened by the OAG. In addition, Criminal Prosecutions Intake helps law enforcement

Goal 3. Secure Justice by Criminal Prosecutions and Investigations

interpret the laws, review cases for sufficiency prior to submission, and provides resources and sample forms. Of the cases reviewed for resource difficulties, many have been due to staffing issues in the local prosecutor's offices.

The **Election Integrity Division** advises law enforcement in voter fraud investigations, provides assistance or leads, when requested, in the prosecution of complex election fraud crimes, and provides general counsel legal advice to other agency divisions on questions related to election procedures and election integrity. Protecting the integrity of elections is one of the most important and sacred obligations of the OAG and secure elections are the cornerstone of a thriving democracy and remain a high priority for Attorney General Paxton. Criminal elections violations have largely been prosecuted by the Attorney General. Difficult to prove and politically fraught to bring, local district attorneys have historically not pursued elections cases, often citing workload and prosecutorial discretion. The *Stephens v. State of Texas* (PD-1032-20, 2021 WL 5917198 Tex. Ct. Crim. App. (2021)) case ruling by the Court of Criminal Appeals turned this longstanding practice on its head, depriving the Attorney General of concurrent jurisdiction enacted by the Legislature and repeatedly upheld by the Supreme Court of Texas. Regardless, Attorney General Paxton continues to tirelessly work by partnering with local district attorneys who understand the importance of keeping elections in Texas fair and free of fraud.

The **Human Trafficking and Transnational Organized Crime Division (HTTOC)** combats human trafficking through criminal prosecutions, civil investigations and actions, community outreach, training, and policy efforts. HTTOC has prosecutors that assist district attorney offices or serve pro tem on child and adult labor and sex trafficking cases, child sexual assault cases, and organized crime cases throughout Texas. In addition to criminal remedies, the division employs civil attorneys who use various methods to hold traffickers financially accountable, targeting illicit massage businesses through its Landlord Engagement Program and civil lawsuits. The chief of the division serves, as designee for the Attorney General, as chair of the Texas Human Trafficking Prevention Task Force and the Texas Human Trafficking Prevention Coordinating Council. Additionally, HTTOC, with the Criminal Investigations Division's Human Trafficking Unit, developed a combined prosecutor/law enforcement-led training that is presented throughout the state with the goal of improving human trafficking investigations and prosecutions.

The **Criminal Appeals Division (CAD)** is charged with representing the State in challenges to the validity of state felony convictions and sentences through federal habeas corpus review in federal district courts, the United States Court of Appeals for the Fifth Circuit, and the Supreme Court of the United States. This division also frequently represents the State in direct appeal and postconviction proceedings brought in Texas state courts, either as assisting prosecuting attorneys for a county or as district attorney pro tem.

The **Law Enforcement Division (LED)** is comprised of both the **Criminal Investigations Division (CID)** and the **Medicaid Fraud Control Unit (MFCU)**. LED is staffed by over 200 commissioned peace officers and conducts both reactive and proactive criminal investigations and fugitive apprehensions.

CID has four primary units in which OAG investigators' experience and specialized skill sets fulfill an underserved area and need within the law enforcement community. Within each unit there are specialized sections that are a component of each unit to address both underserved law enforcement niches and OAG initiatives. CID is staffed with over 125 investigators, crime analysts, auditors, and support staff, including over 100 commissioned peace officers.

- The **Child Exploitation Unit (CEU)** mission is to conduct criminal investigations and arrest individuals for the sexual abuse and exploitation of children by means of electronic and internet facilitated crimes as well as cases involving live victims.

Goal 3. Secure Justice by Criminal Prosecutions and Investigations

- 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 55 affiliates from local, state, and federal law enforcement agencies.
- The CEU's Digital Forensics Unit (DFU) locates, identifies, and extracts evidence of criminal activity through forensic examinations of computers, cellular phones, vehicular infotainment systems, and other digital storage devices. The 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. The DFU is relied upon heavily by not only the OAG, but also municipal and state law enforcement agencies across Texas, as well as the Texas Department of Public Safety – specifically, the Texas Rangers.
- The **Prosecution Assistance Group (PAG)** is comprised of the **Prosecution Assistance Unit (PAU)**, the **Human Trafficking Unit (HTU)** and the **Election Integrity Unit (EIU)**.
 - The **Prosecution Assistance Unit (PAU)** provides much needed investigative assistance to OAG's criminal prosecutors. The Criminal Prosecution Division has over 200 open cases. Many of these cases are being accelerated to meet statutory deadlines and has precipitated the need for more investigative prosecutorial assistance.
 - The **Human Trafficking Unit (HTU)** is the law enforcement function of OAG's anti-human trafficking initiatives. It works closely and in tandem with HTTOC. Its mission is to locate and rescue victims of both sexual and forced labor trafficking. The HTU conducts criminal investigations of human trafficking offenses involving force, fraud, or coercion of the victims, regardless of age or nationality, and arrests individuals who are involved in the trafficking of these victims. The highest priority of the HTU is domestic and international child sex trafficking victims. The unit 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, increased reliance on OAG resources for assistance is anticipated.
 - The **Election Integrity Unit (EIU)** mission is to conduct criminal investigations of violations of the election code that carry criminal penalties. The EIU receives cases from the Secretary of State's office, county and district attorneys' offices, state and local law enforcement, and other governmental entities. The EIU works with county and district attorneys across the state as well as prosecutors in the OAG's Election Integrity Division.
- The **Fugitive Apprehension Unit (FAU)** mission is to locate and apprehend fugitives from justice regarding violent crimes and sexual offenses. FAU conducts joint operations with local, state, and federal law enforcement agencies to ensure sex offender compliance with mandated sex offender registration requirements, as well as the apprehension of high-risk fugitives throughout Texas.
- The **Special Investigations Group (SIG)** mission is to conduct criminal investigations and arrest individuals regarding various white-collar crimes, money laundering, public integrity, "cold case" homicides, and crimes committed by transnational organized criminal organizations. The SIG provides direct assistance to the OAG's CPD. SIG often assists local and state law enforcement agencies when additional resources, subject matter expertise, or an impartial investigation is warranted.
 - The **Cold Case and Missing Person Unit** is a unit within the SIG. The mission of this unit is to assist and support law enforcement agencies across the State in the investigation and

Goal 3. Secure Justice by Criminal Prosecutions and Investigations

prosecution of unsolved homicides and missing persons cases. Attorney General Paxton established this unit in March of 2021. In June of 2022, the Cold Case and Missing Person Unit was able to locate a woman who had been missing for over 40 years, Baby Holly. This success was made possible through the collaborative efforts of the unit with the Lewisville Police Department, the Volusia County Sheriff's Office in Florida, the Arizona Attorney General's Office, the Harris County Sheriff's Office, and the National Center for Missing and Exploited Children. This investigation highlights the hard work and collaboration of multiple law enforcement divisions across the country and demonstrates the importance of working cold case and missing persons investigations. This unit serves as a force multiplier and strives to develop the best practices to effectively assess, strategize, and triage cases with the ultimate mission of holding perpetrators of violent crimes accountable and providing a measure of justice and closure to families who have been left with unanswered questions over time. It provides investigative assistance, training opportunities, forensic testing, and collaboration opportunities with local, state, and federal partners.

- The **Professional Standards Unit (PSU)** mission is to ensure the OAG's commissioned peace officers meet all legislatively mandated continuing education courses and agency policies. The PSU is tasked with the applicant selection process and conducts extensive background investigations for candidates for employment within CID. Tasked with the safety, security, and building access for OAG operations within the Austin area, the PSU helps ensure the safety and security of all OAG employees. The PSU also oversees and administers the physical fitness requirements of OAG's commissioned peace officers as required under Schedule C. The PSU conducts administrative and criminal investigations involving OAG employees through the Fraud, Waste, and Abuse referral program. The 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, the 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.

The **Medicaid Fraud Control Unit (MFCU)**, established by federal law in 1979, is the unit dedicated to investigating and referring for prosecution criminal fraud by Medicaid providers, as well as patient abuse and neglect. Federal regulations mandate the funding of every state's MFCU with a financial arrangement that requires states to cover only 25 percent of MFCU funding, while the remaining 75 percent is provided through a federal grant.

Staffed with over 180 professionals, including investigators, auditors, attorneys, support staff, and more than 100 commissioned peace officers, the MFCU operates 12 teams across nine cities within the state. It focuses its efforts on approximately 800 cases annually, the majority of which are highly complex, some taking several years to fully investigate. The MFCU's mandate, as defined by federal statute (42 CFR, Part 1007.11), encompasses conducting a statewide program to investigate and prosecute (or refer for prosecution) violations of all state laws related to Medicaid program fraud. Its principal duties include:

- Processing a wide array of referrals from state and federal agencies, healthcare providers, recipients, and the general public, conducting preliminary investigations to assess actionability;
- Investigating and referring for prosecution allegations of criminal offenses involving fraud by healthcare providers, including doctors, dentists, counselors, and hospitals;
- Addressing allegations of elder abuse, neglect, financial exploitation, and drug diversion in healthcare facilities that receive Medicaid funding;

Office of the Attorney General

Goal 3. Secure Justice by Criminal Prosecutions and Investigations

- Conducting sophisticated fraud investigations by performing thorough audits and analyses, executing complex search and arrest warrants, and issuing subpoenas; and
- Collaborating with numerous state and federal partners, with approximately 30 MFCU investigators embedded as FBI Task Force Officers.

MFCU cases are prosecuted in both state and federal courts. MFCU attorneys are cross-designated to serve as Special Assistant United States Attorneys and integrated into United States Attorney's Offices and the Department of Justice Health Care Strike Force. They are also appointed as special prosecutors by local district attorney's offices to prosecute state crimes.

The MFCU's operational framework and activities are governed by 12 rigorous federal performance standards, monitored and enforced by the Office of the Inspector General of the U.S. Department of Health and Human Services. MFCU also works closely with HHSC under a memorandum of understanding. The MFCU refers any Medicaid overpayments it identifies to HHSC for collection pursuant to 42 CFR 1007.11(c). This structure ensures that investigations into Medicaid waste, fraud, and abuse are effectively coordinated among agencies to deliver effective outcomes for taxpayers, pursuant to Texas Government Code Sections 531.103 and 531.104.

Describe How Your Goal or Action Items Support Each Statewide Objective

1. Accountable to tax and fee payers of Texas.

- Working through tips, referrals, searches, and thorough investigations, the CID investigates highly complex crimes and apprehends individuals in which the OAG law enforcement personnel fulfill specialized investigative expertise and resources that other law enforcement agencies cannot fulfill. These functions assist other governmental units funded by taxpayer dollars and keep Texans safe from those who would do them harm.
 - CEU has made over 489 arrests for possession of child pornography and 277 arrests for online solicitation arrests since its inception.
 - As of August 2023, the FAU marked over 15,841 arrests since the founding of the unit in 2003.
- The Cold Case and Missing Persons Unit has 13 active cases, 11 open non-active cases, 69 Bureau of Justice Assistance grant-related cases under review in partnership with the Texas Rangers, seven Cold Case Retired Homicide Investigator Task Force cases, two cases an OAG prosecutor is advising other law enforcement agencies, and 79 calls for service seeking assistance in reference to a cold case homicide or missing persons case.
- At the end of December 2023, the Criminal Prosecutions Division had approximately four hundred open cases. Of the four hundred open cases, approximately two hundred and fifty are capital murders, child sexual abuse or murders.
- Currently, the Criminal Appeals Division is actively working approximately five hundred cases.
- The OAG's MFCU is the only law enforcement agency in Texas dedicated solely to Medicaid fraud prevention, with 75 percent of its funding derived from the federal government. Texas is third in the

Goal 3. Secure Justice by Criminal Prosecutions and Investigations

nation in Medicaid expenditures, trailing only California and New York. As the Medicaid population increases, so does the likelihood for waste, fraud, and abuse. Even though MFCU has not grown in 20 years, it provides oversized results for taxpayers. In FY 2023, the MFCU identified over \$124 million in Medicaid overpayments, and obtained more than \$51 million in fines and court-ordered restitution. For every dollar of state funding, the OAG's MFCU has averaged more than \$49 recovered for taxpayers over the last 3 years.

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 JCI has been responsible for developing and maintaining the statutorily mandated Gang Resource System (GRS) since its inception in 1999. The GRS is a secure website that is accessible only to criminal and juvenile justice agency personnel. Designed to identify and monitor criminal street gangs and the Texas Department of Criminal Justice (TDCJ) Security Threat Groups, the GRS also promotes the sharing of general gang information and fosters interagency cooperation. As of March 2024, the GRS contained 3,107 juvenile, adult, and prison gang records. Of these records, 2,960 represent active gangs and 147 inactive. Approximately 161 agencies, including local, state, and federal criminal justice agencies, have provided detailed information on the most criminally active street and prison gangs in their jurisdictions, as determined by each agency.
- In 2020, JCI redesigned the GRS to enhance its functionality, user accessibility, and data collection capabilities. Current active users (1098) have access to the GRS to retrieve and/or submit information related to criminal street gangs, security threat groups/prison gangs, cartels and foreign terrorist organizations, and human trafficking organizations. The GRS also allows users to monitor recruitment techniques and migration patterns and connect with law enforcement/criminal justice agency contacts to increase networking and information-sharing.
- 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.

- The OAG's CID units fulfill an underserved area and need within the law enforcement community.
 - CEU arrested 277 individuals for Online Solicitation of a Minor, and 489 individuals for Possession of Child Pornography. Those arrests have resulted in 1,889 indictments with 952 convictions.
 - HTU arrested 204 individuals with 86 convictions in relation to the trafficking of persons.
 - FAU located and apprehended over 15,841 fugitives from justice, including 49 arrests of fugitives listed on Texas Department of Public Safety Top Ten Most Wanted list.

Goal 3. Secure Justice by Criminal Prosecutions and Investigations

- SIU arrested 824 individuals resulting in 2,091 indictments and over 965 convictions, with the seizure of over \$200 million in U.S. currency and assets obtained through criminal activity.
- The OAG's CEU participates in the U.S. Department of Justice's Office of Juvenile Justice and Delinquency Prevention (OJJDP), ICAC Task Force program. The CEU is designated as the Southern Texas ICAC Task Force and serves 134 counties. This nation-wide task force program consists of a network of 61 multi-agency, multi-jurisdictional task forces engaged in proactive investigations, forensic examinations, and prosecutions of criminals who prey on children using technology and the Internet. The CEU ICAC Task Force's affiliation with other ICAC task forces has provided an excellent network of investigators who specialize in the investigation, prevention and prosecution of child exploitation crimes.
- The CEU ICAC Task Force receives CyberTipline Reports from the National Center for Missing and Exploited Children of suspected sexual exploitation of children that have been facilitated using technology or the internet. Out of the total 61 ICAC Task Force's, the OAG's CEU ICAC Task Force has ranked second in the nation for the past two years in the number of CyberTipline reports assigned for investigations. The number of CyberTipline reports continues to grow at an astonishing rate from 6,539 reports received in 2018 to 30,208 reports received in 2023, over a 361 percent increase. Based on current trends it is anticipated that the CEU ICAC Task Force will receive over 35,000 CyberTipline Reports by the conclusion of 2025, a projected 435 percent increase during a period where no additional investigators were added. This level of crimes against children is unprecedented and a threat to Texas children's safety. Although CEU ICAC Task Force is committed and dedicated to keeping Texas safe and investigating crimes against children, the substantial growth has already strained the task force. It is very concerning how the additional reporting will be managed without an additional influx of investigators.
- The MFCU processed over 2,400 referrals and obtained 79 criminal indictments, 64 arrests, and 61 convictions during FY 2023. MFCU protected both taxpayers and recipients alike by maintaining a continuous case flow and a healthy balance of fraud and patient abuse/ neglect cases. MFCU refers numerous providers to HHSC for sanctions and exclusion from the program, as well as recoupment of taxpayer funds. Notably, in November 2023, the MFCU was approved to receive federal matching funds to develop a data mining program. Embracing technological advancements in intelligence gathering will pave the way for investigations driven by data and strategic allocation of investigative resources. This shift from a traditional, reactive approach based primarily on referrals to proactive, data-driven investigations ensures efficient use of resources in combating fraud. The MFCU is committed to continuously upgrading its technological toolkit with advanced resources and these investments ensure the unit will remain at the forefront of modern, data-driven investigations to effectively combat evolving fraud schemes.
- The CPD has successfully prosecuted cases in the preceding two years including several murder cases, child sexual abuse cases and many other felonies that may not have gotten the proper attention otherwise. The CPD is also continuously evaluating intake procedures to make referrals more efficient and reduce transition times from local agencies to ensure justice is sought in a timely manner.
- As of April 2024, CAD is deputized or appointed in 26 state court cases, a number that continues to be unpredictable but requires substantial division resources.
- The HTTOC is expanding its Landlord Engagement Program with outreach to local law enforcement

Goal 3. Secure Justice by Criminal Prosecutions and Investigations

agencies and partnering with HTU to encourage business owners to shut down illicit massage businesses operating on their properties. This engagement centers on education, cooperation, and, as a last resort, the filing of a lawsuit. The first lawsuit of this kind filed by HTTOC occurred in 2024. The HTTOC is continuing to improve the on-line web form and train all applicable law enforcement on their reporting requirements to help gather more accurate data on trafficking cases throughout the State of Texas.

- The Cold Case and Missing Person Unit has recently partnered with Texas State University to facilitate educational opportunities and bring more investigative power to solving cold cases. The program, termed the Cold Case Team, is a one-year internship program enabling students in the Texas State University School of Criminal Justice and Criminology to work with the OAG unit. The program's Cold Case Team will consist of four Texas State students reviewing unsolved homicide and missing persons cases under the supervision of skilled criminal investigators and prosecutors.

4. Attentive to providing excellent customer service.

- The CPD 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. CPD also regularly teaches statutorily required courses to the cadet classes of the Department of Public Safety Training Academy.
- The HTTOC continues to conduct outreach and education opportunities to law enforcement and civilians on identifying victims of human trafficking and prosecuting human trafficking-related cases. Through in person, virtual, and recorded trainings, HTTOC has trained over 250,000 law enforcement officials, prosecutors, judges, businesses, and citizens across Texas. As a part of this outreach and education, HTTOC works with hotels and ride-share companies across the state to implement statutorily required training programs.
- The CEU is instrumental in providing community outreach and training to law enforcement, various interest groups, school administrators, students, and parents across Texas concerning the online and social media facilitated sexual exploitation of children. Since its inception, CEU has conducted 1,489 outreach presentations to more than 306,690 people.
- The MFCU is headquartered in Austin and extends its reach through eight additional field offices strategically located throughout Texas. This structure ensures prompt and efficient service across all major regions.

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

- The OAG provides information on the agency website at www.texasattorneygeneral.gov to allow individuals to initiate complaints. The agency also operates a toll-free hotline to receive reports or tips from individuals on crimes.
- The OAG is required by law to issue numerous periodic reports on criminal justice activities statewide, including the Human Trafficking Prevention Task Force report, the Texas Human Trafficking Prevention Coordinating Council's Strategic Plan, the annual asset forfeiture summary report, custodial death reports, and commissioned peace officer involved shooting reports. Last year, MFCU personnel engaged in more than 700 outreach activities, educating individuals and organizations on strategies to prevent, recognize, and report instances of Medicaid fraud, waste, and abuse.

Goal 3. Secure Justice by Criminal Prosecutions and Investigations

Information Resources Planning

The OAG is dedicated to securing justice for the people of Texas through thorough investigations and the prosecution of criminal activities. This commitment covers a wide range of crimes, including but not limited to murder, human trafficking, internet crimes against children, election fraud, and efforts to enhance security along the Texas border. Technology is vital to the OAG's mission, serving as a crucial component in effectively and efficiently administering justice.

In OAG's ongoing efforts to stay at the forefront of criminal justice work, OAG recognizes the importance of integrating modern technology across our operations. Our strategic focus includes investing in modern case management systems, forensic analysis tools, and the secure collection and preservation of data. These efforts aim to automate processes, enhance reporting capabilities, and manage evidence more securely and effectively, thereby supporting our objectives to improve transparency, strengthen public trust, and increase government accountability.

To achieve these goals, OAG is planning several key projects:

- **Case Management System Modernization:** OAG aims to update its case management systems within the criminal justice divisions to improve productivity, speed up the drafting of charges, and make more informed management decisions through better visibility into caseloads and statuses.
- **Evidence Management:** OAG plans to improve the processes related to evidence handling, including intake, storage, release, and disposition, to maintain the integrity of its investigations and prosecutions.
- **Data Analytics Expansion:** By harnessing contemporary data analytics, the OAG intends to enhance its capability to analyze cases and generate detailed statutory reports. This effort will encompass tracking and reporting on data breaches, election code violations, officer-involved shootings, custodial deaths, and asset forfeiture, which is crucial for informing research and policy decisions as mandated by state law.

OAG's commitment to integrating modern technological solutions into operations remains unwavering. Dedication to continuous improvement and innovation, particularly in adopting technologies empowering personnel to uphold justice for Texans with integrity and transparency, is paramount.

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

Specific Action Items to Achieve Your Goal

The OAG fulfills its various constitutional and statutory duties to serve victims of violent crime through direct compensation payments, victim assistance, and grants to victim assistance providers. The Texas Crime Victims' Compensation (CVC) Program is the nation's largest crime victim compensation program. The Grants Administration Division provides multiple victim services related grants, including providing funding for services which may not be funded under the traditional funding streams related to Domestic Violence and Sexual Assault.

CVSD administers four programs that aid victims of crime and provides programmatic expertise to the **Grants Administration Division (GAD)** in the administration of other programs that aid victims of crime.

- The CVC Program administers the Texas **Compensation to Victims of Crime Fund (CVCF)**, a constitutionally dedicated fund that provides reimbursement for statutorily defined crime-related pecuniary losses to victims of violent crime and their families. The CVC Program assists eligible victims or claimants with payments for crime-related costs such as counseling, medical treatment, funerals, and loss of income not paid by other sources. The CVC Program also reimburses costs related to a sexual assault examination. The CVC Program can reimburse victims or providers for the medical costs of the exams; though reimbursements primarily go to medical providers.
- The **Address Confidentiality Program (ACP)** provides a confidential substitute mailing address and mail forwarding service for victims to protect the true residential address of victims of family violence, sexual assault, human trafficking, and stalking. The Texas Legislature authorized the OAG to establish the ACP during the 80th Legislative Session to help prevent a victim's actual address from being revealed in state government documents and files while still allowing the victim to receive and send mail. During the 88th Legislative Session victims of child kidnapping were made eligible for participation in the ACP program, effective May 24, 2023.
- The **Landowner Compensation Program (LCP)** is a new responsibility for CVSD, enacted through the passage of Senate Bill 1133 from the 88th Legislative Session. The Legislature passed this program to assist Texans with real property damage on agricultural land resulting from border related crimes. Senate Bill 1133, along with the General Appropriations Act, Art. IX Sec. 18.03(a), form the basis for the program, which will compensate landowners for expenses arising from the crimes of smuggling of persons, evading arrest, human trafficking, and controlled substance violations while trespassing on their property.
- The **Sexual Assault Prevention and Crisis Services (SAPCS)** Program is statutorily authorized under Texas Government Code Section 420.004. SAPCS administers and provides statutorily mandated oversight of the:
 1. Sexual Assault Nurse Examiner certification program;
 2. Development of the protocol for sexual assault forensic evidence collection and approval of the kit used for evidence collection;
 3. Development of a statewide telehealth center for sexual assault exams; and
 4. Certification of sexual assault training programs used to train advocates.

SAPCS Program staff serve as the agency designee on the Sexual Assault Survivors Task Force led by

Office of the Attorney General

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

the Office of the Governor. SAPCS staff also provide training and technical assistance to nurses seeking certification and to sexual assault programs on training certification, providing services to victims and prevention efforts.

Together CVSD and GAD work cooperatively to administer the victim assistance strategy by awarding grants and crime victim services contracts. GAD administers the victim assistance strategy by awarding victim services grants, funded by legislative appropriations, to non-profits, units of local government, and state agencies. The funds are appropriated from a mixture of general revenue, general revenue dedicated, and federal funds. CVSD provides programmatic expertise to GAD's administration.

- **Victims Assistance Coordinators and Victims Liaisons:** This grant program is awarded to local law enforcement and prosecutors to fund victim assistance positions mandated by the Texas Penal Code Sections 56A.201 and 56A.203.
- **Sexual Assault Prevention and Crisis Services:** The SAPCS grants include state funded grants and federally funded grants. The state funded grants are awarded to sexual assault programs for the provision of sexual assault related victim services, outreach, training, and sexual violence prevention. GAD and CVSD also administer two federal grants that are received by the OAG and historically included in the OAG's legislative appropriation. The federal grants are awarded to sexual assault programs and the state sexual assault coalition for victim services and sexual violence prevention. CVSD monitors programmatic compliance and provides technical assistance to grantees as needed.
- **Sexual Assault Services Program Grant:** The purpose of this grant is to further the purposes of chapter 420 of the Texas Government Code by promoting the development, throughout the state, of locally based and supported nonprofit programs for the survivors of sexual assault and by standardizing the quality of services provided.
- **Legal Services Grants:** Funding is granted out to the Texas Supreme Court through the Crime Victim Civil Legal Services grant program to increase the availability of free and affordable civil legal services for victims of crime, such as protective orders, disability benefits, and other legal assistance.
- **Other Victim Assistance Grants:** This grant program is awarded to non-profits, local units of government, and State agencies for the provision of victim services. This program allows for a broad range of victim services, outreach, and training. The program allows for multiple types of victims to receive services which other grant programs may not or cannot allow based on funding/purpose restrictions.
 - Included in the Other Victim Assistance funding, since the 84th Legislative Session, is funding for the Domestic Violence High Risk Teams grant program. The purpose of this program is to develop and provide statewide support for activities of Domestic Violence High Risk Teams in reducing or preventing incidents of domestic violence and providing domestic violence services to victims.

The Statewide Automated Victim Notification System (SAVNS) fulfills a constitutional duty to provide victims and concerned members of the community with up-to-date information about offenders' county jail custody and court status through a toll-free hotline or through the vendor's website.

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

Office of the Attorney General

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

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 the Code of Criminal Procedure Article 56B.005. This report details the legislative history of the CVCF as well as tracking the performance of the constitutionally dedicated fund over recent fiscal years.
- As required by the Code of Criminal Procedure Article 56B.460, the OAG biennially prior to each legislative session prepares a forecast and estimates for the CVCF in consultation with the CPA to ensure the fund has a sufficient balance to pay CVC claims for eligible victims of crime.
- The OAG works closely with the Legislature to ensure full consideration is given to all proposed changes to any state laws that may have an impact on the CVCF, in addition to reporting on the overall financial health of the fund. The OAG remains committed to the legislative intent of the CVCF, which is to first ensure victims of crime are provided financial assistance for crime-related expenses that are not reimbursed by insurance or other sources, and to second fund victim services.
- The OAG serves as the administrator for the CVCF and the Sexual Assault Program Account 5010. Although administrator responsibilities are not defined in statute, the CPA's Reporting Requirements for the Annual Financial Reports (AFR) of State Agencies and Universities details most of these responsibilities, which includes presenting shared cash balances in the OAG's AFR. In addition, the OAG coordinates with CPA on the receipt of deposits into these funds and distributions of funds supporting legislative appropriation to receiving agencies.

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.
- Victim assistance grants are administered using a Request For Applications (RFA) 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.
- GAD and CVSD review grant program requirements before each new biennium to identify program improvement areas in an effort to meet the evolving needs of entities while maintaining grant management standards.
- GAD has procedures in place designed to reduce and prevent incidents of fraud, waste, and abuse of grant funds. Furthermore, GAD monitors grantees through on-site visits and desk reviews. Costs billed to the OAG that are identified as unallowable during these monitoring reviews are required to be paid back to the OAG.

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

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

- During the 2022-2023 biennium, the CVC Program provided \$130.5 million in financial assistance to Texas crime victims and their families. Although an annual average of \$65.2 million, CVC claim payments are trending behind projections primarily due to staffing shortages, which started in the latter half of FY 2022. This staffing shortage led to workflow backlogs throughout the division that delayed application processing. To address the backlog, CVSD worked to fill vacancies, provided equity raises, implemented retention bonuses in accordance with Texas Government Code, used temporary workers, and paid overtime to eligible employees. These efforts on top of salary increases enacted by the 88th Legislature has significantly helped stabilize staffing shortages. The CVSD is currently operating close to full capacity.
- In FY 2024, CVSD began a complete policy review to identify opportunities to update policies and procedures to make claims processing more efficient. CVSD also began a review of staff suggestions to improve Crime Victims' Case Management System including ways to make the portal more transparent for victims and claimants.
- The OAG is consolidating three call centers (currently divided by caller type) into one call center to streamline operations and eliminate redundancies. This consolidation will significantly reduce victim wait times by reducing transfers and generally ensure more efficient handling of inquiries and requests. By centralizing this resource, the OAG will provide quicker and more effective assistance to victims and their families while optimizing resource allocation.
- GAD uses surveys sent to grantees which solicit feedback on funding needs in an effort to improve the grant programs and address the needs of the field as much as possible.

4. Attentive to providing excellent customer service.

- The CVSD is headquartered in Austin and maintains regional offices in Central Texas, Houston, and El Paso to provide direct services to Texans across the state. CVSD representatives will frequently travel to areas when reports of violent crime have been received, in order to provide support for both victims and first responders.
- The OAG provides the applications and instructions for the CVC Program on the OAG public website and allows for a victim to apply online and for a health care provider to apply online for a sexual assault examination claim. In fact, 90 percent of those surveyed in the Report on Customer Service were satisfied with the ease for completing applications for CVC benefits. In addition, forms are available through local victim assistance coordinators.
- 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.
- GAD representatives participate in victim assistance conferences held by Texas victim assistance organizations. Participation in these conferences allows GAD to provide information on the grant programs the OAG offers as well as answer questions from current grantees and non-grantees.

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

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

- CVSD implemented a crime victims' portal to better serve victims and those who assist them by streamlining the process and increasing the ability of authorized individuals to get needed information from the agency. As part of this effort, CVSD has taken specific steps to ensure that victim assistance information and processes are communicated in plain, understandable language. Website enhancements have improved the public's ability to access the CVSD website to receive case-specific information, learn about victim assistance programs, or contact the CVSD for assistance. In FY 2023, 48.9 percent of victim applications in Texas were received via the Crime Victims' Compensation Portal.
- In addition to posting the RFAs in the Texas Register, GAD sends out grant availability notices via the GovDelivery notification system to all parties who sign up to receive notices regarding OAG grants. The link to sign-up for these notices is posted on the OAG public website.

Information Resources Planning

In the aftermath of violent crime, victims and their families are faced with numerous challenges. The journey towards recovery is fraught with complexity, necessitating a multi-faceted support system to address their needs. The OAG steadfastly commits to serving victims through the CVC Program, recognized as the nation's most extensive initiative of its kind.

The OAG's strategic emphasis on technology has enhanced the delivery of services to victims, their families, and advocates. Through careful investments in digital applications, OAG has ensured uninterrupted support and enhanced access to essential services. The Crime Victims' Case Management System (CVMS) leverages technology to improve service efficiency and effectiveness. This platform simplifies the application and case management process, allowing victims and their advocates to submit applications, upload documents, and track the progress of their claims in near real-time. Texas is distinguished by its capability to offer an online compensation system, enhancing accessibility and responsiveness for victims.

Notable improvements to CVMS expand functionality, including new legislative mandates, such as landowner compensation and provisions set forth by Senate Bill 1401 concerning sexual assault. Recognizing that CVMS is maturing, the OAG is committed to its evolution to satisfy contemporary demands. This endeavor will focus on expanding technology capabilities, adopting more cloud technologies, and increasing the flexibility and efficiency of our services while maintaining the highest standards of security and reliability.

The OAG is also in the process of enhancing CVSD's portion of the website to better cater to the needs of victims and their families. This update aims to make the site more responsive, intuitive, and user-friendly, ensuring a smoother experience for all visitors. These changes align with OAG's commitment to provide transparent and open services.

Lastly, the OAG is exploring options for a comprehensive grant management system that can meet the needs of GAD staff and grantees. GAD obtained and implemented an online application system beginning in the 2020-2021 biennium. While this system is adequate for the application process, it does not allow for grant management or monitoring functions. The OAG's strategy for administering crime victim services and victims' assistance grants reflects a deep-seated commitment to service, innovation, and continuous improvement. By embracing technological advancements and adapting to new legislative requirements, the OAG aims to continuously improve our support for victims of crime.

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

Specific Action Items to Achieve Your Goal

As an agency, the OAG enforces laws related to fraud, waste, and abuse through its legal services and criminal justice divisions. Specifically, the OAG enforces Medicaid Fraud laws, civil consumer protection, and antitrust laws. In addition, the General Counsel Division reviews and approves state agency outside counsel contracts and corresponding invoices and the SLD aides with preserving Texas laws to combat fraud, waste, and abuse.

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. The OAG believes that actively revisiting how we are accountable to the taxpayers within the management team at the agency keeps the agency commitment to this goal engaged. The OAG employs intentional prudent fiscal planning to ensure savings of tax and fee payer funds.
- SLD leads coalitions of similarly-situated parties to secure the rights and interests of Texas taxpayers. The division, on behalf of the State, joined dozens of states and local governments in a suit against FEMA's unlawful refusal to offer affordable, mandatory flood insurance. The division is also working closely with a private plaintiff in a Medicaid fraud lawsuit against Planned Parenthood, with millions of dollars in unpaid Medicaid funds and potentially millions more in penalties. The division also led a multi-state coalition challenging an unlawful federal rule raising the minimum wage for federal contractors.
- The General Counsel Division is responsible for reviewing outside counsel contracts for state agencies and universities across the state, as well as the invoices that outside counsel law firms submit for payment, to ensure compliance with the outside counsel contracts and to ensure uniformity, consistency, timeliness, and accuracy across the board. This review process strives to find any billing errors or corrections and then remedy those problems before our state agencies and universities pay those invoices, thus eliminating any fraud, waste, abuse, or sheer mistakes before payment is made. For FY 2024, the General Counsel Division has reviewed over 600 outside counsel contracts and over 4,000 invoice requests with a value of well over \$200 million for our state agencies and universities.
- The Healthcare Program Enforcement Division pursues allegations of fraud perpetrated on the Medicaid Program, which provides medical coverage to lower income Texans. As of January 2024, over 4 million Texans were enrolled in Texas Medicaid. Fraud, waste, and abuse divert funds from the essential health care services relied upon by these Texans. Enforcement actions prosecuted by the division recover taxpayer dollars unlawfully diverted from the Medicaid Program.

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

- MFCU further safeguards the State's \$56 billion Medicaid program, deterring fraud by conducting rigorous criminal investigations that result in fines, restitution, convictions, and imprisonment. In collaboration with the Healthcare Program Enforcement Division, MFCU invests resources into significant multistate civil fraud cases, working closely with national investigation and settlement teams. These teams leverage legal, analytic, and investigative resources to pursue violations under the Texas Health Care Program Fraud Prevention Act and the Federal False Claims Act, resulting in significant taxpayer recoveries. Working with the Texas HHSC, MFCU is instrumental in eliminating fraudulent providers and recouping funds lost to fraud, waste, and abuse. MFCU leverages partnerships with federal agencies like the Federal Bureau of Investigation, Department of Health & Human Services, Department of Justice, and the United States Attorney's Offices to ensure efficient use of resources and access to both the State and federal justice systems.
- 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, Attorney General Paxton implemented a zero-based budget review of all divisions and programs. The purpose of this effort was to streamline the agency, identify core agency functions, locate and eliminate redundancies, and ensure that the OAG was efficiently using taxpayer dollars. Zero-based budget methodologies and principles are woven into the foundation of agency's operations and allow the OAG to act quickly when addressing economic, legal, and communal issues. The OAG continuously assesses current and future needs because of the alignment of appropriations to agency requirements. The executive management team remains committed and focused on these concepts applying them during the creation of this strategic plan.
 - The SGD's and SLD's roster of experienced attorneys and staff allow the divisions to litigate some of the nation's most complex cases with a slender and efficient profile. For example, SLD handled a five-week federal bench trial in San Antonio challenging Texas' election integrity laws; the trial included over 65 witnesses, more than 130 legal challenges, and over 850 exhibits totaling more than 4,600 pages. The plaintiffs sent more than 40 lawyers to trial; SLD sent seven. SGD routinely staffs appellate matters with one to two attorneys, compared to most private plaintiff's five to seven appellate attorneys.
- 3. Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.**
- The continued utilization of zero-based budget methodologies allows each division to review the laws that are applicable to each division's responsibilities, determine the core functions and priorities, and evaluate the level of service provided and resources dedicated to those tasks. As efficiencies are found through zero-based budgeting, funds can continue to be sent either back to the Treasury for the Legislature to appropriate or reallocated within the OAG to continuously improve the efficiency and effectiveness of the agency.
 - The OAG has made key internal changes to ensure continued efficiency and success in protecting Texans from fraud, waste, and abuse. These changes include growing its core team of litigators, strengthening its working relationships with state agencies and introducing a team-based model for work distribution. The OAG has also adopted revised policies and procedures to ensure a more efficient workflow of daily tasks.

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

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 executive 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.
 - The Healthcare Program Enforcement Division is in constant communication with Texas HHSC as the administrator of the Texas Medicaid Program. The division collaborates with HHSC to review and apply the Texas rules, regulations, and policies relevant to enforcement actions under the Texas Health Care Program Fraud Prevention Act. HHSC employees who are called as witnesses, deposed, or otherwise required to give sworn testimony are prepared and represented by the division at various legal proceedings. The division further coordinates Medicaid fraud investigations with Texas Health and Human Services OIG.

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. The CPD also receives and adjudicates all formal complaints under the PIA with the goal of ensuring that all public information is provided when required by law. Additionally, PIC frequently receives calls from other governmental bodies seeking advice on how to handle public information requests.
- The OAG's public-facing website, www.texasattorneygeneral.gov, continues to strive to increase communication with the public and improve customer service. Information concerning key areas including news, initiation of consumer and law enforcement complaints, accessing child support information and resources, open government publications, education materials on preventing human trafficking, avoidance of potential fraudulent transactions, and an index to attorney general opinions, will continue to be promptly made accessible to our constituents through this medium.

Information Resources Planning

In OAG's unwavering commitment to safeguard the welfare of Texans, the OAG has consistently led the charge in combating fraud, waste, and abuse. Through vigilant enforcement and public awareness, the OAG is dedicated to protecting Texans and their interests, ensuring their safety and security remain our top priority.

In fact, last year the OAG received over 35,000 consumer complaints. The OAG ensures that Texas consumers are protected by filing civil cases in the public interest and educating Texans on how to spot and avoid possible scams.

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

As mandated by House Bill 4 – Texas's Data Privacy and Security Act, the OAG has embarked on a significant project. The OAG is implementing a comprehensive system designed to comply with this landmark legislation and serve as a robust foundation for our enhanced Consumer Complaint Application. This system underscores OAG's commitment to data privacy and protection, setting a new standard in the management and security of consumer information. Through this initiative, we are empowering Texans, equipping them with the capability and knowledge to control their personal data and protect their privacy in an increasingly digital world. This will ensure every Texan feels secure and in control of their personal information.

We adhere to a rigorous approach to data governance and cybersecurity in our quest to safeguard the OAG and Texans from those seeking financial gain by exploiting data. Recognizing cyber threats' dynamic and sophisticated nature, the OAG remains unwavering in its commitment to safeguarding data.

OAG's multifaceted strategy focuses on continuous improvement and adaptation to counteract emerging threats effectively. By prioritizing collaborative data governance, the OAG fosters an environment of shared responsibility and proactive risk management. Investments in advanced training and awareness programs are crucial to our strategy, enhancing the vigilance and preparedness of OAG staff against potential cybersecurity incidents and unauthorized disclosures. Compliance with the latest security standards and the implementation of risk management further strengthen OAG's defensive posture, ensuring the integrity and confidentiality of sensitive information entrusted to the OAG.

By setting the stage for a more transparent, accessible, and effective protection of Texans against fraud, waste, and abuse, the OAG underscores our commitment to the safety and security of our citizens. Through strategic investments in technology and cybersecurity, we are not merely responding to today's challenges. The OAG is paving the way for a safer, more secure tomorrow.

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 MFCU maintain regional offices in El Paso and Hidalgo Counties. The Consumer Protection Division and the 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. CVSD administers the Landowner Compensation Program to reimburse landowners for real property damage to agricultural land in connection with a border crime. CSD maintains regional offices in Bexar, Dallas, El Paso, Harris, Hidalgo, Lubbock, Smith, Tarrant, and Travis counties.

Redundancies and Impediments

Idea #1: Authorize OAG to Preserve the Legislative Privilege in Constitutional Challenges

Service, statute, rule, or regulation (provide specific citation if applicable)	Texas Government Code § 402.010, Legal Challenges to Constitutionality of State Statutes.
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	<p>Recent Fifth Circuit ruling on assertion of the legislative privilege by Assistant Attorneys General (AAGs) in litigation suggests that, in order to assert the legislative privilege, the AAG must represent a legislator. An AAG's representation of another state agency does not authorize that AAG to assert the legislative privilege.</p> <p>This renders the legislative privilege vulnerable to unwitting waiver. For example, deposition questioning may unexpectedly implicate the legislative privilege; in such circumstances, an AAG attending the deposition cannot assert the legislative privilege because she has not previously secured representation of a legislator on whose behalf the AAG might properly assert the privilege.</p>
Provide agency recommendation for modification or elimination	Add an additional subpart to Section 402.010 authorizing any AAG representing the State, or any of its agencies or officials, to assert the legislative privilege in discovery unless doing so creates a conflict in the AAG's legal representation. Once asserted, the AAG should have 30 days to provide evidence of representation of a legislator who may properly assert the privilege and who wishes to do so.
Describe the estimated cost savings or other benefit associated with recommended change	This mechanism would protect the legislative privilege from accidental waiver in constitutional challenges. Absent a mechanism to preserve the privilege, OAG would need to undertake legislative representation in each constitutional challenge and will certainly require substantial additional resources to litigate instances of accidental waiver or improper assertion of the privilege.

Redundancies and Impediments

Idea #2: Designated Law Enforcement Office or Agency

Service, statute, rule, or regulation (provide specific citation if applicable)	Code of Criminal Procedure, Title 1, Chapter 18B. Installation and Use of Tracking Equipment, Access to Communications; Article 18B.001 Definitions
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	The OAG is not listed as a “Designated Law Enforcement Office or Agency” under 18B.001(4). Investigators from the OAG CID conduct a wide variety of criminal investigations each year. These investigations involve recovering missing and endangered children, locating wanted fugitives/sex offenders, locating human trafficking victims, and arresting child pornographers and require the use of a variety of resources and investigative tools. Oftentimes, an investigation requires an investigator to utilize electronic means to locate a person such as by cellular phone. Only the Prosecutor with jurisdiction within the county may apply in person for an Order under 18B.051 when an Officer from a non-Designated law enforcement office or agency makes the application. In many cases and in certain areas the District Attorney is unavailable due to case load. If the request is made by an officer from a “designated law enforcement office or agency” the application may be made through an assistant or other person acting on the Prosecutor’s behalf. This would greatly assist OAG CID officers in the execution of their duties and solve this issue.
Provide agency recommendation for modification or elimination	Add “Office of the Attorney General” to section 18B.001(4) “Designated Law Enforcement Office or Agency”.
Describe the estimated cost savings or other benefit associated with recommended change	This designation would give OAG CID Investigators the ability to be more efficient and effective when applying for the installation and use of a pen register, ESN reader, trap and trace, or similar equipment that combines the function of a pen register and a trap and trace device during investigations that may require the use of such. Time would be more efficiently spent during complex investigations if OAG CID were allowed to utilize a process already established within the Code of Criminal Procedure for other similar law enforcement agencies.

Redundancies and Impediments

Idea #3: Employee Training Records

Service, statute, rule, or regulation (provide specific citation if applicable)	Section 20.010 of the Texas Labor Code requires all state employees to take regular training regarding employment discrimination and sexual harassment and imposes certain requirements on state agencies about the recordkeeping of such data.
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	Section 21.010(e) of the Texas Labor Code requires that each employee sign a statement verifying attendance in the agency's discrimination and harassment awareness training. According to Section 21.010(e), the signed statement must then be filed in the employee's personnel file. Since this law took effect, most state agencies have transitioned to electronic record keeping for training data. As written, however, this statute requires a copy of the course completion to be filed in the employee's master personnel file, which creates an inefficient process for maintaining training records, especially in light of technological advancements since the law took effect.
Provide agency recommendation for modification or elimination	Recommend amending Section 21.010(e) of the Texas Labor Code 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 and/or storing 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 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 needs instead of filing paper and/or electronic copies of documents. Large agencies spend many hours filing these training records copies annually.

Redundancies and Impediments

Idea #4: Litigation Documents – Health Records

Service, statute, rule, or regulation (provide specific citation if applicable)	Health and Safety Code Chapter 181 provides that the Attorney General is responsible for enforcement of the Texas Medical Records Privacy Act (the Privacy Act, Texas Health & Safety Code Section 181.201) The Privacy Act requires all Covered Entities to comply with the Health Insurance Portability and Accountability Act and Privacy Standards (HIPAA). The current definition of Covered Entities includes any person who comes into possession of, obtains, or stores protected health information. (Texas Health & Safety Code §181.001(b)(2)).
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	<p>Section 181.001(b)(2) of the Texas Health and Safety Code is so broad as to include district and county courts, district and county clerks, district and county attorney offices, the OAG and many other offices which come into possession of protected health information during the criminal and civil litigation process. By including in the definition of Covered Entity any person who comes into possession, obtains, or stores protected health information, litigation participants are arguably required to utilize extensive state and judicial resources to place a multitude of protected health information under seal in any civil or criminal proceeding for which they may be utilized. In addition, litigants face hurdles in investigating and evaluating claims made against them by individuals who make claims which are based upon the subject of the protected health records.</p> <p>For example, the current wording of Section 181.001(b)(2) requires Covered Entities obtain a medical authorization before they can disclose medical records with non-party experts. Disclosing such records with either a retained or consulting expert is often necessary to fairly and accurately evaluate a claim to determine the extent of alleged injuries. When an opposing party refuses to provide such authorizations, it can either significantly delay or curtail a Covered Entity's ability to defend a claim in which a party asserts personal injuries.</p>
Provide agency recommendation for modification or elimination	Recommend amending Section 181.001(b)(2) to exclude from its definition of "covered entity" any person or entity who obtains protected health information solely in connection with an investigation or evaluation of a legal claim, or in a civil or criminal proceeding in which any party relies upon protected health information as part of the party's claim or defense.
Describe the estimated cost savings or other benefit associated with recommended change	The recommended changes to Section 181.001(b)(2) of the Texas Health and Safety Code will have a minimal fiscal impact for state agencies, but the overall impact will allow the OAG to gain efficiencies by streamlining communication with clients in prelitigation matters, more readily obtain and disclose protected health information that is directly related to the defense of a claim, and reduce the number of OAG attorneys and staff hours spent conducting discovery, motion practice, and travel expenses related to hearings on motions to compel.

Redundancies and Impediments

Idea #5: Antitrust Statute Amendments

Service, statute, rule, or regulation (provide specific citation if applicable)	The Attorney General is responsible for enforcement of the Texas Free Enterprise and Antitrust Act of 1983, Tex. Bus. & Comm. Code § 15.01 <i>et seq.</i> (the “Act”).
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations	Since its enactment in 1983, various problems in the statute have been identified, which have resulted in the inefficient enforcement of the Texas Free Enterprise and Antitrust Act of 1983. Specifically, the law a) does not make clear that the Attorney General can seek disgorgement or restitution; b) does not provide that expert witness fees and costs should be awarded to the Attorney General; c) does not provide that the Attorney General can recover indirect purchaser damages on behalf of consumers; and d) does not provide a source of funding for the Attorney General to pursue antitrust cases, which due to their complexity, generally require the expenditure of millions of dollars for expert witness fees and other expenses.
Provide agency recommendation for modification or elimination	Recommend amending Section 15.20 of the Texas Free Enterprise and Antitrust Act of 1983 to make clear that the Attorney General may receive a judgment of disgorgement or restitution and that the Attorney General may recover its expert witness fees and costs. Recommend Amending Section 15.21 to allow the Attorney General to recover indirect purchaser damages on behalf of consumers. Recommend Adding Section 15.21A to create a trust fund, monies from which will be used for expert witness fees and costs, cost share contributions, and to fund other expenses associated with antitrust investigations and litigations. Recommend amending Section 15.10 to include in the definition of documents modern electronic document forms, such as email messages and text messages.
Describe the estimated cost savings or other benefit associated with recommended change	The recommended changes to the Texas Free Enterprise and Antitrust Act of 1983 will result in more efficient and productive enforcement of Texas’s antitrust laws for the benefit of Texas consumers. In addition, some of the monies received from increased enforcement of the Act will help fund OAG and also will be deposited in the state’s General fund.

Schedule A: Budget Structure - Goals, Objectives and Outcome Measures, Strategies and Output, Efficiency and Explanatory Measures for Fiscal Years 2026-2027

Goal 1: 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.

Operational Goals: Executive Management and Administration
Provide Legal Services
Criminal Justice and Investigations

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.

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 officeholders, including the issuance of formal opinions and open records letters and decisions. Respond to the litigation needs of the State of Texas and its authorized entities and employees defending and enforcing Texas law through the use of appropriate pre-trial and trial actions.

Provide investigative and prosecutorial assistance to local and federal criminal justice organizations in response to a variety of law enforcement challenges. Pro-actively investigate cyber crimes such as child pornography, solicitation of minors, identity theft and fraud. Locate and apprehend convicted sex offenders who have failed to comply with mandated sex offender registration requirements. Investigate and prosecute human trafficking and election fraud.

Outcome Measure:	Delinquent State Revenue Collected (Key)
Outcome Measure:	Ratio of Total Legal Services Caseload to Cases Closed/Settled
Output Measure:	Legal Hours Billed to Litigation and Legal Counsel (Key)
Output Measure:	Legal Hours Billed to ADR
Output Measure:	Legal Hours Billed to Colonias Project
Efficiency Measure:	Average Cost Per Legal Hour (Key)
Explanatory Measure:	Legal Hours Billed to Legal Counsel
Explanatory Measure:	Legal Hours Billed to Litigation
Explanatory Measure:	Consumer Protection Complaints Closed
Explanatory Measure:	Formal Opinions and Open Records Letters and Decisions Issued
Explanatory Measure:	Number of Criminal Investigations Call for Service Requests

Schedule A: Budget Structure - Goals, Objectives and Outcome Measures, Strategies and Output, Efficiency and Explanatory Measures for Fiscal Years 2026-2027

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

**Schedule A: Budget Structure - Goals, Objectives and Outcome Measures, Strategies and Output,
Efficiency and Explanatory Measures for Fiscal Years 2026-2027**

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

Office of the Attorney General

**Schedule A: Budget Structure - Goals, Objectives and Outcome Measures, Strategies and Output,
Efficiency and Explanatory Measures for Fiscal Years 2026-2027**

Strategy:

LANDOWNER COMPENSATION

Compensate landowners who suffer real property damage on agricultural land caused by a trespasser as a result of an offense under Chapter 28, Penal Code, that was committed in the course of or in furtherance of a border crime, or a law enforcement response to a trespasser who was engaged in a border crime.

**Schedule A: Budget Structure - Goals, Objectives and Outcome Measures, Strategies and Output,
Efficiency and Explanatory Measures for Fiscal Years 2026-2027**

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

**Schedule A: Budget Structure - Goals, Objectives and Outcome Measures, Strategies and Output,
Efficiency and Explanatory Measures for Fiscal Years 2026-2027**

Goal 5: GENERAL ADMINISTRATION
General Administration.

Operational Goals: Executive Management and Administration

Objective: AGENCY IT PROJECTS
Provide oversight and administration of major information technology projects, with the objective of completing all administered projects within schedule and budget.

Strategy: AGENCY IT PROJECTS
Provide oversight and administration of major information technology projects, with the objective of completing all administered projects within schedule and budget.

**Schedule A: Budget Structure - Goals, Objectives and Outcome Measures, Strategies and Output,
Efficiency and Explanatory Measures for Fiscal Years 2026-2027**

Goal 6:

ADMINISTRATIVE SUPPORT for SORM

Provide administrative support to the State Office of Risk Management in administering state employees workers' compensation.

Operational Goals:

Executive Management and Administration

Objective:

ADMINISTRATIVE SUPPORT for SORM

Provide administrative support to the State Office of Risk Management in administering state employee workers' compensation.

Strategy:

ADMINISTRATIVE SUPPORT for SORM

Provide administrative support to the State Office of Risk Management.

Schedule B: List of Measure Definitions for Fiscal Years 2026-2027

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 2026-2027

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

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

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

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

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

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

Calculation Type: Non-Cumulative.

New Measure: No.

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

Schedule B: List of Measure Definitions for Fiscal Years 2026-2027

Strategy: LEGAL SERVICES

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

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

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

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

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

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

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

Calculation Type: Cumulative.

New Measure: No.

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

Schedule B: List of Measure Definitions for Fiscal Years 2026-2027

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 2026-2027

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 2026-2027

Efficiency Measure: Average Cost Per Legal Hour (Key)

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

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

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

Method of Calculation: The formula for this measure is direct expenditures for the Legal Services Strategy plus a percentage of indirect administrative support costs based on the OAG's Indirect Cost Plan divided by the Number of Legal Hours Billed to Litigation and Legal Counsel for the reporting period.

The Annual Performance Measure Report will calculate the average cost using actual expenditures and accrued obligations for the reporting appropriation year. Note: Legal hours billed to litigation, legal counsel, ADR, and Colonias are included in Number of Legal Hours Billed to Litigation and Legal Counsel.

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

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

Calculation Type: Non-Cumulative.

New Measure: No.

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

Schedule B: List of Measure Definitions for Fiscal Years 2026-2027

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 timekeepers.

Calculation Type: Non-Cumulative.

New Measure: No.

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

Schedule B: List of Measure Definitions for Fiscal Years 2026-2027

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 2026-2027

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 2026-2027

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 2026-2027

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 2026-2027

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 the child support case management system.

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 2026-2027

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 the child support case management system.

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 2026-2027

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 the child support case management system.

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 2026-2027

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 the child support case management system. 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 2026-2027

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 the child support case management system.

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 the child support case management system.

Data Limitations: None.

Calculation Type: Cumulative.

New Measure: No.

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

Schedule B: List of Measure Definitions for Fiscal Years 2026-2027

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 the child support case management system. 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 2026-2027

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 the child support case management system.

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 2026-2027

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 the child support case management system.

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 2026-2027

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

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

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

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

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 2026-2027

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 the child support case management system, 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 the child support case management system, 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 2026-2027

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 the child support case management system.

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 2026-2027

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 the child support case management system.

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 the child support case management system.

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 2026-2027

Explanatory Measure: Number of Hard to Work Cases

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

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

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

Method of Calculation: The method of calculation is a cumulative count of cases based on data available on the child support case management system.

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 2026-2027

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 2026-2027

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 2026-2027

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 the child support case management system.

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 2026-2027

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 2026-2027

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 56B.003 (10) 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 56B.003 (14) of the act and a claimant as defined in Article 56B.003 (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 2026-2027

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 2026-2027

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 (CrimeVictims' 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 2026-2027

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 2026-2027

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

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

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

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

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

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

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

Calculation Type: Non-Cumulative.

New Measure: No.

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

Schedule B: List of Measure Definitions for Fiscal Years 2026-2027

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. 56B.051 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 suitor 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 2026-2027

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 2026-2027

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 2026-2027

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 2026-2027

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 2026-2027

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 2026-2027

Strategy: LANDOWNER COMPENSATION

Compensate landowners who suffer real property damage on agricultural land caused by a trespasser as a result of an offense under Chapter 28, Penal Code, that was committed in the course of or in furtherance of a border crime, or a law enforcement response to a trespasser who was engaged in a border crime.

Schedule B: List of Measure Definitions for Fiscal Years 2026-2027

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 by Criminal Investigations

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 2026-2027

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 conduct a statewide program for investigating and prosecuting (or referring for prosecution) violations of all applicable state 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 2026-2027

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 2026-2027

Efficiency Measure: Average Cost Per Investigation Concluded

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

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

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

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

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

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

Calculation Type: Non-Cumulative.

New Measure: No.

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

Schedule C: Historically Underutilized Business Plan for Fiscal Years 2026-2027

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 the Texas Government Code, Chapter 2161 and 34 Texas Administrative Code §§20.281-20.298, the OAG administers programs that 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 the General Appropriations Act (GAA), Article IX, Sections 7.06 and 7.08. The OAG HUB Plan is responsive to GAA, Article IX, Section 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 the GAA, Article IX, Section 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 the GAA, Article IX, Section 7.07 (3)(A)-(D) are activities associated with conducting a disparity study. These reporting requirements are now included in the GAA, Article IX, Section 7.08, and Reporting of HUB Key Measures.

The OAG HUB participation for FY 2020-2023 is identified in Table 1.

Table 1: FY 2020-2023 HUB Participation

Fiscal Year	HUB Percentage
FY 2020	25.57%
FY 2021	18.93%
FY 2022	25.21%
FY 2023	21.89%

The OAG HUB utilization in FY 2023 was 21.89 percent versus the statewide average of 12.80 percent. The OAG will continue its good faith efforts to meet the HUB procurement category goals,¹ specific to OAG expenditure types.

Section III: FY 2024 Goals

The goal of the OAG HUB Program is to promote fair and competitive business opportunities that maximize the inclusion of minority-owned, woman and service-disabled veteran-owned businesses certified through the CPA'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 through its proactive approach in the procurement process. This approach ensures that the opportunity for state business has been extended

¹ HUB goals were re-assessed in December 2023.

Schedule C: Historically Underutilized Business Plan for Fiscal Years 2026-2027

to as many HUB vendors as possible.

The FY 2024 OAG HUB procurement category goals are identified in Table 2.

Table 2: FY 2024 OAG HUB Procurement Category Goals

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

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

Section IV: HUB Programs, Processes, and Activities

A. Access

- Increase the number of certified HUB vendor responses received by supplementing bid opportunities with Non-Centralized Master Bidders List (CMBL) HUB vendors.
- Attend OAG mission-related events and conferences where vendors will be participating and/or demonstrating services and products related to the OAG's statutory responsibilities.
- Obtain assurances that awarded prime contractors will make a good-faith effort to subcontract with HUBs, based on their HUB Subcontracting Plans (HSP); and maintain that commitment throughout the contract.
- Maintain a HUB Program office including a full-time HUB Coordinator in the Procurement and Contract Operations Division.
- Facilitate meetings between HUB vendors, OAG purchasing staff, and other key OAG decision-makers.
- Coordinate HUB forums and outreach events.
- Participation in Senator West's annual "Doing Business Texas Style" Spot Bid Fair.

B. Awareness

- Conduct major solicitation pre-bid conferences briefing the vendor community on HUB Subcontracting Plan (HSP) requirements.
- Post pre-bid conference sign-in sheet on the Electronic State Business Daily with solicitation documents as a resource for prime vendors to network with potential HUB subcontractors.
- Notify HUB vendors via email for solicitations over \$100,000 with identified potential subcontracting opportunities. Note: The subcontracting opportunities identified within large

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

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

⁴ Leasehold improvement vendor selections for OAG field offices are made by the Texas Facilities Commission and the lessor.

⁵ The agency does not make expenditures for Professional Services.

Schedule C: Historically Underutilized Business Plan for Fiscal Years 2026-2027

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

C. Accountability

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

The OAG is fully committed to 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 2026-2027

Fiscal Years

2026 – 2027

Project Name

Child Support Optimization Project

Type

Information Resources

Description of the Project or Acquisition

As the national leader in delivering child support services, the Office of the Attorney General (OAG) is dedicated to serving the 1.5 million families with every opportunity available to realize the vision of a Texas in which every child can count on the full emotional and financial support of both parents. Building on the success of the modern case management system, the Child Support Optimization Project reflects an ongoing commitment to continuous improvement and innovation, ensuring that Texas remains at the forefront of child support services.

Nine modern applications have been successfully deployed in the modern case management system, including new identity management, interstate case query (QUICK), Contracts Core, Contracts Analytics, Contact Center, Employer Portal, Self-Service Portal, Case Initiation, and Enterprise Document Management (ChAMP Docs). Remaining application dependencies from the legacy mainframe system include core case management system components, case financials, locate, establishment, enforcement, and reporting capabilities which will deploy in fiscal year 2025.

The OAG plans to shift focus in fiscal years 2026 and 2027 away from removing legacy dependencies and data migration to obtaining federal certification, stabilization, and optimization. The pursuit of required federal certification will underscore OAG's dedication to meeting stringent standards and demonstrate the system's ability to effectively and reliably support core functional requirements. Additional stabilization and optimization include advancing digital communication channels, including chat/text messaging for support and outreach automation, while utilizing advanced predictive analytics and artificial intelligence to anticipate needs, streamline case management, and personalize services based on key case attributes for optimal outcomes. Systems monitoring and fault tolerance will also continuously improve to maximize availability, reduce risk, and enhance security. The Child Support Optimization Project aims to elevate the quality and efficiency of child support services in Texas, delivering increasingly better support and outcomes for Texas's children.

Anticipated Useful Life of the Project

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

Timing of the Capital Need

FY 2026	FY 2027	FY 2028	FY 2029	Total
\$5,643,358	\$5,827,571	\$0	\$0	\$11,470,929

Schedule D: Statewide Capital Planning for Fiscal Years 2026-2027

Proposed Source of Funds (Method of Financing)

General Revenue and Federal Funds

Proposed Type of Financing

Cash

Legislative Authority of the Project

Texas Government Code, Chapter 2054. Information Resources

Potential Consequences of Postponing

As technology advances rapidly, the gap between current capabilities and the latest advancements will widen, making future updates more complex and costly. Ensuring timely progress is essential to maintaining Texas's leadership in child support services and providing the best possible outcomes for families and children. Additionally, postponing the Child Support Optimization Project could result in significant setbacks, including the risk of not obtaining federal certification.

Revenue/Cost Savings

The Child Support Optimization Project is not only a strategic initiative to improve service quality but also a financially prudent investment. By continuous improvements of OAG systems, the project is expected to deliver cost savings through improved operational efficiencies and reduced dependency on workarounds outside OAG systems. Streamlined processes and automated workflows will lower administrative costs, while advanced analytics will enable more effective resource allocation and more personalized service delivery.

Additional Related Information Requested by the Bond Review Board

None

Legal Requirement

Each state agency and institution of higher education is required to submit a Capital Expenditure Report to the Bond Review Board for each biennium in which specific types of capital projects are planned. The legal authority and requirement for this report is 88th Legislative Session, House Bill 1 (General Appropriations Act), 2024-25 Biennium, Art. IX, Sec. 11.03. Details may be found on the Bond Review Board website at: <https://www1.theccb.state.tx.us/apps/ICPS/Login.cfm>.

Schedule D: Statewide Capital Planning for Fiscal Years 2026-2027

Fiscal Years

2026 – 2027

Project Name

Legal Services Optimization Systems Project (OSP)

Type

Information Resources

Description of the Project or Acquisition

In alignment with our overarching strategic plan, the Office of the Attorney General (OAG) is dedicated to fostering excellence in delivering legal services through accelerated technological advancements, expanding efficiency and effectiveness. The Legal Services Optimization Systems Project (OSP) is a strategic, multifaceted initiative aimed at automating processes and leveraging the full potential of OAG's unified case management system to streamline operations, enhance collaboration, and deliver legal services more timely and effectively.

Key components of the OSP include:

- **Advancing Legal Case Management:** Facilitating seamless and efficient handling of cases with optimized data workflows that reduce redundancies and enhance data organization and accessibility.
- **Secure, Cloud-Based Storage Solutions for Criminal Data:** Ensuring compliance with Criminal Justice Information Services standards, providing the highest level of data security.
- **Enhanced Investigative Capabilities:** Implementing a system dedicated to cold cases, significantly improving our investigative processes and outcomes.

These enhancements signify OAG's commitment to leveraging technology for optimizing legal processes and strengthening criminal justice. By aligning with our strategic pillars of enhancing the mission, improving efficiency and effectiveness, stewardship of resources, and managing risk, the OAG will continue to set the standard for legal services delivery.

Anticipated Useful Life of the Project

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

Timing of the Capital Need

FY 2026	FY 2027	FY 2028	FY 2029	Total
\$4,689,600	\$4,689,600	\$0	\$0	\$9,379,200

Proposed Source of Funds (Method of Financing)

General Revenue

Proposed Type of Financing

Cash

Schedule D: Statewide Capital Planning for Fiscal Years 2026-2027

Legislative Authority of the Project

Texas Government Code, Chapter 2054. Information Resources

Potential Consequences of Postponing

Delaying the Legal Services OSP could impede the OAG's ability to manage its legal responsibilities efficiently and effectively. Postponement also jeopardizes the security and integrity of vast amounts of critical and confidential data, increases OAG's susceptibility to cyber threats, and hampers the rapid response required in legal and criminal contexts. Such a disruption could inevitably increase future costs and extend the timelines of critical projects.

Without the streamlined processes and optimized workflows implemented by the OSP, employees may have to continue relying on manual processes or workarounds, leading to continuance of inefficiencies and a higher likelihood of errors. The OAG would experience decreased overall productivity and affected service delivery quality. This delay could additionally lead to increased operational costs and hinder the OAG's ability to provide timely, effective, and high-quality legal services to the public.

Revenue/Cost Savings

The Optimization Systems Project (OSP) has the potential to deliver significant cost saving across multiple dimensions. By migrating all legal divisions to a unified cloud-based legal case management system and optimizing workflow, OAG can reduce the expenses associated with maintaining, securing, and monitoring data sprawled across numerous channels while unifying and leveraging economies gained from the OAG's case management system. The creation of a comprehensive system for criminal divisions, including cold cases, will streamline intake, improve investigative processes, reducing time and enable resources to fight crime and deliver justice while increasing the efficiency of investigations.

Additional Related Information Requested by the Bond Review Board

None

Legal Requirement

Each state agency and institution of higher education is required to submit a Capital Expenditure Report to the Bond Review Board for each biennium in which specific types of capital projects are planned. The legal authority and requirement for this report is 88th Legislative Session, House Bill 1 (General Appropriations Act), 2024-25 Biennium, Art. IX, Sec. 11.03. Details may be found on the Bond Review Board website at: <https://www1.thecb.state.tx.us/apps/ICPS/Login.cfm>.

Schedule F: Agency Workforce Plan

Part I: Overview

About the Agency

The Texas Attorney General is the State of Texas's chief legal officer. As provided by the Texas Constitution and statutes, some of the main responsibilities of the Office of the Attorney General (OAG) include:

- Serving as legal counsel to all boards and agencies of state government;
- Issuing legal opinions when requested by the Governor, heads of state agencies, and other officials and agencies as provided by Texas statutes;
- Sitting as an ex-officio member of State committees and commissions;
- Defending challenges to State laws and suits against both state agencies and individual employees of the State; and
- Filing civil suits on behalf of other state agencies.

In some circumstances, the Attorney General has original jurisdiction to prosecute violations of the law, but in other cases, criminal prosecutions by the Attorney General are initiated only upon the request of a local prosecutor.

The OAG serves and protects the rights of all Texas citizens. These efforts include, but are not limited to, educational outreach programs; enforcement of health, safety, and consumer regulations; protection of the rights of the elderly and disabled; collection of court-ordered child support; and the administration of the Compensation to Victims of Crime Fund.

Core Business Functions

The OAG provides high-quality legal services, including representation, counsel, and assistance to state agencies and institutions of higher education. The OAG responds to the litigation needs of the State of Texas by defending and enforcing Texas law using appropriate pre-trial, trial, and appellate actions. In addition, the OAG administers the State's Child Support program and provides a wide array of criminal justice-related services.

Legal Counsel

The OAG provides legal counsel and related services both internally and externally. These services include issuing formal legal opinions to statutorily authorized requestors, issuing open records letters and decisions to appropriate governmental entities, reviewing public bond obligations issued by Texas governmental entities, handling contract disputes for state agencies, representing the public interest in certain charitable-related matters, and defending state laws against constitutional challenges.

Civil Litigation

The OAG performs a wide variety of civil litigation-related services. These services include, but are not limited to, representing state agencies in administrative law matters, prosecuting antitrust violations, recovering debts owed to the State, investigating unlawful acts against the Medicaid program, enforcing the Texas Deceptive Trade Practices Act, representing the State in environmental protection matters, defending state agencies in civil litigation, providing representation to law enforcement agencies, defending the State in certain tax-related matters, representing state agencies in property damage suits, and providing litigation services to the Texas Department of Transportation.

Schedule F: Agency Workforce Plan

Child Support

As the statutorily designated child support enforcement agency for the State of Texas, the OAG is responsible for the establishment and enforcement of child support. The OAG provides a host of child support services across the state. These services include establishing paternity; obtaining court orders for financial, medical, and dental support for children; enforcing child support orders; and collaborating with state agencies and community organizations to serve Texas families.

Criminal Justice

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, and assisting local law enforcement in prosecutions and appeals.

The OAG also operates the Medicaid Fraud Control Unit (MFCU), which investigates criminal fraud by Medicaid providers and abuse and neglect of patients in health care facilities operated by the Medicaid program. MFCU also helps local and federal authorities with Medicaid fraud-related prosecutions.

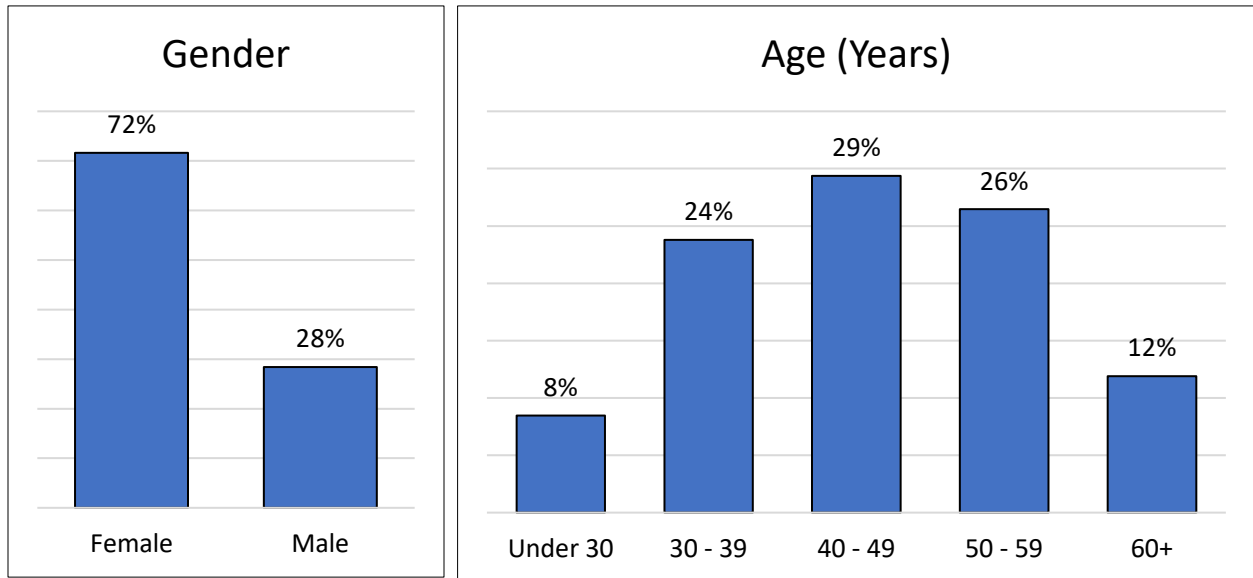
In addition, the OAG serves victims of crime through direct compensation payments, victim assistance, and grants to victim assistance providers.

Schedule F: Agency Workforce Plan

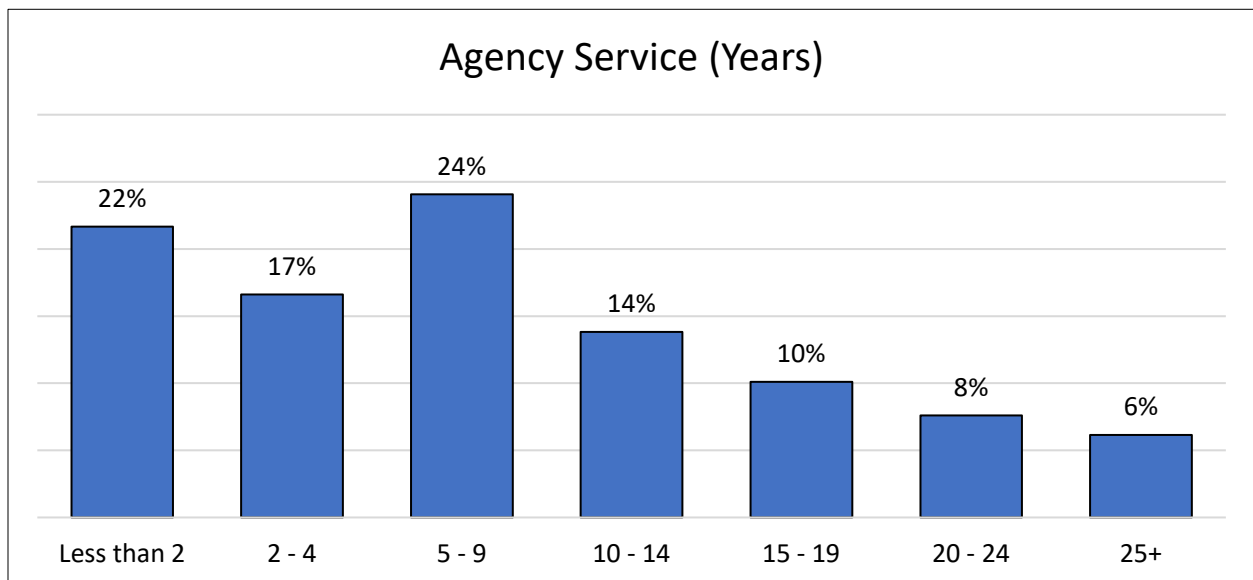
Part II: Current Workforce Profile

Workforce Demographics

As of March 1, 2024, the OAG has 3,922 employees. The OAG workforce is 72 percent female and 28 percent male, with an ethnic group composition of 40.5 percent White, 39.5 percent Hispanic, 14.6 percent African American, 2.8 percent Asian, 2.2 percent Two or More Ethnic Groups, 0.2 percent Native Hawaiian/Other Pacific Islander, and 0.1 percent American Indian/Alaskan Native. The average age is 45.6 years, with 68 percent of the agency's employees 40 years of age or older. The average length of agency service is 9.5 years – 62 percent of agency employees have less than ten years of agency service, while 38 percent have ten or more. The following charts are profiles of the agency's full-time and part-time employee workforce.



Source: Centralized Accounting and Payroll/Personnel System (CAPPS)



Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

Schedule F: Agency Workforce Plan

The following table compares the percentage of African American, Hispanic, and female OAG employees as of March 1, 2024, to the statewide civilian workforce as reported by the Texas Workforce Commission's Civil Rights Division.

Job Category	African American		Hispanic		Female	
	OAG %	State %	OAG %	State %	OAG %	State %
Officials and Administrators	3.47	12.85	19.44	16.16	46.53	57.18
Administrative Support	13.13	18.28	43.94	33.68	85.10	81.57
Service Maintenance ⁶	21.26	22.64	52.06	37.19	88.23	44.88
Professionals	10.63	11.46	29.15	17.76	63.69	58.52
Protective Service	6.25	37.57	28.31	25.23	20.96	49.82
Skilled Craft	0.00	9.44	50.00	25.98	50.00	10.60
Technicians	8.53	17.59	24.03	28.19	39.53	58.31

Source: Texas Workforce Commission's 2023 Workforce Utilization Analysis Tool

Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

Most of the demographics of the OAG workforce are statistically representative of the Texas labor pool. As calculated with the 2023 Workforce Utilization Analysis Tool provided by the Texas Workforce Commission's Civil Rights Division, the categories with potential underutilizations are African American Officials and Administrators, Administrative Support, Protective Service, and Technicians, as well as Female Protective Service and Technicians.

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 underutilization. Programs used for this purpose will include the OAG's Intern Program, which recruits interns at the undergraduate level. The OAG will also endeavor to attend job fairs across the state, including fairs that target veterans and diverse candidates.

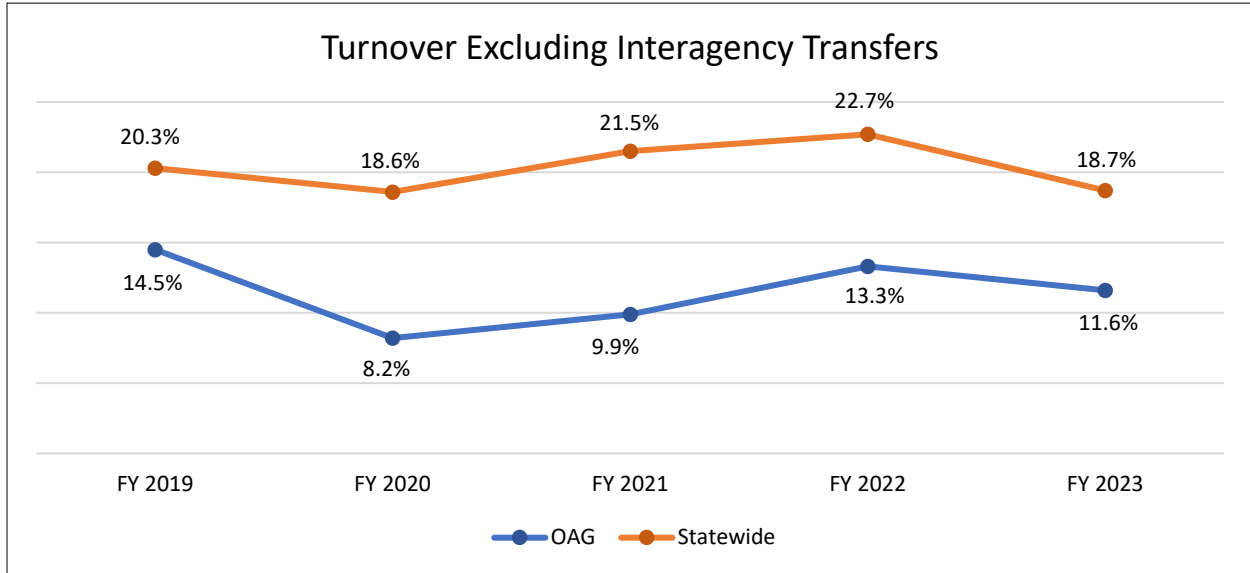
Additionally, the OAG remains compliant with federal and state laws and regulations regarding the recruitment and selection of veterans. As of March 1, 2024, 7.3 percent of OAG employees are veterans.

⁶ Per directive from the Texas Workforce Commission's Civil Rights Division, the "Paraprofessionals" category is combined with the "Service Maintenance" category.

Schedule F: Agency Workforce Plan

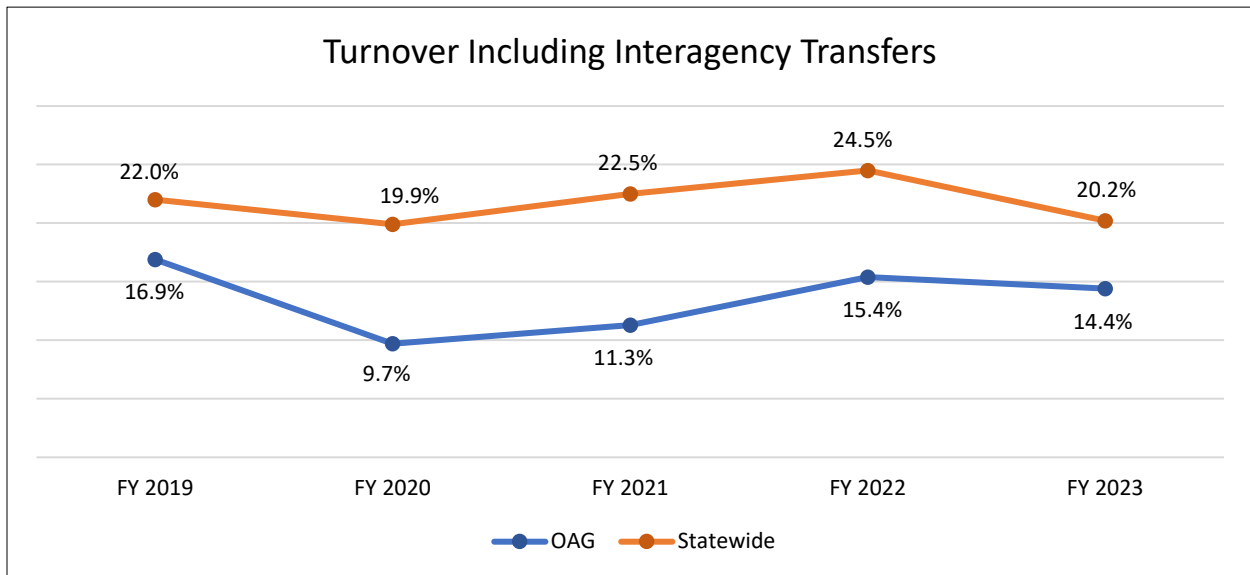
Employee Turnover

The turnover rate for the OAG is consistently below the turnover rate across all state agencies. A comparison of the OAG turnover rate to the statewide rate for FY 2019 through FY 2023 is below.



Employee Types: Classified Regular Full-Time, Classified Regular Part-Time

Source: State Auditor's Office Turnover Data for Agency 302 - Office of the Attorney General, All Agencies



Employee Types: Classified Regular Full-Time, Classified Regular Part-Time

Source: State Auditor's Office Turnover Data for Agency 302 - Office of the Attorney General, All Agencies

Schedule F: Agency Workforce Plan

Potential Retirement Eligibility Impact

An analysis of OAG staff tenure and age indicates that 398 staff members – or approximately 10.1 percent of the agency’s workforce – currently are, or will become, eligible to retire during FY 2024. As Table A indicates, approximately 24.5 percent (960 employees) of the OAG’s staff are anticipated to be eligible for retirement between FY 2024 and FY 2029.

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

FY24	FY25	FY26	FY27	FY28	FY29	Total Eligible	Total Emps	% Eligible in FY24	% Eligible Between FY24 & FY29
398	110	91	115	123	123	960	3922	10.1	24.5

Source: Standard Query Provided by CPA (TX_HR_AGY_RETIRE_POTENTIAL) in the Centralized Accounting and Payroll/Personnel System (CAPPS)

Table B shows the estimated number of agency employees by selected classified position series who may reach retirement eligibility during FY 2024 through FY 2029. Approximately 40.6 percent of the agency’s employees in the Director classification series and 40.1 percent of employees in the Manager classification series are projected to reach retirement eligibility during this time.

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

Classification Series	FY24	FY25 - FY29	Total Eligible	Total Staff by Series	% Eligible in FY24	% Eligible Between FY24 & FY29
Administrative Assistant	26	29	55	181	14.4	30.4
Assistant Attorney General	61	53	114	680	9.0	16.8
Child Support Officer	107	185	292	1311	8.2	22.3
Child Support Technician	20	41	61	263	7.6	23.2
Director	17	22	39	96	17.7	40.6
Investigator	9	13	22	62	14.5	35.5
Legal Assistant	16	12	28	130	12.3	21.5
Manager	33	22	55	137	24.1	40.1

Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

The OAG, on a limited basis, utilizes rehired ERS retirees to fulfill mission-critical job functions. As of March 1, 2024, there are 93 rehired ERS retirees at OAG, comprising 2.4% of the total employee population.

Schedule F: Agency Workforce Plan

Part III: Future Workforce Profile

Overview

With 24.5 percent of the OAG's workforce eligible to retire by FY 2029, the OAG's future workforce could experience potentially significant changes to its composition.

Skills and Competencies

The OAG continues to work to foster the sharing of institutional knowledge within its divisions and across the agency. In order for the OAG to remain efficient and effective, the OAG strives to develop key competencies within its workforce, including the following:

- Legal expertise
- Effective written and oral communication
- Adaptability and receptivity to changing systems and processes
- Utilizing and leveraging technology
- Constructive coaching and feedback between managers and staff
- Proactive attitude toward problem solving and identifying efficiency opportunities

Influences from New Technologies

Centralized Accounting and Payroll/Personnel System (CAPPS)

With the successful implementation of CAPPS HR/Payroll and CAPPS Financials, the OAG has completed its mainline migration to the two major CAPPS modules. It is essential for current and future OAG administrative staff to be able to proficiently operate these systems and the CAPPS Recruit application also used by the OAG.

Teleworking Technologies

The OAG provides flexible workplace options as appropriate for the agency's needs. Effectively leveraging these teleworking opportunities requires current and prospective employees to be competent and familiar with the capabilities and limitations of agency information technologies. As a result, skills utilizing these technologies are important factors for professional success.

Salesforce-based Applications

As the OAG's suite of Salesforce-based applications continues to grow, the agency will need employees able to leverage these applications as well as staff with expertise in developing, configuring, and creating reports within the applications.

Economic Factors

Prolonged inflation, significant increases to cost of living, and/or general levels of lower unemployment could create recruiting and retention challenges. In particular, rapid increases to the general wage levels of attorneys and other in-demand positions could create acute staffing challenges.

Schedule F: Agency Workforce Plan

Part IV: Gap Analysis

Overview

As stated previously, the percentage of retirement-eligible employees in the coming years may impact staffing levels at the OAG, and it could create a loss of institutional knowledge and experience. OAG efforts to mitigate this risk include professional development, cross-training within program areas, and the implementation of effective hiring processes targeting the identification and selection of the best-qualified candidates for job openings.

Anticipated Shortage in Staff Levels

The OAG is watchful for trends that could signal upcoming acute issues regarding staff shortfalls in its core function of providing high-quality legal services. Increases to attorney wage levels, increases to overall cost of living, and/or sustained inflation could result in challenges to recruiting and retaining legal talent.

Potential Skills Gaps

Certain key skills help drive success at the OAG. These include an ability to think critically, communicate effectively, leverage technology and data, and be proactively committed to improving efficiency and organizational effectiveness. The OAG anticipates that its needs for these key skills will remain high over the coming five-year period.

Part V: Strategic Development

Overview

The OAG provides a number of programs and initiatives designed to attract, develop, and retain talented individuals who possess the skills and competencies necessary for success.

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. The OAG provides training, employee development opportunities, peace officer education, and continuing legal education to ensure compliance with certain statutory requirements, develop key work-related competencies, strengthen the high-quality investigative work conducted by the agency, and develop and meet the agency's ongoing need for high-quality legal talent.

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 the recruitment of employees. In addition, the OAG continues to implement the following programs, which are intended to build a strong, talented pool of highly engaged prospective employees.

Law Clerk Program

The Law Clerk Program introduces qualified first-year and second-year law students from around the country to the rewarding and diverse legal work of the OAG. Law clerks work alongside OAG attorneys, gaining hands-on experience in their areas of interest. As in a traditional clerkship program, law clerks are

Schedule F: Agency Workforce Plan

expected to research relevant law, write legal memoranda, and assist agency attorneys.

Law clerks are selected based on factors such as grades, writing ability, legal experience, and interest in public service work. Recruiting includes participating in on-campus interviews at law schools, attending public service career events, and accepting applications from students throughout the country.

Intern Program

The Intern Program provides unpaid internships for motivated undergraduate students and individuals. The program provides realistic training situations for interns to gain valuable hands-on experience.

Interns are selected based on factors such as scholastic achievement, grade-point average, leadership skills, participation in extracurricular activities, and communication skills. Recruiting for the program includes attendance at job and internship fairs, public presentations at colleges and universities, and dissemination of information to various career-services offices.

Child Support Intern, Volunteer, and Outreach Program

The Child Support Intern, Volunteer, and Outreach Program recruits talented interns and volunteers who possess the desire to give back to their community through public service. This program plays a pivotal role in assisting local child support offices by providing invaluable support and assistance in processing high volume caseloads.

OAG Fellowship Programs

The OAG offers several post-graduate fellowships, including the OAG Honors Fellowship Program and the Gregory S. Coleman Fellowship Program.

The OAG Honors Fellowship Program recruits former OAG law clerks who have demonstrated a commitment to the agency and shown potential to excel as agency lawyers. The Honors Fellows work in Civil Litigation, Legal Counsel, and Criminal Justice divisions. Honors Fellows are encouraged to apply for Assistant Attorney General positions once they obtain their Texas law license.

The Gregory S. Coleman Fellowship Program honors Gregory S. Coleman, the first solicitor general of Texas. Selected candidates typically start a Coleman fellowship immediately after completing a judicial clerkship. Coleman Fellows work in the OAG's Solicitor General Division.

Attorney Recruitment

The OAG has hired a Director of Attorney Recruitment to focus on attracting and recruiting experienced attorneys. The goal of this position is to leverage current resources and identify new areas for candidate sourcing to maximize the OAG's access to high-level legal talent.

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 and to increase employee engagement.

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 Flexible Workplace

Schedule F: Agency Workforce Plan

Pursuant to OAG policy, employees may have alternative work schedules. In addition, the OAG has a telework program for eligible personnel as appropriate for the agency's needs.

4. Administrative Leave for Outstanding Performance

Employees may be awarded administrative leave for outstanding performance pursuant to Section 661.911 of the 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 Payments

The OAG may offer one-time additional compensation payments 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 continuous months of service with the agency in accordance with Texas Government Code Section 659.262.

Succession Planning

The OAG utilizes a variety of practices and procedures that collectively contribute to the continuity of competent personnel in critical positions and the management of institutional knowledge. These include:

1. Tangible Recognition

The OAG recognizes and supports the retention of potential future leaders through pay raises and promotions, training opportunities, mentoring, and job assignments. These activities are designed to ensure continuity in key or critical positions and identify individuals who have demonstrated the potential to assume new roles and higher levels of responsibility.

2. Centralized Knowledge and Processes

The OAG places value on effectively documenting procedures and increasing the robustness of existing written knowledge. This reduces the transaction cost associated with turnover and expedites both the onboarding of new hires and the internal movement of existing staff.

3. Distribution of Knowledge

In addition to written content, the OAG creates opportunities (e.g., mock trials) for employees to benefit from inter-divisional collaboration and supports intra-division knowledge sharing. This collaboration and sharing of knowledge contribute to an environment for developing future leaders and improves communication and efficiency within the agency.

Schedule H: Report on Customer Service

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

Inventory of External Customers

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

For the 2024 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. The 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 nearly 1.5 million cases.

Crime Victim Services Division (CVSD) clients are either victims of violent crime, their families, or others who have taken on crime-related costs on behalf of a victim, who have applied for reimbursement under the Crime Victims' Compensation Act (the Act). The OAG reviews and approves applications for reimbursement from or on behalf of eligible victims who are injured, threatened, or killed as a result of a violent crime under the Act. The OAG reimburses crime-related costs not covered by other sources, such as insurance or settlements. Within the statutory confines enacted by the Legislature, CVSD informs victims about their rights and potential reimbursement, makes eligibility determinations, and reimburses crime victims for allowable expenses resulting from the crimes of others. The number of victim applications approved in FY 2023 was 11,623.

Schedule H: Report on Customer Service

Legal Services

Information Gathering Methods

Legal services clients were identified by eight separate civil litigation divisions within the OAG: Administrative Law, Bankruptcy and Collections, Environmental Protection, General Litigation, Law Enforcement Defense, Tax Litigation, Tort Litigation, and Transportation. These divisions' clients include executive directors, state agency general counsels and client agency staff, as well as appointed board chairs of state commissions and councils with whom the OAG divisions had direct contact when providing legal services. The final combined client list consisted of 516 individuals. Any client identified as receiving services from more than one OAG litigation division was given the opportunity to complete a separate survey for each division with which they were listed as a client. In total, 637 surveys were offered.

The 2024 legal services survey was conducted online beginning February 2, 2024. SurveyMonkey was used to administer the survey. Clients were emailed a link and asked to complete the short survey. When the survey project closed on February 22, 2024, 157 individuals had responded (30 percent), and 189 surveys had been completed (30 percent of those offered). Results of the legal services client satisfaction assessment are based on this sample.

Customer Satisfaction Assessment: Clients of Legal Services

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

In the 189 survey responses that were submitted, client agencies expressed a high rate of overall satisfaction with legal services received from the Office of Attorney General. Almost 98 percent of the respondents expressed overall satisfaction with the legal services they received (rating ≥ 3). Three respondents indicated they were dissatisfied (less than 2 percent), and one respondent indicated very dissatisfied, with the services they received.

Online Legal Services Client Survey Questions

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

Schedule H: Report on Customer Service

Responses to specific questions are indicated in the table below.

Table 1: Legal Services Client Survey

Question	(5) Strongly agree	(4) Agree	(3) Somewhat agree	(2) Disagree	(1) Strongly disagree	N/A-Don't know	Sum	Average	% Satisfied (≥3)
1. Division attorneys are accessible by telephone.	115	52	10	2	1	8	188	4.5	98.3%
2. Division attorneys are available to meet when necessary.	113	58	8	1	1	6	187	4.6	98.9%
3. Division attorneys provide requested information.	111	57	13	2	0	5	188	4.5	98.9%
4. Division attorneys listen to client's concerns.	111	57	11	4	0	5	188	4.5	97.8%
5. Division attorneys understand client's needs and objectives.	106	53	15	7	1	5	187	4.4	95.6%
6. Division attorneys present and explore options.	107	49	24	3	0	4	187	4.4	98.3%
7. Division attorneys explain issues and legal principles clearly.	114	49	16	3	0	5	187	4.5	98.4%
8. Division attorneys accurately assess the strength of case(s).	99	47	20	4	1	15	186	4.4	97.1%
9. Division attorneys complete work in a timely manner.	101	50	21	7	1	7	187	4.4	95.6%
10. Division attorneys help witnesses prepare to testify.	74	35	13	2	1	63	188	4.4	97.6%
11. Division attorneys keep clients informed about case status.	90	46	25	6	3	17	187	4.3	94.4%
12. Division attorneys negotiate favorable settlements.	71	45	15	1	1	53	186	4.4	98.5%
13. Division attorneys effectively represent client's interests.	104	48	23	0	2	10	187	4.4	98.9%
14. How satisfied were you with the legal services provided by the division in total?	116	40	26	3	1	2	188	4.4	97.8%

Schedule H: Report on Customer Service

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

Customer Service Improvement Methods

CSD emphasizes continual customer service improvement by focusing on programs that encourage direct feedback regarding services. Direct feedback is sought through some of the measures identified below.

- In previous years, customers who visited child support locations around the state were provided customer service surveys, allowing them to give feedback regarding the quality of their visit. In response to office closures, increased use of virtual services and an effort to minimize physical exchange of paper surveys, CSD instead conducted a campaign through email to gather customer sentiment through online surveys.
- Customers can submit comments, complaints, and suggestions through the new Online Child Support Account website. The division modernized this site in the previous fiscal year to improve customer usability. Customer suggestions and comments are shared with managers of appropriate business areas for action. Formal complaints are responded to through the agency's ombudsman program, which tracks and resolves complaints at the local office level. If the complaint cannot be resolved at the office level, ombudsmen at the regional and state office level review and resolve the customer complaint. All complaints are documented through the CSD computer system to ensure uniformity throughout the state.
- Customers also express satisfaction with services through the "compliment" option on customers' Online Child Support Account website, in-person customer visit, or telephone. These compliments are then logged and tracked with a "kudos" code so positive feedback can be recognized.
- Customers applying for new child support services also have an opportunity to submit a survey after completing an application for services through the recently modernized child support application website.
- As part of this effort, the training division has several courses that focus on customer service topics, and more continue to be developed, which seek to improve or reinforce positive and constructive interaction with all CSD customers.
- CSD is currently engaged in an initiative to modernize the aging child support case management system. Customers were surveyed to learn more about their experience with the current system and how it might be improved. The information gathered was used to identify and prioritize the features of the new case management system during the customer journey mapping phase.

Customer Sentiment Comparison Between Digital and Traditional Service Delivery

Over the last few years, CSD has moved to offering more virtual services to customers. This change is driven by an objective to meet customers where they are and respond to demonstrated customer expectations for digital-first convenience. Virtual channels seek to offer more flexibility for customers to meet their needs while reducing interruptions in their lives.

Schedule H: Report on Customer Service

During the last quarter of 2023, CSD sent surveys to a sample set of customers who had a child support experience in one of the virtual or in-person communications channels. 86,124 customer surveys were sent, and 9,455 completed responses were received. The experiences that triggered the survey emails included:

- Virtual and in-person office visits
- Virtual and in-person court appearances
- Virtual and in-person child support review process (CSRP) appointments
- Phone calls
- Online chat sessions

The surveys for each channel are slightly modified versions of the questions required by the *Instructions for Submitting Agency Strategic Plans*, so that the questions align with the context of the experience while allowing the data collected to be comparable between channels. Expanding the collection of customer surveys beyond in-person office visits is necessary to understand how customers are doing business with the division in our new modern communications channels. By collecting customer sentiment, CSD hopes to learn more about how to continuously improve services delivered in new virtual channels.

Virtual and In-Person Court

Out of necessity during the pandemic, child support field offices and courts implemented virtual court services. Attending court can be lengthy and stressful, so any opportunity to improve this experience is important to the agency.

Across the board, on all measures surveyed, customers reported higher satisfaction with the agency when participating in virtual court, over in-person court services. The two areas where customers reported the highest level of improved satisfaction for virtual court over in-person court services were their satisfaction with the agency's complaint handling process (10.8 percent increase) and the timeliness and wait times for services (10.6 percent increase).

Virtual and In-Person Lobbies

To become more available to the public and offer innovative methods for accessing CSD services, field offices throughout the state added virtual lobbies for customers. Virtual lobbies re-envision the traditional in-person office lobby as a virtual service facilitated by Zoom video conferencing. Customers can scan a QR code and interact face-to-face with staff at their convenience.

When comparing customer sentiment between virtual and in-person lobbies, customers report slightly higher levels of satisfaction with in-person services; however, their responses report experiencing an improvement in the agency's ability to timely serve customers when using virtual lobbies over in-person lobbies.

The largest variance reported by customers between the two options was the satisfaction level with agency brochures and other informational materials. Greater satisfaction with informational materials was reported by 10 percent more respondents when visiting offices in-person, over those who attended virtual lobbies. There may be an opportunity for agency staff to ensure that customers joining virtual lobbies are provided with more informational content or educated on how to reach these materials through the agency's internet site.

Chat and Phone Services

During the pandemic, CSD experienced a spike in call volumes. Seeking to provide another channel for customer communications and reduce call wait times, the division swiftly expanded online chat services to all customers.

Schedule H: Report on Customer Service

Customers reported greater satisfaction with online chat services. The areas where customers reported the greatest satisfaction for online chat over phone services were regarding timeliness and wait times (13 percent increase) and a comparison of the ease of use and navigation between the automated phone system and online chat system (nearly 13 percent increase).

Customer Experience Enhancement

CSD prioritizes focus and resource allocation around the division's fundamental services to enhance overall customer experience. An essentialist method for strengthening CSD's ability to deliver on customers' core needs results in greater customer satisfaction. While it is an option to reallocate staff resources away from core value streams and instead react to secondary customer needs, CSD finds that the effort expended by increasing call answer rates does not necessarily result in satisfied customers. As indicated below, CSD has seen a significant improvement in all eight customer satisfaction measures reported in the Child Support Customer Survey Results (Table 2); however, the percentage of phone call and live chat transactions answered by child support staff (Table 5) has decreased. Another contributing factor to this change is the implementation of a new first-contact-resolution approach for call and chat agents. Rather than having a narrow focus on turning over calls and chats in a rushed manner, staff are asked to take the necessary time to improve the quality of service delivered during the contact, attempting to bring the inquiry as close to the point of resolution as possible during that initial contact. While this may mean that call times increase, CSD is improving customer satisfaction by delivering on its primary purpose.

Customer Satisfaction Assessment

To complete CSD's customer satisfaction assessment and to specifically address agency performance measures, an addendum survey consisting of 1,500 recipients was offered to a random sample of Child Support customers. These external customers were provided a Qualtrics survey link and asked to complete the 8-question survey to measure their satisfaction with the agency's facilities, staff interactions, communications, website, complaint-handling processes, timeliness, printed information, and overall satisfaction with the agency. This information was assessed and provided in the table below. The 2024 Child Support survey was conducted online beginning December 6, 2023, and closing on December 15, 2023, resulting in a 10 percent response rate with 156 surveys completed.

CSD customers were asked whether they agreed or disagreed with various statements using a five-point scale: 5 - "strongly agree," 4 - "agree," 3 - "somewhat agree," 2 - "disagree," and 1 - "strongly disagree." The responses that identified "NA/don't know" were not included in the percentage totals. The final question on the survey asked respondents to rate their overall satisfaction with CSD services received from the OAG. Approximately 73 percent of the respondents expressed overall satisfaction (rating ≥ 3). This information was assessed and provided in the table below.

Online CSD Customer Survey Questions

- Q1: How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?
- Q2: How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?
- Q3: How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?
- Q4: How satisfied are you with the agency's internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?
- Q5: How satisfied are you with the agency's complaint handling process, including whether it is easy

Schedule H: Report on Customer Service

- to file a complaint and whether responses are timely?
- Q6: How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?
- Q7: How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?
- Q8: Please rate your overall satisfaction with the agency.

Schedule H: Report on Customer Service

Table 2: Child Support Customer Survey Results

Question	(5) Very satisfied	(4) Satisfied	(3) Neutral	(2) Unsatisfied	(1) Very Unsatisfied	N/A-Not Applicable	Sum	Average	% Satisfied (≥3)
1. How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?	74	38	15	6	18	4	155	4	84.1%
2. How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?	71	37	15	8	22	2	155	3.8	80.4%
3. How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?	56	24	21	15	35	4	155	3.3	66.9%
4. How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?	50	40	24	13	18	10	155	3.6	78.6%
5. How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?	44	25	25	10	25	26	155	3.4	72.9%
6. How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?	58	38	22	10	26	1	155	3.6	76.6%
7. How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?	49	40	31	7	12	16	155	3.8	86.3%
8. Please rate your overall satisfaction with the agency.	54	38	21	16	26	0	155	3.5	72.9%

Schedule H: Report on Customer Service

Crime Victims

Information Gathering Methods

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

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

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

Customer Satisfaction Assessment: Eligible Victims of Crime

From September 2022 to August 2023, a total of 11,540 online applicants had the opportunity to take at least the application submission survey (Event 1 above). Of those application surveys, 8,891 were completed, a 77 percent response rate. Response data is based on the number of surveys completed and not the number of online applicants. A total of 12,226 surveys were completed (Events 1-4 above). For clients responding regarding overall satisfaction, 67 percent expressed a favorable response.

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

Crime Victim Survey Statement

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

Schedule H: Report on Customer Service

Table 3: Crime Victim Survey

Event	Question	(5) Strongly Agree/ Strongly Satisfied	(4) Agree/ Satisfied	(3) Somewhat Agree/ Somewhat Satisfied	(2) Disagree/ Dissatisfied	(1) Strongly Disagree/ Strongly Dissatisfied	Sum	Average	% Satisfied (≥3)
Application Submission	The application for CVC benefits was easy to complete.	3244	2961	1780	232	674	8891	3.89	90%
Application Approval	Application has been approved. My application was approved in a timely manner.	453	549	688	312	367	2369	3.17	71%
30 Days After First Payment	How satisfied are you with the recent payment you received from the CVC program?	96	68	78	38	75	355	3.20	68%
90 Days After First Payment	How satisfied are you with the crime related expenses you have received so far from the CVC program?	30	22	40	18	42	152	2.87	61%
90 Days After First Payment	How satisfied are you with the web application and internet access to the CVC program?	45	39	34	14	20	152	3.49	78%
90 Days After First Payment	If you called CVC, you were able to reach someone on the phone within 48 hours.	25	17	32	21	58	153	2.54	48%
90 Days After First Payment	Overall, how satisfied are you with the services provided by the CVC program?	31	33	39	19	32	144	2.94	67%

Respondents were provided with an opportunity to provide more information by use of the agency contact form via the agency website at <https://www.texasattorneygeneral.gov/crime-victim-services-contact-us>. In addition, CVSD is reviewing the ability of enhancing the CVC Portal to include direct feedback capabilities.

Agency Customer Service Satisfaction

In accordance with the *Instructions for Preparing and Submitting Agency Strategic Plans for fiscal years 2025 to 2029* issued in February 2024, and to best ensure our external clients had an opportunity to address any additional aspects of customer service, a survey was conducted to encompass the eight specific questions required per Appendix 8 of the *Instructions*. The three external customer classes identified previously (legal services clients, CSD customers and CVSD clients) were provided an online link to specifically measure their satisfaction with the agency's facilities, staff interactions, communications, website, complaint handling processes, timeliness, printed information, and overall satisfaction with the agency. This information was assessed and provided in the table below.

Schedule H: Report on Customer Service

Table 4: Agency Customer Service Satisfaction Survey Results

Question	(5) Very satisfied	(4) Satisfied	(3) Neutral	(2) Unsatisfied	(1) Very Unsatisfied	N/A-Not Applicable	Sum	Average	% Satisfied (≥3)
1. How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?	130	81	31	17	50	145	454	3.7	78.3%
2. How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?	187	87	37	28	52	64	455	3.8	79.5%
3. How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?	142	76	48	42	86	60	454	3.4	67.5%
4. How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?	87	93	62	42	56	115	455	3.3	71.2%
5. How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?	70	49	42	30	77	185	453	3.0	60.1%
6. How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?	147	90	48	28	79	62	454	3.5	72.7%
7. How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?	91	77	61	16	39	171	455	3.6	80.6%
8. Please rate your overall satisfaction with the agency.	143	116	65	44	74	12	454	3.5	73.3%

Schedule H: Report on Customer Service

Follow-Up to Customer Satisfaction Assessment

In addition to providing customers a forum to address concerns that are identified 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. Customers had the option of responding anonymously when surveyed; any customers who identified themselves and expressed concerns are contacted by the appropriate staff in an attempt to resolve whatever issues were identified. In addition, enhancements to the OAG's electronic contact form, Child Support Interactive, and CVSD's online portal will be reviewed for possible enhancements to further facilitate survey options and customer service feedback capabilities. The OAG will continue to appraise survey methods to increase customer response rates, including additional electronic interface options for customers. The OAG is committed to performing its duties with excellence and will continue to seek out protocols and methods to meet and surpass our current benchmarks.

Schedule H: Report on Customer Service

Performance Measures for Customer Service/Satisfaction

Table 5 Goal: Provide Legal Services

Legal Services	Data
Percentage of Surveyed Customer Respondents (Client Agencies) Expressing Overall Satisfaction with Legal Services Received	97.8%
Percentage of Surveyed Customer Respondents (Client Agencies) Identifying Ways to Improve Service Delivery	16.9%
Number of Customers (Client agency heads and/or agency counsel) Surveyed	637
Number of Customers (Client agency heads and/or agency counsel) Served	615
Cost Per Customer (Client Agency) Surveyed	\$1.04

Table 6 Goal: Enforce Child Support Law

Child Support	Data
Percentage of Surveyed Customer Respondents (Custodial and noncustodial Parents) Expressing Overall Satisfaction with Child Support Services Received (Addendum)	72.9%
Percentage of Customers (Custodial and noncustodial Parents) Identifying Ways to Improve Service Delivery	42.9%
Number of Customers (Custodial and noncustodial Parents) Surveyed (Program)	9,455
Number of Customers (Custodial and noncustodial Parents) Served	2,508,556
Cost Per Customer (Custodial and noncustodial Parents) Surveyed	\$0.02
Percentage of Phone Calls Answered by the Child Support Customer Service Centers	56.7%
Percentage of Live Chat Transactions Answered	56.1%

Table 7 Goal: Crime Victim Services

Crime Victim Services	Data
Percentage of Surveyed Customer Respondents (Eligible Crime Victim Applicants) Expressing Overall Satisfaction with Crime Victims' Compensation Services Received	67%
Percentage of Surveyed Customer Respondents (Eligible Crime Victim Applicants) Identifying Ways to Improve Service Delivery	22%
Number of Customers (Eligible Crime Victim Applicants) Surveyed (Portal)	12,226
Number of Customers (Eligible Crime Victim Applicants) Served	11,623
Cost Per Customer (Eligible Crime Victim Applicant) Surveyed	\$0.16

Table 8 Agency-wide: Customer-Related Explanatory Measures

Explanatory Measure	Data
Number of Customers Identified	2,519,794
Number of Customer Groups Inventoried	8

Schedule H: Report on Customer Service

Inventory of External Customers Served By Strategy

Table 9: Customers Served

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

Schedule I: Cybersecurity Training



C E R T I F I C A T E

Agency Name: Office of the Attorney General

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

Chief Executive Officer or Presiding Judge

A handwritten signature in black ink, appearing to read "Brent Webster".

Signature

Brent Webster

Printed Name

First Assistant Attorney General

Title

May 31, 2024

Date

Board or Commission Chair

Signature

Printed Name

Title

Date