

**AGENCY STRATEGIC PLAN**

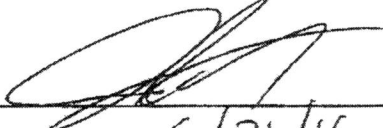
**FISCAL YEARS 2017 TO 2021**

**BY**

**OFFICE OF THE ATTORNEY GENERAL**

**DATE OF SUBMISSION**

**SIGNED:** \_\_\_\_\_

A handwritten signature in black ink, appearing to be the initials 'JH' or similar, written over a horizontal line.

**APPROVED:** \_\_\_\_\_

6/21/16

**Table of Contents**

Agency Mission ..... 2

Agency Goals and Action Plan.....3

Redundancies and Impediments .....21

Schedule A: Budget Structure – Goals, Objectives and Outcome Measures, Strategies and  
Output Efficiency and Explanatory Measures.....23

Schedule B: List of Measure Definitions .....28

Schedule C: Historically Underutilized Business Plan .....72

Schedule D: Statewide Capital Planning .....75

Schedule E: Health and Human Services Strategic Planning ..... Not Applicable

Schedule F: Agency Workforce Plan and Texas Workforce System Strategic Plan .....78

Schedule G: Report on Customer Service ..... 86

Schedule H: Assessment of Advisory Committees ..... 96

## **Agency Mission**

The Texas Attorney General is the State of Texas's chief legal officer, defending the freedoms expressed within the U.S. and Texas Constitutions to promote the ideals of liberty, limited government, economic freedom, and personal responsibility, in order to foster a bright future for the State of Texas.

With these principles in mind, the Office of the Attorney General provides legal representation to state officials and agencies, renders legal opinions, safeguards the Texas Public Information Act, and enforces civil penalties prescribed by the Legislature. The Office of the Attorney General protects individual liberties and seeks justice for victims of crime through investigating and prosecuting criminal activities, specifically, crimes of human trafficking, internet crimes against children, and fugitives in violation of state sex offender laws. The Office of the Attorney General promotes and defends families through enforcing the state's child support laws and provides support to victims of violent crime by administering victim assistance programs.

## **Agency Operational Goals and Action Plan**

### Executive Management and Administration

*Goal: Ensure the resources of the Office of the Attorney General (OAG) align efficiently with proper priorities, responsibilities, and core functions while eliminating redundant tasks, impediments, and inefficiencies. Represent the State of Texas in cases that include those that promote free enterprise, support limited government, defend the Constitution, preserve individual liberties, and uphold traditional values. Protect individual liberties and seek justice for victims of crime through investigating and prosecuting criminal activities in which the OAG has jurisdiction.*

### Provide Legal Services

*Goal: Provide skillful legal representation, counsel, and assistance to the State of Texas and its authorized entities and employees in the lawful performance of their duties.*

### Enforce Child Support Laws

*Goal: Ensure that Texas child support laws are enforced and child support is properly collected on behalf of Texas families.*

### Criminal Justice and Investigations

*Goal: Provide investigative and prosecutorial assistance to seek justice for individuals from human trafficking, online sexual exploitation, sex offender apprehension, money laundering, white collar crime, election fraud, and crimes committed by transnational organized criminals, and to detect and refer cases of Medicaid waste, fraud, and abuse for prosecution.*

### Crime Victim Services and Victims Assistance Grants

*Goal: Assist in the compassionate and effective delivery of crime victim services by offering information, resources, funding, and education to crime victims and the organizations that assist them.*

## **Specific Action Items to Achieve Your Goal**

### Executive Management and Administration

The Office of the Attorney General (OAG) has four major operational functions: (1) provide legal services to the State of Texas, (2) enforce child support laws and ensure proper collection of child support, (3) deter crime through criminal investigations and prosecutions, and (4) administer the Compensation to Victims of Crime Fund and victims assistance grants. The executive management and administrative divisions provide expertise on agency-wide decisions and necessary administrative functions utilizing efficient and cost-effective methods. A major priority of the OAG is to determine and implement best alignment of resources, administrative functions,

and management decision-making processes to maximize the highest-level of services provided to Texas taxpayers and OAG's clients, including the State of Texas and its agencies.

### Provide Legal Services

The Attorney General of Texas is the state's chief legal officer. To fulfill the agency's constitutional and statutory responsibilities, the OAG provides legal representation, counsel, and assistance to fulfill the needs of the State of Texas and its authorized entities and employees, including state officers, 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 through the use of appropriate pre-trial, trial, and appellate actions. The OAG also provides appropriate legal advice and answers to legal questions posed by state agencies and authorized office holders including the issuance of formal opinions and open records letters and decisions.

The divisions that provide legal services fall into three general subject areas: general counsel, civil litigation, and appellate litigation.

1. The OAG fulfills legal counsel responsibilities of the State of Texas, which includes the non-litigation civil legal divisions.
  - The Open Records Division issues written decisions under the Texas Public Information Act to provide access, transparency, and clarity relating to public records, provides legal advice and research to the Legislative and Executive branches of the state government, and coordinates conferences on access to public information. In addition to an Open Government Hotline, the division provides general information and facilitates the resolution of disputes between governmental bodies and private citizens as issues arise regarding open records laws.
  - The Opinion Committee researches and drafts legal opinions in response to questions of law posed by persons authorized by statute to request formal Attorney General opinions, which includes the Governor, heads of state agencies and departments, board of state educational institutions and systems, legislative committees, and county auditors. These opinions provide clarity on questions of law while leaving the questions of fact in individual cases to the appropriate court.
  - The Public Finance Division reviews proceedings for all bonds, public securities, and similar obligations issued by state agencies, cities, counties, school districts, municipal utility districts, hospital districts, institutions of higher education, and all other governmental entities or instrumentalities of the state, plus certain nonprofit corporations created to act on behalf of political subdivisions. Pursuant to statute, if the OAG determines that the bonds have been authorized in accordance with law, the OAG shall approve the bonds.
  - The General Counsel Division provides legal advice and counsel to the OAG, serving as in-house counsel to the agency.
2. The OAG oversees the state's civil litigation matters and divides the cases among eleven

divisions to cover both defense and enforcement cases.

The Civil Litigation Divisions primarily responsible for enforcement litigation filed 27,247 cases in FY 2015 and recovered over \$160 million to state General Revenue in FY 2015. These enforcement divisions include:

- The Bankruptcy and Collections Division is the collection unit for the state, charged with the responsibility to recover debts, judgements, taxes, fees, fines, penalties, loans, and other obligations. The division employs investigators to locate and identify parties responsible for debt and attorneys to pursue collections in court. The division also represents the state in bankruptcy cases in federal courts to protect the state's monetary and regulatory interests in bankruptcy cases.
- The Civil Medicaid Fraud Division investigates allegations of unlawful acts against the Medicaid program in order to prosecute meritorious claims and recover taxpayer dollars. The majority of the cases derive from private whistle-blower lawsuits under seal in which the state is allowed to intervene.
- The Consumer Protection Division conducts investigations and files civil lawsuits to enforce state and federal consumer protection and antitrust laws to protect consumers and the business community. The division takes legal action against long-term care providers such as nursing homes, intermediate care facilities for persons with intellectual disabilities, assisted living facilities, and home-health services in which an investigation finds consumer abuse or neglect.
- The Environmental Protection Division represents the state and its agencies in matters pertaining to environmental protection, natural resources, and public utilities. The division prosecutes and defends cases in state and federal courts and in administrative proceedings at both the trial and appellate levels.
- The Transportation Division is responsible for litigation involving the Texas Department of Transportation, which includes eminent domain, tort claims, employment, property damage, environmental, intellectual property, collection, contract claims, and administrative cases.

The Civil Litigation Divisions are also responsible for defending the state in litigation matters on a variety of cases and legal matters, and include:

- The Administrative Law Division provides representation and legal services to state agencies in administrative law matters and administrative procedures, defends the state in court, and provides legal counsel to multiple small state agencies that do not employ their own in-house general counsel.
- The Financial Litigation and Charitable Trusts Division defends and prosecutes lawsuits involving regulatory and financial matters for state agencies. The division primarily handles contractual disputes for all state agencies and regulations involving financial institutions as well as protecting the public's interest in charitable trusts and assets.

- The General Litigation Division defends state agencies, elected and appointed officials (in their official capacity), and state employees (in their official capacity) in civil litigation including employment litigation, whistleblower claims, tenure denials, claims of discrimination, student dismissals, libel, slander, and tort actions. The division also defends against challenges to the constitutionality of Texas statutes and the state's administration of programs such as public education, Medicaid, and the state hospital system.
- The Law Enforcement Defense Division provides representation in civil lawsuits for all state law enforcement agencies, including their officials and employees (in their official capacity), and in litigation pertaining to law enforcement matters in state and federal courts. Such litigation includes civil rights actions, employment litigation, tort litigation involving law enforcement officers, constitutional challenges to statutes, and quo warranto actions against elected officials.
- The Tax Division defends the state when it is sued by taxpayers seeking a refund of taxes assessed and paid or disputed audit liabilities under the Tax Code. The division also defends the state in unemployment cases, unemployment benefits cases, or unemployment taxes due under the Labor Code.
- The Tort Litigation Division defends state agencies and state employees in civil personal injury and property damage suits and appeals throughout the state. Such suits include medical malpractice, workers' compensation, premise 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.

In addition, the Legal Technical Support Division provides internal legal support to the OAG through expertise in demographic and socioeconomic analysis, geographic information systems analysis, and financial and statistical analysis. This analysis is frequently used to provide detailed research in civil litigation cases and to maintain databases for certain ongoing civil enforcement functions.

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

### Enforce Child Support Laws

As the statutorily-designated child support enforcement agency for the State of Texas, the Office of the Attorney General Child Support Division (CSD) is responsible for the establishment and enforcement of child support. All states that receive federal funding for Temporary Assistance

for Needy Families (TANF) are required to have a centralized child support collections program under Title IV, Part D (IV-D) of the Federal Social Security Act. Accordingly, the cost of operating the Texas program is more than two-thirds federally funded. In addition, the OAG earns federal performance incentive funds that are distributed to states that excel at collecting child support.

Apart from the federal funds that support the program, the State of Texas benefits from a nationally recognized program that is both efficient and effective in collecting child support, helping to ensure that parents, not taxpayers, pay to support their children.

According to the Fiscal Year 2015 Preliminary Data Report released in April by the federal Office of Child Support Enforcement, Texas leads the nation by collecting nearly \$3.9 billion in Child Support for FY 2015. According to the OAG's most recent statutorily-required cost avoidance report, the CSD allowed taxpayers to avoid more than \$1.57 billion in TANF, Medicaid, and other costs in FY 2014. As a result, the CSD not only ensures that Texas children have the resources they need to grow healthy and strong but also has saved more than a billion dollars for taxpayers.

1. The CSD is designated as the state child support program which assists parents in obtaining financial support for children pursuant to the Code of Federal Regulations (45 CFR 302) and the Texas Family Code (Chapter 231). To encourage parental responsibility, the CSD establishes paternity for children, obtains court orders for financial and medical support, and vigorously enforces child support orders. The CSD works with public and private entities to promote the involvement of both parents in the life of the child. The CSD staff perform their duties in an efficient manner and provides excellent customer service. The CSD caseload at the end of FY 2015 was 1.51 million cases.

#### Overall Duties:

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

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

2. The State Disbursement Unit (SDU) distributes over 21 million child support payments annually through the SDU vendor. Federal law requires states to process all IV-D payments and certain non IV-D payments through a centralized SDU.

#### Criminal Justice and Investigations

1. A key component of the OAG is the criminal prosecutions and criminal investigations that are conducted on behalf of the state and the assistance provided to local law enforcement agencies



and county and/or district attorneys when requested.

- The Criminal Prosecutions Division has four sections which provide assistance to local jurisdictions where the county may not have the resources available to investigate or prosecute a complex case, where a conflict of interest prohibits the local jurisdiction from taking part in the case, or additional expertise from the OAG may be necessary. The Violent Crime and Major Offender Section specializes in prosecuting complex criminal cases including capital cases and sexual offenses involving victims who are children. The White Collar Crime and Public Integrity Section handles election law violations, fraud, and cyber-crimes. The Human Trafficking and Transnational/Organized Crime Division is tasked with assisting local law enforcement and prosecutors in prosecuting human trafficking and related crimes, to provide assistance to victims of human trafficking, and develop initiatives to improve coordination between state and local law enforcement agencies. The Juvenile Justice Intervention Section provides assistance and information on juvenile crime issues to local law enforcement through maintaining the gang information database and providing training to law enforcement personnel and school officials about gang activities.
  - The Criminal Appeals Division is charged with defending the validity of state felony convictions and sentences when they are challenged in federal courts through direct review in the U.S. Supreme Court and through federal habeas corpus review in federal courts.
2. The OAG conducts criminal investigations and apprehensions including pro-actively investigating cyber-crimes such as child pornography, solicitation of minors, identity theft, and fraud, locating and apprehending convicted sex offenders who have failed to comply with mandated sex offender registration requirements, and conducting digital forensics investigations. The Criminal Investigations Division has four units that handle criminal cases in which OAG investigators' experience fulfill a service area need within the law enforcement community. This division ensures the agency's commissioned peace officers meet all of the required continuing education courses and policies. The Criminal Investigations Division investigates the complaints of wrongful exclusion of concealed handgun license holders and refers complaints that have not been cured to the appropriate civil litigation division. The Criminal Investigations Division units include:
- The Child Exploitation Unit is tasked with investigating and prosecuting individuals that utilize the internet and other electronic means to sexually exploit children.
  - The Fugitive Apprehension Unit conducts sex offender compliance and apprehension operations of high-risk fugitives, primarily concentrating on convicted sex offenders who violate terms of their parole or who fail to comply with the state's mandated sex offender registration requirement.
  - The Special Investigations Unit investigates white collar crime, money laundering, public integrity, election fraud, and crimes committed by transnational organized criminals.
  - The Digital Forensics Unit conducts forensic examinations in support of white collar

crimes, public integrity, money laundering, human trafficking, election fraud, and the sexual exploitation of children. The OAG Digital Forensics Unit is relied up on heavily by not only the OAG, but municipal and state law enforcement agencies across Texas, to include the Texas Department of Public Safety – specifically, the Texas Rangers.

3. Through aggressive criminal investigation and prosecution the mission of the Medicaid Fraud Control Unit (MFCU) is to create a deterrent so that Medicaid recipients can receive medical care in an environment as free as possible from fraud, physical abuse and criminal neglect. The OAG does not have original jurisdiction to prosecute Medicaid fraud, so the MFCU prosecutors must obtain authorization from local district attorneys and U.S. Attorneys to prosecute Medicaid fraud in state and federal courts.

### Crime Victim Services and Victims Assistance Grants

The OAG serves victims of crime through direct compensation payments, victim assistance, and grants to victims assistance providers. These goals are incorporated into two separate strategies within the General Appropriations Act, Crime Victims' Compensation and Victims Assistance.

1. The Crime Victim Services Division (CVSD) administers five programs that provide assistance to victims of crime.
  - The Crime Victims' Compensation (CVC) Program administers the Texas Compensation to Victims of Crime Fund, a constitutionally dedicated fund which provides reimbursement for statutorily defined pecuniary losses caused by the crime to victims of violent crime and their families. The CVC program assists eligible victims or claimants with payments for authorized bills incurred because of the crime and reimburses law enforcement for the reasonable costs of a sexual assault examination of a victim.
  - The Address Confidentiality Program (ACP) provides for a confidential substitute mailing address in order to keep identifying information private from all state and local entities. The legislature authorized the OAG to establish the ACP in the 80th Legislative Session to protect the location of victims of family violence, sexual assault, human trafficking, and stalking.
  - The Sexual Assault Prevention and Crisis Services (SAPCS) provides program oversight of grant funding to local and statewide sexual assault prevention programs through informing and consulting on best practices, training and certification of Sexual Assault Nurse Examiners, and certification of advocate training for sexual assault programs. Staff in the SAPCS serve as coordinators of the Texas Human Trafficking Prevention Task Force led by the Office of the Attorney General. SAPCS is also legally mandated to provide the protocol for sexual assault forensic evidence collection and the pseudonym form for survivors of sexual assault who do not wish to reveal their identities.
  - The Statewide Automated Victim Notification System (SAVNS) provides victims and concerned members of the community with up-to-date information about offenders' county jail custody and court status through a toll-free hotline or through the vendor's website. The OAG provides funds to counties to participate in the program, of which 152

counties and the Texas Department of Criminal Justice currently participate.

- The CVSD provides programmatic expertise for the victim-related services for the victim assistance grants that are awarded by the OAG through appropriations dedicated by the legislature for that purpose.
2. The CVSD, Procurement and Grants Operations Division, and Contracts and Asset Management Division work cooperatively to administer victims assistance by awarding grants and crime victim services contracts. The Legislature appropriates funds to the OAG to provide victims assistance grants for Victims Assistance Coordinators and Crime Victim Liaisons, Sexual Assault Prevention and Crisis Services Program, Legal Services Grants, Other Victims Assistance Grants, and Statewide Victim Notification System. The funds are appropriated from a mixture of general revenue, general revenue dedicated, and federal funds for FY 2016 and FY 2017.

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

1. Accountable to tax and fee payers of Texas.
- The Office of the Attorney General serves multiple clients and customers, including children and families, victims of crime, state agencies, and tax payers, all with various needs. The OAG strives to operate efficiently to ensure that the agency operations support each of their respective clients. At all times, OAG employees will conduct the taxpayers' business in a manner that comports with high standards of ethical conduct and will serve the people of Texas with unfailing diligence, courtesy, and respect.
  - The OAG defends the State of Texas in numerous cases, including cases that seek to promote free enterprise, support limited government, defend the Constitution, protect individual liberties, and preserve traditional values.
  - In recent years, the OAG has emerged as a significant source of both revenue and fiscal savings for the state. In FY 2015, the Civil Litigation divisions filed 27,247 lawsuits against violators and debtors, recovering over \$160 million to General Revenue for the State of Texas and its citizens harmed by wrongful conduct. From FY 2011 to FY 2015, these divisions recovered more than \$1 billion to state General Revenue.
  - The Child Support Division (CSD) continues to excel and demonstrate exceptional performance:
    - Collected nearly \$3.9 billion in FY 2015, a four percent increase over the prior year and a 35.5% increase over the past five years.
    - In FY 2014, Texas avoided \$1.57 billion in public assistance costs (including TANF, Medicaid, and Food Stamp (SNAP) payments) through CSD child support collections.
    - Collected more than \$1.5 million per FTE in FY 2015.
    - Collected \$12.26 for every \$1 spent in FY 2015.

- Texas is third in the nation in Medicaid expenditures, trailing only California and New York. As the Medicaid population increases, so does the likelihood for waste, fraud, and abuse. The Medicaid Fraud Control Unit (MFCU) is the only state law enforcement agency dedicated solely to Medicaid fraud prevention, with 75% of its funding deriving from the federal government. In FY 2015, the MFCU recovered \$210 million in Medicaid funds.
  - This year, the Child Exploitation Unit recorded its 200<sup>th</sup> arrest of an online sexual predator of a child. In April 2016, the Fugitive Apprehension Unit marked its 7,000<sup>th</sup> total arrest since the founding of the unit in 2003. Working through tips, referrals, searches, and thorough investigations, the Criminal Investigations Division 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.
  - The Crime Victim Services report for the Compensation to Victims of Crime Fund (CVCF) and Victims Assistance grants is published annually and available on the OAG website. This report details the legislative history of the CVCF as well tracking the performance of the constitutionally dedicated fund over recent fiscal years. The OAG biennially prepares a forecast and estimates for the CVCF in consultation with the Comptroller of Public Accounts to ensure the fund has a sufficient balance to pay claims for eligible victims of crime. The Texas Crime Victims' Compensation (CVC) Program is the nation's largest crime victim compensation program.
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 Attorney General initiated a zero-based budget review of all divisions and programs in the fall of 2015 to determine the level and quality of service provided, a listing of core functions, and identify any duplication of tasks among divisions. This ongoing review will allow for an alignment of resources with agency goals, statutory responsibilities, and an evaluation of the level of service necessary to fulfill the agency's core mission.
  - The OAG CSD executed a contract effective FY 2016 with a new SDU vendor. The execution of this contract saved the state money while maintaining a high performance to distribute child support payments to custodial parents.
  - The OAG remains committed to updating Texas Child Support Enforcement System (TXSCES), the legacy child support software system. This upgrade to the TXSCES version 2.0 will greatly improve efficiencies of CSD field operations upon completion.
  - The gang resource system provides criminal and juvenile justice agency personnel with general gang-related information for cities throughout Texas. Currently reported through the gang resource system is a list of more than 3,000 gangs – juvenile, adult and prison, both active and inactive. Approximately 60 agencies, including local, state and federal law enforcement have provided detailed information on the most criminally active street gangs in their jurisdictions, as determined by each agency. An additional 140 agencies

have submitted comprehensive gang lists and/or local law enforcement contact information. The gang resource system provides an efficient one-stop shop for law enforcement agencies to access gang related information to assist in crime prevention, deterrence, and apprehensions.

- The OAG identified areas in law enforcement in which investigative strategies are necessary to address previously identified voids in public safety. The OAG developed expertise in investigating and prosecuting internet crimes against children and sexual offenses against a minor, digital forensics, financial investigations, and money laundering. The OAG commissioned peace officers collaborate and cooperate with law enforcement from other agencies on complex investigations to ensure results on the cases are achieved to promote public safety. The OAG also conducts training for other law enforcement entities as subject matter experts to help the law enforcement community better understand the highly complex and long-term investigations.
  - The MFCU was created in 1979 by federal law to investigate and refer for prosecution criminal fraud by Medicaid providers, physical abuse and criminal neglect of patients in health care facilities receiving Medicaid funding, and misappropriation of patients' private funds in these facilities. The OAG hired peace officers to investigate these crimes, serve arrest warrants, and serve subpoenas and cross-designated attorneys as a Special Assistant U.S. Attorney to prosecute cases in federal court. The scope of work of the MFCU is determined by a memorandum of understanding executed between Texas Health and Human Services Commission and the OAG to ensure efforts on Medicaid waste, fraud, and abuse investigations and cases are coordinated among agencies to deliver effective results for taxpayers, pursuant to Secs. 531.103 and 531.104, Government Code.
  - The CVC Program has a streamlined business practice that collects information from victims and law enforcement agencies, determines eligibility, awards victim payments, and accounts for finances. A legal team handles appeals, subrogation, and restitution.
  - Victims assistance grants are administered using a request for proposal from entities that desire to pursue a grant, which is posted on the Texas Register. The grant process follows the procedures set forth in the Texas Uniform Grant and Contract Management Act (Chapter 783, Government Code), to minimize cost, duplication, and paperwork and to maximize the efficient and effective use of public funds.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.
- Each division reviews laws passed by the legislature each biennium and adjusts policies and processes as required. The zero-based budget review that the agency is undergoing 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.
  - The civil litigation divisions are reviewed by executive management to evaluate case-loads, litigation history, core functions, and operations to ensure legal cases are

accomplished in the most efficient manner. The OAG civil litigation divisions exceeded the performance measure targets in FY 2014 and FY 2015 for delinquent state revenue collected by collecting more delinquent revenue than targeted and delivered more legal hours billed to litigation and counsel than targeted. The OAG average cost per legal hour for FY 2014 and FY 2015 has been less than the targeted amount. In the key performance measures for legal services, the OAG operated more efficiently than targeted.

- The CSD met the performance measure targets in FY 2014 and FY 2015 for the amount of child support collected. The efficiency ratio of total dollars collected per dollar spent exceeds \$12 and the ratio remained above \$12 for FY 2013 – FY 2015, making the Texas child support program number one in the nation among the states. The CSD met the performance measure target in FY 2014 and FY 2015 for the number of payments processed by the State Disbursement Unit vendor.
- The MFCU exceeded the performance measure targets in FY 2014 and FY 2015 for the number of Medicaid investigations concluded. The MFCU recovers millions of dollars in Medicaid funds annually while also meeting federal performance measures to maintain a continuous case flow and maintain a balance of fraud cases with abuse and neglect cases. The MFCU also exceeded the performance measure for the number of cases referred for prosecution over FY 2014 and FY 2015 and operated more efficiently than anticipated in the average cost per investigation concluded performance measure.
- The Crime Victim Services Division (CVSD) exceeded the performance measure targets in FY 2014 and FY 2015 for the average number of days to analyze a claim and make an award, meaning the division is administering claims to eligible victims faster than anticipated.

#### 4. Providing excellent customer service.

- The OAG seeks input and commentary from its client agencies by conducting regular customer satisfaction assessment surveys. The OAG solicits comments and performance evaluations regarding legal services from state agency heads and general counsels. These positive client satisfaction assessment project results can be found in the OAG's Report on Customer Service from June 2016, which is included in Schedule G of this Strategic Plan. State agencies are widely disbursed throughout the state. Consequently, the OAG's legal staff represents agencies in courts across Texas. The OAG maintains regional offices to serve customers and the state, however the administrative and executive functions are largely centralized in Austin to support agency operations.
- The CSD has more than 2,100 field employees who directly serve child support customers throughout Texas. The state is divided into nine service regions and multiple local offices, which includes five metro consolidated offices, 40 field offices, 28 storefront locations, five enterprise customer service centers, specialized locations such as a special collections/cold case unit, and a centralized case initiation services unit. The OAG is evaluating the needs for additional field locations and has partnered with local governments to place kiosks in certain public buildings to allow a parent to check on the status of their child support case and make payments.

- The Criminal Prosecutions Division conducts outreach and education opportunities to educators and peace officers on identifying victims of human trafficking and prosecuting human trafficking related crimes through the Human Trafficking and Transnational/Organized Crime Division. The division also provides education to local law enforcement agencies on gang resources and school safety as part of the Texas School Safety Center and the Texas violent gang task force.
- The Child Exploitation Unit is instrumental in providing outreach and training to law enforcement, various interest groups, school administrators, students, and parents across the State of Texas concerning the online and social media facilitated sexual exploitation of children. Since 2011, over 56,000 people have attended various cyber presentations and training sessions.
- The MFCU is headquartered in Austin and also maintains eight field offices across Texas to provide service in each major region of Texas.
- The CVSD is headquartered in Austin and maintains regional offices in Dallas, San Antonio, Houston, and El Paso.

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

- The OAG is committed to promoting transparency. The OAG provides information on the agency website at [www.texasattorneygeneral.gov](http://www.texasattorneygeneral.gov) pertaining to the initiation of consumer and law enforcement complaints, open records publications, education materials on preventing human trafficking, avoidance of potential fraudulent transactions, and an index to attorney general opinions.
- The OAG issues open records decisions under the Texas Public Information Act (PIA) to provide clarity and respond to complaints against governmental bodies arising under the PIA and serve as a source of information about the PIA. Information collected, assembled, or maintained by or for a governmental body is presumed to be public information under the PIA with clearly laid out exceptions. The OAG ensures a consistent and transparent approach to open records requests statewide through open records decisions and training conferences to governmental bodies and officials.
- The OAG public website provide information concerning multiple methods for applying for child support, including a toll-free number, an internet-based application, and instructions to mail an application. The OAG’s toll-free call centers also walk families through the child support process. The OAG provides information regarding child support programs, family initiatives, publications, and helpful brochures on its public website. The OAG website provides for a method of payment options to make child support payments convenient to non-custodial parents.
- The OAG conducts outreach through an innovative education curriculum designed for secondary school students and young adults that deal with responsibilities, rights, and realities of parenting, known as Parenting and Paternity Awareness, or “p.a.p.a.”

- The OAG provides information on the agency website at [www.texasattorneygeneral.gov](http://www.texasattorneygeneral.gov) to allow individuals to initiate complaints and operates a toll-free hotline to receive reports or tips from individuals on crimes.
- The OAG is required by law to issue numerous periodic reports on criminal justice activities statewide, including the Human Trafficking Prevention Task Force report, the annual asset forfeiture summary report, custodial death reports, commissioned peace officer involved shooting reports, and letter rulings on complaints filed with the OAG against political subdivisions that unlawfully post signs prohibiting concealed weapons.
- The MFCU investigators conduct outreach activities to educate individuals on how to avoid, detect, and report Medicaid fraud, waste, and abuse.
- The OAG provides the applications and instructions for Crime Victims' Compensation on the OAG public website. The request for proposals for grants funding are available on the OAG public website. The applications and instructions for the programs operated by the CVSD are available on the OAG public website and through local victim assistance coordinators.
- The OAG provides training and certification for sexual assault nurse examiners annually.
- Due to their confidential nature, certain details of ongoing investigations, negotiations, and litigation cannot by law be shared.

### **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.

#### Information Resources Planning

The OAG, through the use of modern technology and information systems, strives consistently to improve the agency's service delivery to both internal and external customers in the most efficient and secure way possible. The OAG operates 63 legacy software systems, all of which are integral to agency operations. As the state of technology matures and as resources are available, the OAG is employing new technology initiatives, while implementing advanced applications of existing platforms.



Like virtually every public and private enterprise, the OAG increasingly relies upon information resources and technology (IT) to improve operational efficiency. The OAG is constantly striving to provide additional ways for customers to access services and information and improve efficiencies. As the agency plans for the next five years, the OAG has several modernization efforts in the pipeline which provide improvements in business processes and service delivery.

Employing new technologies and advanced applications of existing technologies is intended to make the agency function more effectively – and serve as a more efficient steward of taxpayer resources. The process will also improve transparency and make the OAG more accessible to the public.

The OAG’s strategic technology plan emphasizes the following key areas:

- Optimization – effective and efficient use of information technology
- Access – easily accessible and readily available information and services
- Innovation – innovative use of information technology
- Governance – integrate policies and guidance, and develop a comprehensive governance plan
- Consumerization of IT – develop a strategy to blend consumer technology innovation with business technical innovation and capacity
- People – maintain an intelligent, skilled, and talented workforce
- Virtualization and Mobility – prepare for the use of tablet technology and mobility
- Funding – shift funds to new growth demands

The use of information technology is critical to the agency effectively serving clients and constituents. In an effort to ensure that value is derived from agency IT investments, the OAG has established four key IT strategies for FY 2017 - 2021. All current and proposed major information resources projects align with these key strategies. These strategies also align with and support the Texas Department of Information Resources (DIR) State Strategic Plan.

#### 1. Legacy Application Modernization

The maintenance of legacy applications remains a challenge due to funding, staff resources, and decreasing vendor support. These challenges limit the ability to enhance or revise legacy systems and create obstacles to retaining technical staff to sustain or upgrade aging systems. The OAG is prioritizing budgets toward application modernization for immediate efficiency gains, reduced risks and costs, and improved services in support of HB 2738 (83<sup>rd</sup> Texas Legislature). For FY 2017 - 2021, Legacy Application Modernization projects include:

- Child Support Portal Mobile Platform
- Texas Child Support Enforcement System (TXCSES) 2.0 Initiative
- Windows 10 Application Remediation
- Contract Management System
- Centralized Accounting and Payroll/Personnel System (CAPPS Central)

## 2. Cloud Services

Although cloud services are relatively new in the public sector, the model is sufficiently mature enough to be adopted by the OAG. The benefits of cloud computing are substantial; the ability to rapidly scale to address peak capacity demands, eliminate lengthy procurement cycles, and increase the speed of service delivery are the primary advantages. The OAG is prioritizing cloud services in support of HB 2422 (83<sup>rd</sup> Texas Legislature). For FY 2017 - 2021, Cloud Services projects include:

- Microsoft Office 365 & SharePoint Online
- Cloud-based identity and access management
- CA Clarity Cloud Migration/Upgrade
- Case management systems enhancements
- eDiscovery

## 3. Security and Privacy

The OAG transmits, stores, and uses a significant amount of data that must be protected from multiple security threats including loss of confidentiality, integrity, or availability through either malicious or accidental activity. The agency is prioritizing Security and Privacy in support of the Texas Administrative Code 202 requirements, newly enacted security legislation from the 84th Texas Legislature, and the 2016 IRS review. For FY 2017 - 2021, Security and Privacy projects include:

- Revamp application assurance levels based on criticality to business mission and sensitivity of data
- Implement multi-factor authentication for high risk use cases
- Enhance organization specific IT architecture governance policy
- Optimize data loss prevention strategies
- Augment agency policy and supporting process for residual security risk management
- Implement 2015 Gartner IT Security Assessment Report Recommendations

## 4. Network Infrastructure

A resilient and reliable network infrastructure is the foundation of data and voice communications, allowing the OAG to deliver technology services. Network innovations must maintain an appropriate balance between adoption of new technologies and the efficient use and sustainability of existing systems. The OAG is prioritizing Network Infrastructure in support of increased use of cloud services, case load growth, and field office expansion. For FY 2017 - 2021, Network Infrastructure projects include:

- Child Support Division (CSD) Interactive Voice Response (IVR) upgrade
- CSD Wide Area Application Services device refresh
- CSD Field Office network bandwidth upgrade
- CSD county courthouse router/switch refresh

- Administration and Legal Voice Over IP (VOIP) implementation

#### Texas-Louisiana and Texas-Mexico Border Regions

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

The CSD maintains regional offices in Atascosa, Bowie, Brewster, Cameron, El Paso, Gregg, Hidalgo, Kerr, Lamar, Nueces, San Patricio, Smith, Uvalde, and Webb Counties.

#### Internal Assessment

The OAG is performing a zero-based budget review of the agency that began in the fall of 2015. The review is focusing on prioritizing programs and requirements. The OAG is analyzing procedures to ensure these are performed as efficiently as possible. The strategic vision is developed in the midst of the zero-based budget review to align resources, priorities, and requirements to effectively operate the OAG to be accountable to taxpayers, deliver core functions, and provide customer services.

#### External Assessment

The OAG reviews newly enacted legislation after each legislative session to account for new programs, revisions to law that will impact agency operations or a client agency's workload, and revised legal requirements for existing agency responsibilities.

#### *Legal Services*

The Legislature considers many new laws each session that impact the civil litigation division through changes to the Deceptive Trade Practice Act, occupational licensing, civil penalties, administrative penalties, and interagency contracts. In addition, the number of open records rulings requested and issued by the OAG continues to grow. Each of these has an impact on the level of service and the workloads of the legal divisions as more cases are referred to the agency. In addition, each required agency report places additional burden on staff to research and develop a summary report and the data requested by the legislature.

#### *Child Support*

The number of child support cases in Texas continues to rapidly expand as our state's population grows, which places strains on the child support system. Safeguarding data, countering cyber threats, and ensuring information security remain major priorities and require vigilance from our Information Technology team.

The CSD's caseload has become more complex in recent years due to a range of factors, such as changing family structures, changes in the labor market, and greater demands for newer

technology. Families have always been complicated and diverse, yet the modern family structure has increasingly come to involve multiple partners, multiple parents, and more grandparents and relatives raising children, all of which complicate the ways in which child support is obtained. Lastly, the rising generation of new child support customers uses technology to obtain information and connect to others in ways not seen in previous generations. Among low-income young people, smart phones are the connection to the outside world. This generational shift profoundly impacts how the child support program can successfully interact with young parents. The CSD's main challenge is to collect money, encourage employment, and reinforce positive family relationships, all with fewer resources.

In addition to increasing complexity, the CSD's caseload is steadily growing at a rate of approximately 5,000 cases per month in FY 2015. Factors contributing to the caseload growth include population increases, the out-of-wedlock birth rate, and ongoing stresses on the large number of military families in Texas. The population of Texas grew over nine percent over the last five years and is projected to continue to expand, according to the Office of the State Demographer. The state's burgeoning population stems from a combination of a natural population increase and immigration from other states and countries. The demographic characteristics of Texas' growing population also contribute to the increasing rate of non-marital births in the state. The latest census figures show that more than four out of ten births in Texas were to unmarried parents.

The CSD received more than \$71.4 million in federal incentive payments in FY 2014 – the most of any state in the nation in the latest federal reporting period. Texas has been the top recipient of federal incentive payments every year since federal FY 2006. Nevertheless, this funding source may become limited in the future. All states compete for the same pool of incentive money, and potential growth in earned incentives is limited by the size of the pool and the challenges to maintaining top performance and limited resources, particularly when the caseload is expanding.

### *Criminal Justice and Investigations*

The volume of investigative activities has increased since 2012 due to changes in federal and state Medicaid laws and rules. Criminal Medicaid fraud investigations involve complex fraud schemes and allegations of abuse/neglect in multiple districts, cities, and counties across the state. As the Medicaid population grows and federal regulations become more complex, the number of investigations will also continue to trend upward.

### *Crime Victim Services and Victim Assistance Grants*

The OAG will prepare the forecast and certify estimates of the Compensation to Victims of Crime Fund (CVCF) in consultation with the Comptroller of Public Accounts by December 15, 2016. Recent Federal rules regarding the Federal Communications Commission limitation on the charges to inmates for telephone calls are set to take effect in FY 2017 which may have an impact on the CVCF revenues.

*Agency Administration*

The OAG is directed by Sec. 412.0111, Labor Code, to provide administrative support to the State Office of Risk Management (SORM) in administering state employee workers' compensation. Please refer to SORM's Agency Strategic Plan for goal and measure information for SORM.

## Redundancies and Impediments<sup>1</sup>

<i>Service, Statute, Rule, or Regulation (Provide Specific Citation if applicable)</i>	<i>Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations</i>	<i>Provide Agency Recommendation for Modification or Elimination</i>	<i>Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change</i>
<p>The OAG is required by law to certify Sexual Assault Nurse Examiners (SANE) and by rule establish minimum standards for their certification under Sec. 420.011, Government Code.</p>	<p>The SANE Certification Program was created within the Sexual Assault Prevention and Crisis Services Program (SAPCS) through HB 2561 (75R) in 1997 when SAPCS was legislatively transferred from the Department of State Health Services (DSHS) to the OAG. Training of SANE nurses is not required in statute, but the OAG performs this function to fulfill the certification requirements within statute that are delegated to the OAG. The OAG does not have staff who can provide medical oversight.</p>	<p>The SANE training program can be more effectively operated by another agency that has medical oversight for training medical professionals and that can address public health concerns, such as the Department of State Health Services or a University Health Science Center. The certification of SANE nurses can likely be incorporated into similar certification programs operated by the Texas Board of Nursing.</p>	<p>The SANE Certification Program is important, but it is a function that is better fulfilled by an agency that has medical oversight for training programs as a core function. OAG staff would be able to focus on programs that better fulfill the mission of the OAG within the victim services goals. The Victims Assistance strategy currently funds the administrative costs associated with the SANE Certification Program.</p>
<p>The OAG is required to develop the sexual assault evidence collection kits and protocol in consultation with 3rd parties, under Sec. 420.031, Government Code.</p>	<p>Subsection B-1, Chapter 420 of the Government Code delegates the duties to oversee the analysis of sexual assault evidence and collect evidence in non-reported cases to the Department of Public Safety (DPS). At the same time, Chapter 420 of the Government Code delegates the development of the evidence collection protocol and a list of requirements for contents of an evidence collection kit to the OAG, who consults with the DPS and medical professionals in the field. These functions would be better served being combined within one agency.</p>	<p>Consideration should be given to legislatively transferring the development and maintenance of the collection protocol from the OAG to the DPS to ensure there is not a duplication of effort or inconsistencies in the processes that DPS puts forth for instructions for evidence collection.</p>	<p>OAG staff would be able to focus on programs that better fulfill the mission of the OAG within the victim services goals.</p>

<sup>1</sup> The OAG initiated an internal zero-based budget review of tasks, programs, and divisions in the fall of 2015. This partial list is compiled during the budget review of functions that could be more efficient if statutory changes were made.

<p>The State Office of Risk Management (SORM) is administratively attached to the Office of the Attorney General (OAG) (§412.0111, Labor Code).</p>	<p>The legislature created SORM in 1997 and provided that SORM is administratively attached to the OAG. Appropriations made to the OAG for SORM administration are based on the OAG Indirect Cost Allocation Plan and will fluctuate between biennia while the level of service provided by OAG remains fairly consistent. The OAG administrative functions are aligned with OAG management goals, so performing SORM administrative tasks take additional time for OAG staff to perform.</p>	<p>Recommend applying a sunset date to Sec. 412.0111, Labor Code. With the planning and implementation of CAPPs during the FY 2018-19 biennium for the OAG, this would be a good opportunity to evaluate the overall administrative relationship between the OAG and SORM.</p>	<p>There would be no cost to applying a sunset date to the statute. Efficiencies may be gained by both agencies for completion of administrative tasks in the future.</p>
<p>State agency employees are required to take training upon employment and every two years thereafter to learn information regarding the agency's policies and procedures relating to employment discrimination, including employment discrimination involving sexual harassment. This is found in Sec. 21.010, Labor Code.</p>	<p>Sec. 21.010(e) requires that each employee that attends the training program sign a statement verifying attendance. The signed statement is then filed in the employee's personnel files. Many agencies have electronic records of course completion for training courses, whether state mandated training or agency required training, instead of paper copies of completed trainings. This statute requires a duplicate paper copy of the course completion to be filed once every two years within an employee's records which creates an inefficient process for maintaining training records.</p>	<p>Recommend amending Sec. 21.010(e) to provide flexibility to agencies to maintain the training course completion records in the same manner the agency maintains other training course completion records instead of printing copies of the training completion records. Technology has improved greatly since this statute was adopted in 1999 to allow for the tracking and recording of training completion records.</p>	<p>This recommended change will impact all agencies. The overall fiscal impact for each agency will be small, but the overall impact will allow agency human resources departments to gain efficiencies by maximizing their efforts on managing the agency's overall needs instead of filing paper copies of documents. Large agencies spend many hours filing these training records copies annually.</p>

**Schedule A: Budget Structure – Goals, Objectives  
and Outcome Measures, Strategies and Output,  
Efficiency and Explanatory Measures  
For Fiscal Years 2018 – 2019**

<b>Goal 1:</b>	<p>PROVIDE LEGAL SERVICES</p> <p>To provide skillful and high quality legal representation, counsel, and assistance for the State of Texas and its authorized entities and employees in the lawful performance of their duties.</p>
<b>Objective:</b>	<p>LEGAL COUNSEL AND LITIGATION</p> <p>To provide skillful and high quality legal counsel and litigation support for 100 percent of the cases referred by the State of Texas and its authorized entities and employees in the lawful performance of their duties during each year of the strategic plan.</p>
<b>Strategy:</b>	<p>LEGAL SERVICES</p> <p>Respond to the legal counsel needs of the State of Texas and its authorized entities and employees by providing appropriate legal advice and answers to legal questions posed by state agencies and certain office holders including the issuance of formal opinions and open records letters and decisions. Respond to the litigation needs of the State of Texas and its authorized entities and employees defending and enforcing Texas law through the use of appropriate pre-trial and trial actions. Provide investigative and prosecutorial assistance to local and federal criminal justice organizations in response to a variety of law enforcement challenges. Pro-actively investigate cyber crimes such as child pornography, solicitation of minors, identity theft and fraud. Locate and apprehend convicted sex offenders who have failed to comply with mandated sex offender registration requirements. Establish and lead the human trafficking investigative and prosecution support unit.</p>
<b>Outcome Measure:</b>	Delinquent State Revenue Collected (Key)
<b>Outcome Measure:</b>	Ratio of Total Legal Services Caseload to Cases Closed/Settled
<b>Output Measure:</b>	Legal Hours Billed to Litigation and Legal Counsel (Key)
<b>Output Measure:</b>	Legal Hours Billed to ADR
<b>Output Measure:</b>	Legal Hours Billed to Colonias Project
<b>Efficiency Measure:</b>	Average Cost Per Legal Hour (Key)
<b>Explanatory Measure:</b>	Legal Hours Billed to Legal Counsel
<b>Explanatory Measure:</b>	Legal Hours Billed to Litigation
<b>Explanatory Measure:</b>	Consumer Protection Complaints Closed
<b>Explanatory Measure:</b>	Formal Opinions and Open Records Letters and Decisions Issued
<b>Explanatory Measure:</b>	Number of Criminal Investigations Call for Service Requests



**Schedule A: Budget Structure – Goals, Objectives  
and Outcome Measures, Strategies and Output,  
Efficiency and Explanatory Measures  
For Fiscal Years 2018 – 2019**

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

**Schedule A: Budget Structure – Goals, Objectives  
and Outcome Measures, Strategies and Output,  
Efficiency and Explanatory Measures  
For Fiscal Years 2018 – 2019**

<b>Goal 3:</b>	CRIME VICTIMS' SERVICES  To provide services and information to victims of crime in a caring, sensitive, and efficient manner.
<b>Objective:</b>	REVIEW/COMPENSATE VICTIMS  To provide assistance to victims of crime through direct compensation payments, training, grants, and contracts to victim assistance providers.
<b>Strategy:</b>	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.
<b>Outcome Measure:</b>	Amount of Crime Victims' Compensation Awarded (Key)
<b>Outcome Measure:</b>	Number of Crime Victims Who Received an Initial Award
<b>Output Measure:</b>	Number of Eligibility Determinations Made
<b>Output Measure:</b>	Number of CVC Training Participants
<b>Output Measure:</b>	Number of CVC Outreach Recipients
<b>Efficiency Measure:</b>	Average Cost to Analyze a Claim and Make an Award
<b>Efficiency Measure:</b>	Average Number of Days to Analyze a Claim and Make an Award (Key)
<b>Efficiency Measure:</b>	Average Number of Days to Determine Claim Eligibility
<b>Explanatory Measure:</b>	Number of Crime Victim Applications Received
<b>Strategy:</b>	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.
<b>Output Measure:</b>	Number of Entities Which Receive a Grant or Contract for Victim Services or Victim Assistance
<b>Output Measure:</b>	Total Dollars Awarded to Victim Services or Victim Assistance Programs
<b>Output Measure:</b>	Number of Sexual Assault Training Participants
<b>Output Measure:</b>	Number of Sexual Assault Outreach Recipients

**Schedule A: Budget Structure – Goals, Objectives  
and Outcome Measures, Strategies and Output,  
Efficiency and Explanatory Measures  
For Fiscal Years 2018 – 2019**

- Goal 4:** 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.
- Strategy:** MEDICAID INVESTIGATION  
Conduct a statewide program of investigation and refer for prosecution all violations of laws pertaining to fraud in the administration of the Texas Medicaid Program, the provision of medical assistance, and the activities of providers of medical assistance under the State Medicaid Plan. Review complaints alleging abuse or neglect of patients in health care facilities receiving payments under the State Medicaid Plan.
- Outcome Measure:** Amount of Medicaid Over-payments Identified
- Output Measure:** Number of Investigations Concluded (Key)
- Output Measure:** Number of Cases Referred for Prosecution

**Schedule A: Budget Structure – Goals, Objectives  
and Outcome Measures, Strategies and Output,  
Efficiency and Explanatory Measures  
For Fiscal Years 2018 – 2019**

- Goal 5:** ADMINISTRATIVE SUPPORT FOR SORM  
Provide administrative support to the State Office of Risk Management in administering state employees workers' compensation.
- 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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 100 percent of the 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 Measures Definitions  
For Fiscal Years 2018 – 2019**

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

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

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

**Source/Collection of Data:** Automated OAG Case Management Report

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**Strategy: LEGAL SERVICES**

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

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

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

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

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

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

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

**Calculation Type:** Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**Efficiency Measure: Average Cost Per Legal Hour (Key)**

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

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

**Source/Collection of Data:** Cost information for the Legal Services Strategy comes from the OAG Budget Variance Report BUBR0210. Litigation and legal counsel services are actually the Number of Legal Hours Billed to Litigation and Legal Counsel (output measure). Number of legal hours billed comes from automated OAG Timekeeping Reports for hours billed to litigation and legal counsel.

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

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

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

**Calculation Type:** Non-Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**Explanatory Measure: Legal Hours Billed to Legal Counsel**

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

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

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

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

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

**Calculation Type:** Non-Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 no further agency action is anticipated and the complaint has been closed on the database.

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

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

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

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

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

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

**Data Limitations:** None.

**Calculation Type:** Non-Cumulative.

**New Measure:** No.

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



**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**Goal: ENFORCE CHILD SUPPORT LAW**

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

**Objective: COLLECT CHILD SUPPORT**

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

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

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

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

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

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

**Data Limitations:** None.

**Calculation Type:** Non-Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

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

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

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

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

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

**Data Limitations:** None.

**Calculation Type:** Non-Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

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

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

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

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

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

**Data Limitations:** None.

**Calculation Type:** Non-Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

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

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

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

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

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

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

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

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

**Calculation Type:** Non- Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**Strategy: CHILD SUPPORT ENFORCEMENT**

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

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

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

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

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

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

**Data Limitations:** None.

**Calculation Type:** Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

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

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

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

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

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

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

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

**Calculation Type:** Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**Output Measure: Number of Child Support Obligations Established**

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

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

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

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

**Data Limitations:** None.

**Calculation Type:** Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**Output Measure: Number of Income Withholdings Initiated**

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

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

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

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

**Data Limitations:** None.

**Calculation Type:** Cumulative.

**New Measure:** No.

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



**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

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

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

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

**Source/Collection of Data:** Cost information comes from the OAG Budget Variance Report BUBR0210 and other system generated reports. IV-D collections will be obtained from management reports generated from data available on TXCSES.

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

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

**Calculation Type:** Non-Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**Explanatory Measure: Number of Paternity Acknowledgements**

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

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

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

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

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

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

**Calculation Type:** Non-Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**Explanatory Measure: Current TANF Cases As Percent of Total Caseload**

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

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

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

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

**Data Limitations:** None.

**Calculation Type:** Non-Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

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

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

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

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

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

**Data Limitations:** None.

**Calculation Type:** Non-Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**Explanatory Measure: Number of Hard to Work Cases**

**Definition:** The number of child support orders or paternities established during the reporting period for cases that are difficult to work including cases in which the non-custodial parent is incarcerated, the child is in the custody of a relative or there is inadequate locate information.

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

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

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

**Data Limitations:** None.

**Calculation Type:** Non-Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

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

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

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

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

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

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

**Calculation Type:** Non-Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**Output Measure: Number of CVC Training Participants**

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

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

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

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

**Data Limitations:** None.

**Calculation Type:** Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

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

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

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

**Source/Collection of Data:** Cost information comes from the Office of the Attorney General (OAG) Budget Variance Report BUBR0210. The number of applications received comes from the Victims of Crime Compensation System Automated Report.

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

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

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

**Calculation Type:** Non-Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 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 a claim is analyzed and awarded, the faster a victim is assisted.

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

**Method of Calculation:** T.C.C.P. Art. 56.36 defines when a crime victim application is considered complete. If an application is received without needed victim, claimant, crime information or sufficient payment information, the program requests the necessary information and places the application in suspense. The application is taken out of suspense once the requested information or any other information is received that allows the program to take further action on the application. The time an application spends in suspense is not included in this measure. Each quarter a manual review of all claims with a turnaround time greater than 250 days is performed. When it is determined that circumstances out of the Crime Victims' Compensation Program's control prevented payment processing, the claim is subtracted from the calculation. These circumstances may include, but are not limited to, the victim utilizing collateral sources (as required by law), obtaining restitution payments, filing a civil suit, or deferring approved benefits until a later date. NOTE: Only the first payment made on an application is counted. Subsequent payments are not captured.

**Data Limitations:** The 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 number of bills paid and the turnaround time to analyze a claim and make an award. The amount of time to determine eligibility is included as part of the average number of days to analyze a claim and make an award. There are a certain number of claims in which the fact situation is complicated and the investigating law enforcement agency has not yet completed their investigation or developed a theory as to the reason for the crime. In those instances, the amount of time to determine eligibility is controlled by the investigating officer's progress in the criminal investigation. Bills cannot be paid until determination of eligibility has been made. Additionally, the Program is dependent upon external entities to provide information necessary to calculate an award, such as: disability reports from physicians, wage verification reports from employers, medical billings from hospitals and explanation of benefits from insurance and other collateral sources. Also, claims for certain types of benefits are typically processed more quickly than others. Sexual assault exam reimbursements and payments for relocation, funeral services, and travel require a relatively small amount of backup documentation. Payments for medical expenses and psychiatric care generally require health insurance and other specialized information and typically take longer to review. If the mix of benefits requested varies within a quarter or year, the average days to make first payment can be significantly affected.

**Calculation Type:** Non-Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**Efficiency Measure: Average Number of Days to Determine Claim Eligibility**

**Definition:** The average number of days required to review applications and offense reports, and determine eligibility, from the date the complete application with offense report is released from the documentation unit, to the date eligibility recommendation is approved. The system tracks the status of a claim and counts any determination recorded in the system during the measurement period.

**Purpose/Importance:** The faster a claim can be determined eligible, the faster a victim can be notified of eligibility.

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

**Method of Calculation:** The calculation for this measure is the total number of days for all claims from the date the claim is released from the documentation unit, to the date an eligibility determination is made, divided by the total number of applications reviewed. Time spent in a suspended status while waiting for additional law enforcement information is not included in the measure.

**Data Limitations:** There are a certain number of claims in which the fact situation is complicated and the investigating law enforcement agency has not yet completed their investigation or developed a theory as to the reason for the crime. In those instances, the amount of time to determine eligibility is controlled by the investigating officer's progress in the criminal investigation. 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. Suspension of a claim requires management approval.

**Calculation Type:** Non-Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**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.

**Strategy: MEDICAID INVESTIGATION**

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

**Outcome Measure: Amount of Medicaid Over-payments Identified**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**Output Measure: Number of Investigations Concluded (Key)**

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

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

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

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

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

**Calculation Type:** Cumulative.

**New Measure:** No.

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

**Schedule B: List of Measures Definitions  
For Fiscal Years 2018 – 2019**

**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 Measures Definitions  
For Fiscal Years 2018 – 2019**

**Efficiency Measure: Average Cost Per Investigation Concluded**

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

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

**Source/Collection of Data:** Cost information for the MFCU Strategy comes from the OAG Budget Variance Report BUBR0210. Number of Investigations Concluded is an output measure for this Strategy. The automated Medicaid Fraud System Activity report provides the total number of investigations concluded.

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

**Data Limitations:** Direct program expenditures for the reporting period used to establish the target for this measure may not include rider appropriations, and/or across-the-board legislative salary increases, which negatively impact reported performance. Also, see data limitations for output measure Number of Investigations Concluded.

**Calculation Type:** Non-Cumulative.

**New Measure:** No.

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



**Schedule C: Historically Underutilized Business Plan**

The Office of the Attorney General (OAG) is respectfully submitting our Historically Underutilized Business (HUB) information required to comply with the reporting requirements of Article IX, Sec. 7.06 and 7.07.

The agency’s HUB Plan is responsive to the Sec. 7.07 (a) (1) and (a) (3) (E)-(F). The OAG refers to the 2009 Texas Disparity Study conducted by the Comptroller of Public Accounts, Texas Procurement and Support Services Division (TPASS) for the information requested in Sec. 7.07 (a)(3) (A)-(D). The OAG’s HUB goals and strategic plan incorporated the 2009 Texas Disparity Study’s findings and results. The activities state in Sec. 7.07 (3) (A)-(D) are activities associated with conducting a disparity study. These reporting requirements were also included in Rider 18, from the previous legislative session. TPASS addressed these reporting activities in its response to the State Auditor’s Office (SAO) Office Report No. 15-006, October 2014, Page 83-84.

The OAG HUB Participation over recent years has been as follows:

<b>Fiscal Year</b>	<b>HUB Percentage</b>
FY 2012	17.69%
FY 2013	23.18%
FY 2014	33.06%
FY 2015	32.19%

The OAG HUB utilization in the first six months of FY 2016 was 33.70% versus the statewide average of 11.52%. The OAG will continue its good faith efforts to meet the HUB procurement category goals<sup>2</sup> that are set by the agency specific to OAG expenditure types. The FY 2016 OAG HUB procurement category goals are as follows:

<b>Procurement Category</b>	<b>OAG HUB Goal</b>
Heavy Construction <sup>3</sup>	N/A
Building Construction <sup>4</sup>	N/A
Special Trades <sup>5</sup>	N/A
Professional Services <sup>6</sup>	N/A*
Other Services	22.74%
Commodities	29.98%

<sup>2</sup> HUB goals were re-assessed June 2016.

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

<sup>4</sup> The agency does not make expenditures in the Building Construction category

<sup>5</sup> Leasehold improvement decisions for OAG field offices are made by the Texas Facilities Commission and the landlord

<sup>6</sup> The OAG no longer contracts out for Professional Services. \*Amended goal assessment.

The mission of the OAG's Historically Underutilized Business (HUB) Program is to make a good faith effort to meet the agency's HUB goals based upon the 2009 State of Texas Disparity study conducted by the Comptroller of Public Accounts. In accordance with Texas Government Code, Title 10, Subtitle D, Section §2161 and Texas Administrative Code §20.10 - §20.28, the OAG administers programs which encourage participation by HUBs in all contracting and subcontracting opportunities.

The goal of the HUB Program is to promote fair and competitive business opportunities which maximize the inclusion of minority-owned, woman and service-disabled veteran owned businesses certified through Texas Purchasing and Support Services (TPASS).

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

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

### **Access**

- Increase the number of certified HUB vendors by supplementing the bid opportunities with Non-Centralized Master Bidders List HUB vendors.
- Attend Agency mission related events, conferences where vendors will be participating and/or demonstrating services and products related to the OAG's statutory responsibilities.
- Obtain assurances that awarded contractors will make a good-faith effort to subcontract with HUBs, identified in its subcontracting plans; maintaining that commitment throughout the contract.
- Maintain a HUB Program office including a full time HUB Coordinator at the agency's headquarters for effective coordination, this position resides within the Procurement Division.
- Facilitate meeting between HUB vendors, OAG purchasing staff and other key agency decision makers.
- Coordinate HUB forums outreach events. Specific procurement opportunities are offered and actual awards are made at "Spot bid fairs."

### **Awareness**

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

- Notify HUB vendors listed under the class and item numbers of pre-solicitation conferences.
- Work closely with agency end users from beginning to end of solicitation process.
- Outreach to large contractors with current OAG contracts ensuring all potential means have been afforded in identifying potential HUB businesses.
- Conduct one on one HUB vendor meetings to discuss in depth the opportunity that exist and provide attainable work plan to increase HUB vendor's knowledge of the State of Texas procurement processes.
- Provide an internal HUB Program plan updating the OAG's Executive Management detailing HUB program activities, related initiatives, and projects.
- Actively participate in the HUB Discussion Workgroup, Texas African American Chambers of Commerce, Texas Mexican American Chambers of Commerce, Texas Chamber of Commerce, Office of the Governors Department of Small Business Assistance Economic Development and Tourism.

### **Accountability**

- Conduct post award meetings with end users and awarded contractor to ensure their understanding of required HUB reporting post award.
- Monitor the HSP progress assessments reports (PAR) as applicable to resulting awarded contract.
- Incorporate HSP PAR into OAG's internal procurement system.
- Prepare monthly report to assess HUB utilization by agency division.
- Acknowledge individual purchaser's efforts to increase HUB utilization.
- Expand Mentor Protégé Program and establish quantifiable milestones designed to foster successful relationships between prime contractors and HUBs.
- Reach out to large corporations through their Supplier Diversity Programs.
- Educate agency contract managers of HUB subcontracting requirements.
- Create HUB reporting dashboard for division HUB utilization.
- Recognize prime contractors HUB utilization and good faith efforts with agency certificate signed by 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 as a result of the OAG's outreach efforts.
- Conduct in-reach training with "Best practices for HUB Subcontracting" training session developed and given to OAG project managers, contract attorneys and procurement staff.
- New Procurement Division staff are given a "HUB 101" and the "Best Practices Guidelines" training.

The Office of the Attorney General is fully committed in its efforts to enhance and encourage growth for minority, woman-owned, and service disabled veterans businesses.

## Schedule D: Statewide Capital Plan

# Integrated Campus Planning System

Texas Higher Education Coordinating Board

MP1 (Capital Expenditure Plan) 28679

Attorney General, Office of the (302)

Project Information	
Name: <input style="width: 90%;" type="text" value="CAPPS"/>	Priority: 0
Building Number: <input style="width: 50%;" type="text"/>	
Location: <input style="width: 90%;" type="text"/>	
<p>Description: The Office of the Attorney General (OAG) would like to formally begin the process of engagement for onboarding to the Centralized Accounting and Payroll/Personnel System (CAPPS Central). CAPPS Central is the statewide ERP platform managed and maintained by CPA as the Application Service Provider. OAG believes the CAPPS initiative will provide a significant long term return on investment by negating the need for the agency to maintain a multitude of disparate legacy HRMS, financial, and mainframe systems. OAG desires to adopt CAPPS HR/Payroll first in FY 2019 and CAPPS Central Financials in FY 2020. A structured approach including an assessment of our current state systems and business model as well as staff augmentation is essential to a successful engagement. Once migrated to this platform the CPA provides ongoing maintenance and support to the software, systems, and infrastructure until they are legislatively mandated otherwise.</p>	
Type: <input style="width: 80%;" type="text" value="Information Resources"/>	
Total Cost: \$ <input style="width: 50%;" type="text" value="15,479,277"/>	
Start Date: <input style="width: 50%;" type="text" value="September 2018"/>	
End Date: <input style="width: 50%;" type="text" value="September 2020"/>	
Subject Area	
CIP Code: <input style="width: 50%;" type="text"/>	
Deferred Maintenance to be Addressed: \$ <input style="width: 50%;" type="text" value="0"/>	
Useful Life: <input style="width: 50%;" type="text" value="99"/> Years	

MP1 28679

June 2, 2016

Square Footage	
Gross Square Footage (GSF):	<input style="width: 90%;" type="text" value="0"/>
Net Assignable Square Footage (NASF):	<input style="width: 90%;" type="text" value="0"/>
Education and General Square Footage (E&G):	<input style="width: 90%;" type="text" value="0"/>
Acres in Land Aquisition:	<input style="width: 90%;" type="text" value="0"/>

Project Details	
Legislative Authority: Texas Government Code, Title 10, Subtitle C, Chapter 2101. Accounting Procedures	
Potential Consequences	As key personnel retire, institutional knowledge of OAG legacy systems goes with them. Further investment upgrading and maintaining the systems of Postponing the Project: become more costly as the return of investment on them diminishes.
(250 character maximum)	
Revenue / Cost Savings:	CAPPS Central allows state agencies to avoid the cost of individual software licenses, hardware purchases, and modifications to systems needed for state requirements.
(250 character maximum)	
Other Financing Methods Considered:	(500 character maximum)

**Financing/Lease Period**

Start Date:   
 (mm/dd/yyyy)

End Date:   
 (mm/dd/yyyy)

**Financing**

Cash or Bonds	Type	Source	Expenditures					
			Through 8/31/2017	Through 8/31/2018	Through 8/31/2019	Through 8/31/2020	Through 8/31/2021	9/1/2021 and beyond
Cash	Current Appropriations	GR	\$0	\$2,532,268	\$5,664,879	\$4,975,983	\$2,306,147	\$0
<b>Totals</b>			\$0	\$2,532,268	\$5,664,879	\$4,975,983	\$2,306,147	\$0

**Debt Repayment Information**

Repayment Source	Portion from General Revenue	Debt Obligation Payments (P&I)					
		Through 8/31/2017	Through 8/31/2018	Through 8/31/2019	Through 8/31/2020	Through 8/31/2021	9/1/2021 and beyond
No Debt Repayment Information for this MP							

MP1 28679

June 2, 2016

# Integrated Campus Planning System

Texas Higher Education Coordinating Board

06/01/16

Attorney General, Office of the (302)

## Capital Expenditure Plan (MP1) Summary Report (Fiscal Years 2017 - 2021) as Reported in FY 2016

Project Name	Building Number	Building Name	Condition	Pri	GSF	E&G	Acres	CIP	Deferred Maintenance to be Addressed	Total Cost	Start Date	End Date
CAPPS	0000			0	0	0	0		50	\$15,479,277	9/2018	9/2020
					0	0	0		50	\$15,479,277		

### Totals by Project Type

Project Type	Number of Projects	GSF	E&G	Acres	Total Cost
Addition	0	0	0	0	50
New Construction	0	0	0	0	50
Repair and Renovation	0	0	0	0	50
Land Acquisition	0	0	0	0	50
Infrastructure	0	0	0	0	50
Information Resources	1	0	0	0	\$15,479,277
Leased Space	0	0	0	0	50
Unspecified	0	0	0	0	50
<b>Totals</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$15,479,277</b>

### Summary of Planned Expenditures by Year

Project Type	2017	2018	2019	2020	2021	Balance	Total Cost
Addition	50	50	50	50	50	50	50
New Construction	50	50	50	50	50	50	50
Repair and Renovation	50	50	50	50	50	50	50
Land Acquisition	50	50	50	50	50	50	50
Infrastructure	50	50	50	50	50	50	50
Information Resources	50	\$2,532,268	\$5,664,879	\$4,975,983	\$2,306,147	50	\$15,479,277
Leased Space	50	50	50	50	50	50	50
Unspecified	50	50	50	50	50	50	50
<b>Totals</b>	<b>50</b>	<b>\$2,532,268</b>	<b>\$5,664,879</b>	<b>\$4,975,983</b>	<b>\$2,306,147</b>	<b>50</b>	<b>\$15,479,277</b>

### Totals by Funding Sources

Funding Source	Number of Projects	Total Cost
Auxiliary Enterprise Fund	0	50
Auxiliary Enterprise Revenues	0	50
Available University Fund	0	50
Designated Tuition	0	50
Energy Savings	0	50
Federal Funds	0	50
Federal Grants	0	50
General Revenue	1	\$15,479,277
Gifts/Donations	0	50
Higher Education Assistance Fund Proceeds	0	50
Housing Revenue	0	50
Lease Purchase other than MLPP	0	50
Legislative Appropriations	0	50
Master Lease Purchase Program	0	50
Other	0	50
Other Local Funds	0	50
Other Revenue Bonds	0	50
Performance Contracting Energy Conservation	0	50
Permanent University Fund	0	50
Private Development	0	50
Private Development Funds	0	50
Revenue Financing System Bonds	0	50
Student Fees	0	50
Tuition Revenue Bond Proceeds	0	50
Unexpended Plant Funds	0	50
Unknown Funding Source	0	50
Unspecified	0	50
<b>Totals</b>	<b>1</b>	<b>\$15,479,277</b>

## **Schedule F: Agency Workforce Plan and Texas Workforce System Strategic Plan**

### **Agency Overview**

The Attorney General is designated by the Texas Constitution as the state's legal counsel in court. In addition, Texas law contains approximately 2,000 references to the Attorney General. The law provides the Attorney General with civil and criminal enforcement authority in a number of specific areas. The OAG provides high-quality legal representation, counseling, and assistance as legal counsel to state boards, agencies, and institutions of state government. As of May 1, 2016, 27 percent (1,116) of the OAG's workforce is within the Legal Services Strategy. Most of this staff is located in Austin; however, five regional consumer protection offices are located in Dallas, El Paso, Houston, McAllen, and San Antonio.

The Texas Family Code designates the OAG as the state agency tasked with administering Texas' federally mandated child support enforcement services program under Title IV-D of the Social Security Act. The Child Support Services Strategy represents the largest percentage of OAG employees, with approximately 65 percent of the OAG's current authorized FTEs. The OAG provides child support services across the state through the Child Support Division's (CSD) numerous field and regional offices. As of May 1, 2016, the CSD is divided into nine service regions and multiple local offices, which includes five metro consolidated offices, 40 field offices, 28 storefront locations, five enterprise customer service centers, specialized locations such as a special collections/cold case unit, and a centralized case initiation services unit.

The Attorney General is also responsible for providing Crime Victims' Services. As of May 1, 2016, three percent (110) of the OAG's workforce provide direct services and assistance to victims of violent crimes and various organizations through the Crime Victims' Compensation and the Victims' Assistance Strategies. This staff is primarily located in Austin but is also housed in Dallas, El Paso, Houston, and San Antonio.

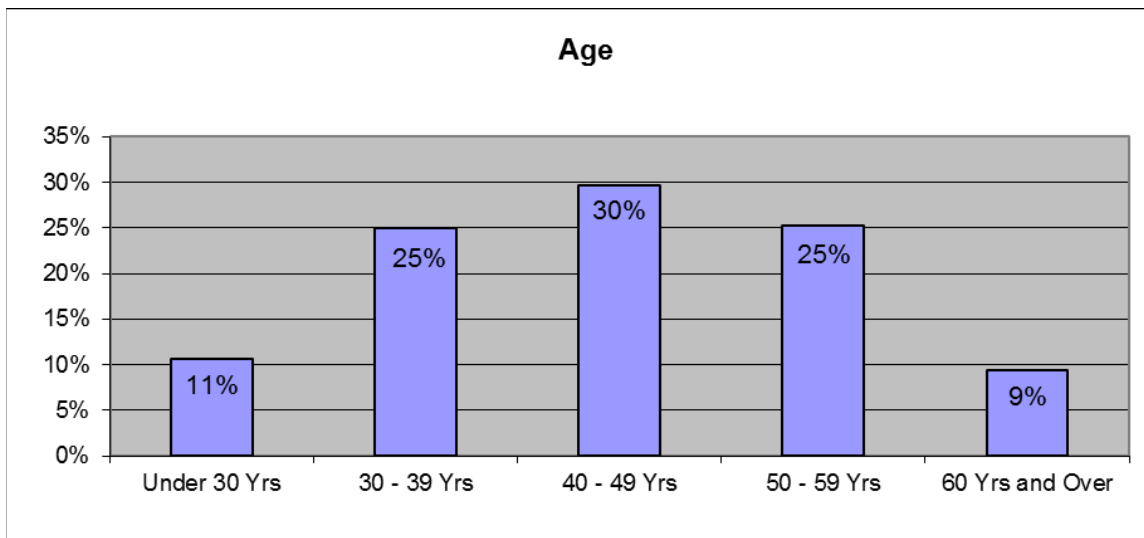
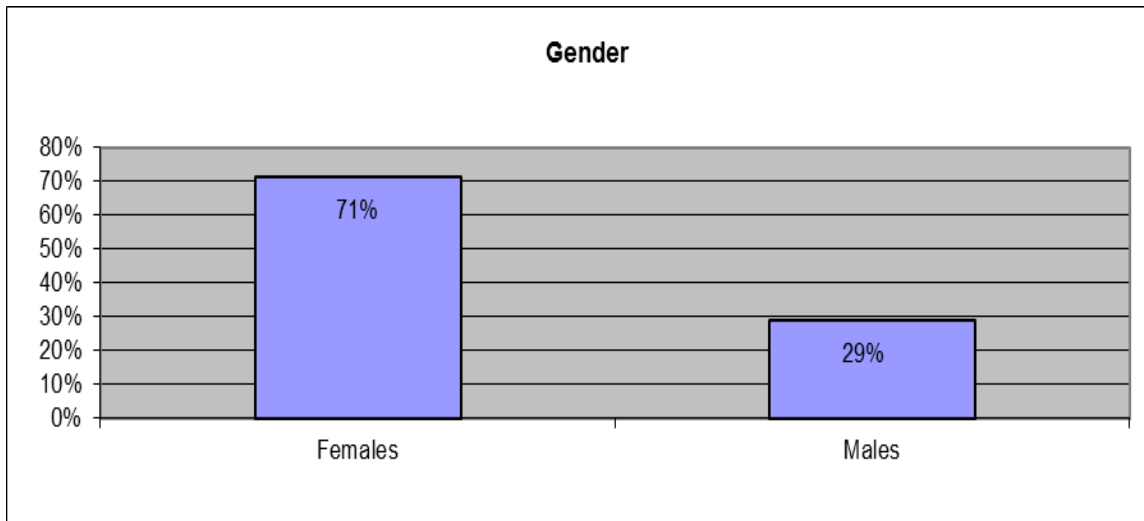
The OAG's Medicaid Investigation Strategy is carried out by the agency's Medicaid Fraud Control Unit (MFCU), as mandated by federal regulation (42 C.F.R. § 1007.11). With four percent (164) of the OAG's workforce on May 1, 2016, this strategy serves as a deterrent to criminal fraud and other criminal activity in the State Medicaid Program by investigating and prosecuting a wide variety of Medicaid providers throughout Texas that receive payments under the State Medicaid Program. Investigations of Medicaid patient abuse and criminal neglect are also conducted. The MFCU is based in Austin and has eight field offices operating in Corpus Christi, Dallas, El Paso, Houston, Lubbock, McAllen, San Antonio, and Tyler.

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

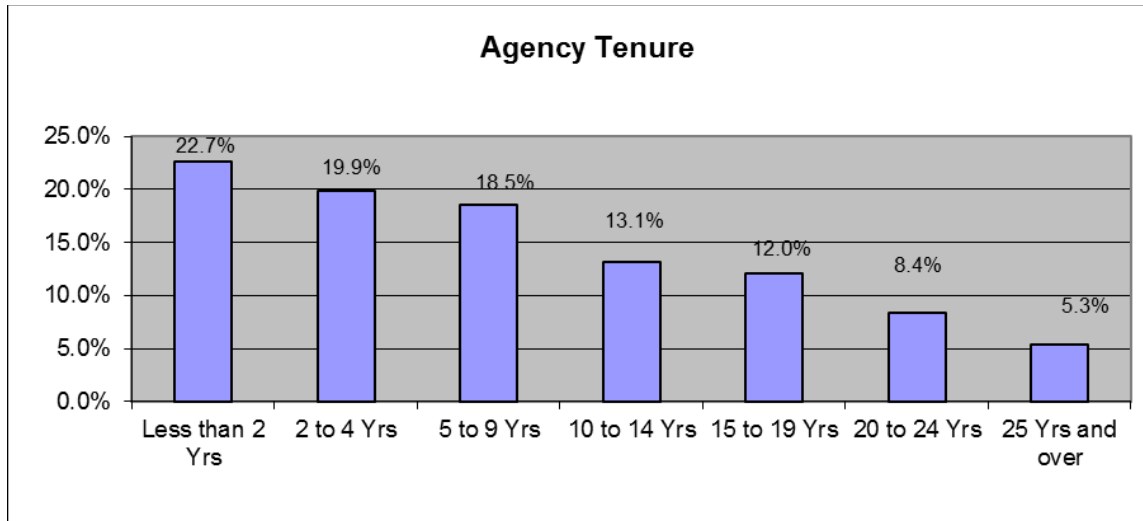
## A. Current Workforce Profile

### Workforce Demographics

The following charts are profiles of the agency's workforce as of May 1, 2016. The charts include full-time and part-time employees. The OAG workforce is 29 percent male and 71 percent female. Sixty-four percent of the agency's employees are 40 years of age or older. With respect to state service, 61 percent of agency employees have less than ten years of agency service, while 39 percent have ten or more.







The following table compares the percentage of African-American, Hispanic, and female OAG employees (as of May 1, 2016) to the statewide civilian workforce as reported by the Texas Workforce Commission’s Civil Rights Division. In two-thirds of the categories, the agency’s percentages are higher than the statewide workforce levels.

Job Category	African-American		Hispanic		Female	
	OAG %	State %	OAG %	State %	OAG %	State %
Officials, Administration	8.91	8.99	19.80	19.51	43.56	39.34
Professional	9.38	11.33	24.56	17.40	59.68	59.14
Technical	8.80	14.16	28.80	21.36	34.40	41.47
Administrative Support	14.69	13.57	39.69	30.53	87.06	65.62
Skilled Craft	20.00	6.35	60.00	47.44	20.00	4.19
Service and Maintenance*	18.61	14.68	47.99	48.18	78.14	40.79

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

The demographics of the OAG workforce are statistically representative of the Texas labor pool. Categories with under-representation are Female Technical, African-American Technical, African-American Professional, African-American Officials/Administration, and Hispanic Service and Maintenance. The under-representation of African-American Professional, African-American Officials/Administration, and Hispanic Service and Maintenance are considered minimal.

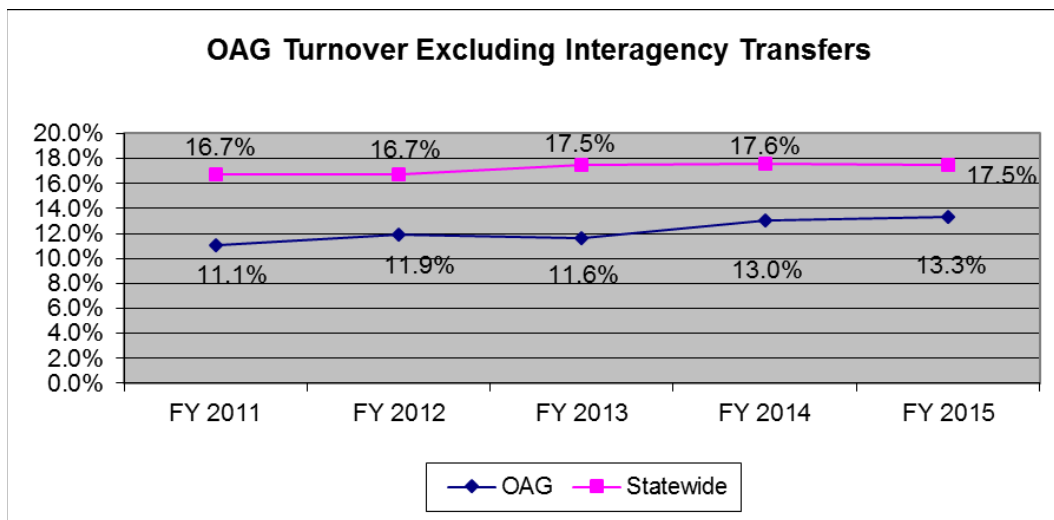
Pursuant to the OAG EEO Plan, the OAG will endeavor to recruit more staff for the categories identified above. The Human Resources Director will emphasize the recruitment of individuals for jobs listed within the categories in which the OAG’s workforce has an under-representation.

Programs utilized for this purpose will include the “Volunteer and Intern Program” (VIP), which recruits volunteer interns at the undergraduate level. The OAG will also endeavor to attend minority recruitment fairs at historically diverse universities as resources allow.

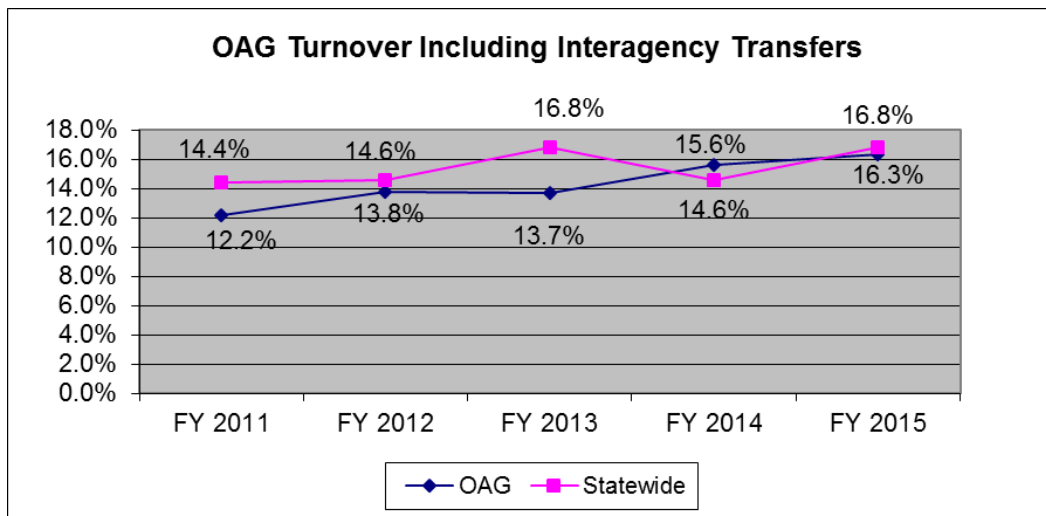
Additionally, the OAG remains compliant with federal and state laws and regulations regarding the recruitment and selection of veterans.

### B. Employee Turnover

The turnover rate for the OAG is generally consistent with or below the turnover rate for state government. A comparison of the OAG turnover rate to state government for FY 2011 through FY 2015 is below.



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



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

### C. Potential Retirement Eligibility Impact

An analysis of the OAG staff tenure and leave records indicates that 340 staff members—or approximately eight percent of the agency’s workforce—currently are, or will become, eligible to retire during FY 2016 under the state’s “Rule of Eighty” criteria.<sup>7</sup> As Table A indicates, the percentage of OAG employees becoming eligible to retire by the end of FY 2016 is as follows: approximately five and one-half percent for the Crime Victims Services Division, seven percent for MFCU, nearly eight percent for the Child Support Division, and ten percent for the legal services divisions. Between FY 2016 and FY 2021, approximately twenty-four percent (969 employees) of the OAG’s staff are anticipated to become eligible for retirement under the “Rule of Eighty.”

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

Strategy Area	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Total Eligible	Total Staff by Area <sup>8</sup>	% Eligible in FY 2016	% Eligible Between FY 2016 & FY 2021
Child Support	210	87	90	84	88	83	642	2,697	7.8	23.8
Crime Victim Services	6	2	2	5	3	2	20	110	5.5	18.2
Legal Services <sup>9</sup>	112	34	24	31	39	30	270	1,116	10.0	24.2
Medicaid Fraud Control	12	2	7	6	4	6	37	164	7.3	22.6
<b>Agency Total</b>	<b>340</b>	<b>125</b>	<b>123</b>	<b>126</b>	<b>134</b>	<b>121</b>	<b>969</b>	<b>4,087</b>	<b>8.3</b>	<b>23.7</b>

Table B shows the estimated number of agency staff by selected classified position series who may likely reach retirement eligibility during the FY 2016 through FY 2021 period. Approximately forty-five percent of the agency’s directors and forty percent of its managers are projected to reach retirement eligibility during this period. In addition, during this same period,

<sup>7</sup> These estimates are based on the number of staff on the OAG’s payroll as of May 1, 2016. The estimates are conservative as employees may retire for reasons other than the “Rule of Eighty” (e.g., reaching the age of sixty with ten years of service credit). The seventy-two OAG employees who have retired through the Employee Retirement System (ERS) as of the end of May 2016 are also excluded from the annual estimates of retirement-eligible staff. Rehired ERS retirees, however, are included in the total count of agency employees as of May 1, 2016.

<sup>8</sup> Count is of filled positions as of 5/1/2016 and includes rehired ERS retirees but excludes vacant positions.

<sup>9</sup> Includes the staff of Executive Administration and the administrative divisions.

twenty-eight percent of the agency’s administrative assistants are projected to reach retirement eligibility.

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

Strategy Area	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Total Eligible	Total Employees by Classification Series <sup>10</sup>	% Eligible in FY 2016	% Eligible FY 2016 & FY 2021
Administrative Assistants	24	8	5	9	6	8	60	216	11.1	27.8
Assistant Attorneys General	68	10	17	17	27	21	160	707	9.6	22.6
Child Support Officers	68	36	40	32	34	29	239	1,260	5.2	19.0
Child Support Technicians	14	8	5	7	0	14	48	394	3.5	12.2
Directors <sup>11</sup>	12	2	5	2	4	4	29	64	18.7	45.3
Investigators	12	7	4	6	4	6	39	99	12.1	39.4
Legal Assistants	13	1	6	4	2	1	27	97	13.4	27.8
Legal Secretaries	4	5	2	2	3	1	17	74	5.4	23.0
Managers	15	5	9	5	6	7	47	119	12.6	39.5

The OAG, on a limited basis, utilizes rehired ERS retirees to fulfill mission-critical job functions. Approximately two percent of OAG employees fall into this category. Table C shows the number and percentage of rehired ERS retirees employed by the agency according to strategy area as of May 1, 2016.

<sup>10</sup>Count is of filled positions as of 5/1/2016 and includes rehired ERS retirees but excludes vacant positions.

<sup>11</sup> Excludes all Director V positions defined for this analysis to be non-career positions.

**TABLE C: Rehired ERS Retirees as a Percentage of the OAG Workforce as of 5/1/2016**

OAG Strategy	Total Employees as of 5/01/16	Number of Rehired ERS Retirees	Rehired ERS Retiree as % of Total Employees
Child Support	2,697	36	1.3
Crime Victim Services	110	0	0.0
Legal Services	1,116	28	2.5
Medicaid Fraud Control	164	8	4.6
<b>Agency Total</b>	<b>4,087</b>	<b>72</b>	<b>1.8</b>

**D. Training**

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

- Mandatory Training consisting of
  - Discrimination and Harassment Awareness
  - Fraud, Waste, and Abuse Prevention Program
  - Government Records: Retention and Requests
  - Sensitive Personal Information
  - Information Technology Security
- Continuing Legal Education
- Peace Officer Education
- Employee Development

**E. Recruitment**

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

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

The **Volunteer/Intern Program (VIP)** provides realistic training situations that provide volunteers and interns with valuable hands-on experience. Recruiting for the VIP includes attendance at job

and internship fairs, public presentations at colleges and universities, and dissemination of information to various career-services offices.

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

## **F. Retention**

To increase retention, the OAG provides employees the following:

### **1. Education and Training**

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

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

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

### **3. Alternative Work Schedules and Telecommuting**

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

### **4. Performance Leave**

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

### **5. Wellness Program**

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

## **G. Succession Planning**

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

## **G. Report on Customer Service**

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

### **Inventory of External Customers**

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

For the 2016 assessment, the legal services client group includes state agency executive directors, their general counsels and agency staff, as well as appointed board chairs of state commissions and councils. Client agencies receive a full array of legal services including general counsel support and legal representation in litigation matters. Litigation support covers a wide variety of matters, including administrative appeals, defense of state agencies and state employees in state and federal courts, employment litigation, consumer protection enforcement, environmental protection, licensing actions, collections, and various other matters. Scope of representation may include pre-litigation assistance, trial preparation and discovery, negotiation of settlements, and representation at trial and on appeal.

Child support customers include both custodial and noncustodial parents who have child support cases with the Attorney General's Child Support Division (CSD). Under Title IV, Part D, of the federal Social Security Act, CSD provides services including locating absent parents, establishing paternity for children born out of wedlock, establishing and modifying child support orders, enforcing child support orders, and collecting and disbursing child support payments. CSD's current caseload includes over 2.5 million customers.

Crime Victim Services Division (CVSD) clients are either victims of violent crime or their family members who have applied for benefits under the Crime Victims' Compensation Act (the Act). The Office of the Attorney General reviews and approves applications for financial assistance from eligible victims who are injured, threatened, or killed as a result of a violent crime under the Act. Only those victims who lack another source of financial remuneration, such as health insurance, are eligible for assistance. Within the statutory confines enacted by the Legislature, CVSD informs victims about their rights and benefits, makes eligibility determinations, and reimburses crime victims for allowable expenses resulting from the crimes of others. The number of victim applications approved in FY 2015 was 16,409.

## **Information Gathering Methods**

### **Legal Services**

Legal services clients were identified by 11 separate civil litigation divisions within the OAG: Administrative Law, Bankruptcy & Collections, Consumer Protection, Environmental Protection, Financial Litigation and Charitable Trusts, General Litigation, Law Enforcement Defense, Tax, Tort Litigation, and Transportation. These divisions' clients include executive directors, state agency general counsels and client agency staff, as well as appointed board chairs of state commissions and councils with whom the OAG divisions had direct contact when providing legal services. The final combined client list consisted of 479 individuals. Any client identified as receiving services from more than one OAG division was given the opportunity to complete a separate survey for each division with whom they were listed as a client. In total, 602 surveys were offered.

The 2016 legal services survey was conducted online beginning January 25, 2016. A web-based application, developed in-house specifically for this assessment, provides an online survey form and captures survey responses. Clients were emailed a link and asked to login to a page on the OAG website using their email addresses to complete and submit the short survey. When the survey project closed on March 10, 2016, 256 individuals responded (53 percent), and 322 surveys had been completed (53 percent of those offered). Results of the legal services client satisfaction assessment are based on this sample.

### **Child Support**

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

- In an effort to enhance the accessibility and convenience of child support services to all customers, an ambitious initiative is underway to staff smaller, customer service-oriented locations across the state which provide direct access to child support customers. These smaller locations—called storefronts—are equipped to provide immediate case information and accept case-related documents regardless of where the court case is located. The installation of a statewide system of scanning and disseminating case documents — called the “Virtual Case File” — allows any document or court order to be viewed from any location. This has created the principle of “no wrong door” for CSD customers who can simply walk in to the nearest CSD location to conduct case-related business.
- Customers who visit local child support offices around the state are provided customer service surveys, allowing them to give instant feedback regarding the quality of their visit. These cards may be left with the office or mailed to a central collection site at the CSD State Office. Survey card results are distributed to field office managers so that they promptly act on the information. Survey card comments and trends in satisfaction rates are reviewed by executive management.



- Customers express satisfaction with services through the “compliment” option on the Child Support Interactive (CSI) website, and compliments received by telephone are tracked with a “kudos” code, so positive feedback can be recognized.
- Customers have the opportunity to submit comments, complaints, and suggestions through the CSI website. Customer suggestions and comments are shared with managers of appropriate business areas for action. Formal complaints are responded to through the agency’s ombudsman program, which tracks and resolves complaints at the local office level. If the complaint cannot be resolved at the office level, ombudsmen at the regional and state offices review and resolve the customer complaint. All complaints are documented through the CSD computer system to ensure uniformity throughout the state.
- CSD staff offer ideas to enhance internal and external customer service through the Customer Service Enhancement Program (CSEP) Advisory Board, comprised of representatives from all areas of CSD. The Board meets monthly to address customer service issues and initiatives and strategically ensures customer service advancement through formal business planning.

### **Crime Victims**

In January 2016, a one-page survey was mailed to a sample of 4,900 randomly selected eligible crime victims and surviving family members who applied for compensation in FY 2015. A self-addressed, pre-paid postage envelope was enclosed, and customers were requested to respond by February 23, 2016. Three hundred sixteen (316) eligible victims responded. The response rate of 6.3 percent is similar to results in prior years.

### **Customer Satisfaction Assessment: Clients of Legal Services**

In the 322 survey responses that were submitted, client agencies expressed a high rate of overall satisfaction with legal services received from the Office of the Attorney General. Ninety-nine percent of the respondents expressed overall satisfaction with the legal services they received. Only one respondent indicated that he was dissatisfied (<1 percent) with zero respondents indicating they were very dissatisfied with the services they received.

Legal services clients assessed several aspects of the customer service provided by OAG staff, including attorneys’ accessibility by telephone and for meetings, understanding of the client’s concerns and objectives, and the handling of settlements and litigation. Legal services clients were asked to indicate their agreement or disagreement with various statements using a five-point scale.

Answers were recorded as 5 for “strongly agree,” 4 - “agree,” 3 - “somewhat agree,” 2 - “disagree,” and 1 - “strongly disagree.” The fourteenth and final question on the survey asked respondents to rate their overall satisfaction with legal services they had received from the OAG with 5 for “very satisfied,” 4 - “satisfied,” 3 - “somewhat satisfied,” 2 - “dissatisfied,” and 1 - “very dissatisfied.”

### **Online Legal Services Client Survey Questions**

- Q1: Legal division attorneys are accessible by telephone.  
 Q2: Legal division attorneys are available to meet when necessary.  
 Q3: Legal division attorneys provide requested information.

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

Responses to specific questions are indicated in the table below.

**Table 1: Legal Services Client Survey**

Question	5s Strongly Agree	4s Agree	3s Somewhat Agree	2s Disagree	1s Strongly Disagree	Sum	Average	%Satisfied (≥3)
1. Legal division attorneys are accessible by telephone.	173	111	18	1	0	303	4.2	99%
2. Legal division attorneys are available to meet when necessary.	147	118	16	2	0	283	3.9	99%
3. Legal division attorneys provide requested information.	166	111	19	2	0	298	4.2	99%
4. Legal division attorneys listen to client's concerns.	178	94	15	8	1	296	4.1	97%
5. Legal division attorneys understand client's needs and objectives.	167	102	22	8	1	300	4.1	97%
6. Legal division attorneys present and explore options.	165	101	27	2	0	295	4.1	99%
7. Legal division attorneys explain issues and legal principles clearly.	167	114	14	3	0	298	4.2	99%
8. Legal division attorneys accurately assess the strength of case(s).	133	114	27	2	0	276	3.8	99%
9. Legal division attorneys complete work in a timely manner.	149	106	29	6	2	292	3.9	97%
10. Legal division attorneys help witnesses prepare to testify.	90	72	15	2	1	180	2.5	98%
11. Legal division attorneys keep clients informed about case status.	122	102	25	9	1	259	3.5	96%

Question	5s Strongly Agree	4s Agree	3s Somewhat Agree	2s Disagree	1s Strongly Disagree	Sum	Average	% Satisfied (≥3)
12. Legal division attorneys negotiate favorable settlements.	96	89	17	2	0	204	2.8	99%
13. Legal division attorneys effectively represent client's interests.	151	89	23	1	1	265	3.7	99%
14. How satisfied were you with the legal services provided by the division in total?	185	85	26	1	0	297	4.2	99%

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.

### Customer Satisfaction Assessment: Child Support Customers

#### Customer Survey Card

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

How satisfied are you:

Question 1: with the amount of time you waited to see someone who could help you with your case?

Question 2: with the courtesy of the person at the front desk upon your arrival

Question 3: with the courtesy of the person who helped you with your case?

Question 4: with the knowledge of the person who helped you with your case?

Question 5: that your questions were addressed?

Question 6: with the overall experience at the office you visited?

Question 7: with the office facilities: For example—waiting room, parking, overall appearance and cleanliness?

**Table 2: Child Support Survey Card Results**

Question	5s Very Satisfied	4s Satisfied	3s Somewhat Satisfied	2s Unsatisfied	1s Very Unsatisfied	Sum	Average	% Satisfied (≥3)
1. How satisfied are you with the amount of time you waited to see someone who could help you with your case?	1,278	229	104	50	100	1761	4.4	91%

Question	5s Very Satisfied	4s Satisfied	3s Somewhat Satisfied	2s Unsatisfied	1s Very Unsatisfied	Sum	Average	% Satisfied (≥3)
2. How satisfied are you with the courtesy of the person at the front desk upon your arrival?	1,646	234	83	38	34	2035	4.7	96%
3. How satisfied are you with the courtesy of the person who helped you with your case?	1,727	169	50	14	27	1987	4.8	98%
4. How satisfied are you with the knowledge of the person who helped you with your case?	1,707	187	48	16	34	1992	4.8	97%
5. How satisfied are you that your questions were addressed?	1,692	199	54	16	32	1993	4.7	97%
6. How satisfied are you with the overall experience at the office you visited?	1,644	230	67	17	41	1999	4.7	97%
7. How satisfied are you with the office facilities: For example—waiting room, parking, overall appearance and cleanliness?	1575	252	92	20	34	1973	4.7	97%

Between January 2014 and December 2015, a total of 30,185 cards were provided to CSD locations, and 2,050 customers completed survey cards. Of the total cards returned during this time period, 97 percent expressed satisfaction on question six regarding the overall experience at the CSD office they visited.

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

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

A one-page survey in English and Spanish was mailed to 4,900 randomly selected beneficiaries of the Crime Victims' Compensation Fund. The survey recipients were separated between those who had already received a payment and those who had been approved for benefits, but had not yet received a payment.

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

### **Crime Victim Survey Statement**

Q1: When calling CVC, I usually talked to someone who could help.

Q2: When I left a message by telephone, someone called me back promptly.

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

**Table 3: Crime Victim Survey**

Question	5s Strongly Agree	4s Agree	3s Somewhat Agree	2s Disagree	1s Strongly Disagree	Sum	Average	%Satisfied (≥3)
1. When calling CVC, I usually talked to someone who could help.	118	61	35	29	44	287	3.3	75%
2. When I left a message by telephone, someone called me back promptly.	88	60	46	33	55	282	3.0	69%
3. CVC staff listened to my concerns and understood how the crime affected my life.	119	55	28	33	51	286	3.3	71%
4. CVC staff answered my questions and provided the information I needed.	121	64	43	27	37	292	3.5	78%
5. CVC staff clearly explained the benefits program and application process.	112	72	42	31	39	296	3.4	76%
6. The application for CVC benefits was easy to complete.	108	93	50	17	30	298	3.6	84%
7. CVC let me know within a reasonable time that my application had been received.	107	80	35	30	45	297	3.4	75%
8. CVC let me know within a reasonable time that my application had been approved.	104	60	37	34	57	292	3.2	69%

Question 9 asked customers to rate their overall satisfaction with the customer service they received from the OAG staff within the CVC program. Customers rated their satisfaction on a five-point scale. Out of 298 respondents who answered Question 9, 209 (70 percent) answered with a three or higher expressing overall satisfaction with the services received.

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

Out of the 283 customers who responded to question 10 rating their satisfaction with benefits, 70 percent were satisfied, 8 percent were dissatisfied, and 23 percent were very dissatisfied with the amount of benefits received. Out of those responding to question 11 regarding reasons for dissatisfaction, 32 percent said the amount of the award was too low, 36 percent said expenses were disallowed that they thought should have been covered, 21 percent needed compensation for loss of property, which is not a statutorily covered expense, and 36 percent replied other. Several customers checked more than one “main reason” for their dissatisfaction. Finally, for those denied expenses, question 12 asked customers if the reason for the denial was clearly explained. Of those denied expenses, 14 percent agreed the denial reason was clearly explained, while 9 percent disagreed and 23 percent strongly disagreed.

### **Follow-Up to Customer Satisfaction Assessment**

In addition to providing customers a forum to address concerns that are special to their cases, the OAG also looks for broader indicators that are instructive as executive management continues re-evaluating program strategies to ensure all operations are as effective and efficient as possible. The results of the surveys were tabulated and reported to all levels of management. Survey instruments were then provided to division managers. Based on statistical survey results and narrative comments from customers, affected division chiefs are developing responsive action plans. Division chiefs responsible for managing litigation divisions have been tasked with conducting pro-active outreach to any client agencies that expressed concerns or suggested improvements to help facilitate candor among respondents. Crime Victim Services and Child Support customers had the option of responding anonymously. While most respondents declined to disclose their identities, any who identified themselves and expressed concerns will be contacted by the appropriate division in an attempt to resolve whatever issues were identified. The OAG will continue to appraise survey methods to increase customer response rates, including additional electronic interface options for customers.

## Performance Measures for Customer Service/Satisfaction

Table 4 Goal: Provide Legal Services

Legal Services	Data
Percentage of Surveyed Customer Respondents (Client Agencies) Expressing Overall Satisfaction with Legal Services Received	99%
Percentage of Surveyed Customer Respondents (Client Agencies) Identifying Ways to Improve Service Delivery	7%
Number of Customers (Client agency heads and/or agency counsel) Surveyed	322
Number of Customers (Client agency heads and/or agency counsel) Served	479
Cost Per Customer (Client Agency) Surveyed	\$0.81

Table 5 Goal: Enforce Child Support Law

Child Support	Data
Percentage of Surveyed Customer Respondents (Custodial and noncustodial Parents) Expressing Overall Satisfaction with Child Support Services Received	97%
Percentage of Customers (Custodial and noncustodial Parents) Identifying Ways to Improve Service Delivery	<1%
Number of Customers (Custodial and noncustodial Parents) Surveyed	2,050
Number of Customers (Custodial and noncustodial Parents) Served	2,531,791
Cost Per Customer (Custodial and noncustodial Parents) Surveyed	\$0.15
Percentage of Phone Calls Answered by the Child Support Customer Service Centers	88%

Table 6 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	70%
Percentage of Surveyed Customer Respondents (Eligible Crime Victim Applicants) Identifying Ways to Improve Service Delivery	59%
Number of Customers (Eligible Crime Victim Applicants) Surveyed	4,900
Number of Customers (Eligible Crime Victim Applicants) Served	16,409
Cost Per Customer (Eligible Crime Victim Applicant) Surveyed	\$1.28

Table 7 Agency-wide: Customer-Related Explanatory Measures

Explanatory Measure	Data
Number of Customers Identified	2,548,679
Number of Customer Groups Inventoried	7

## Inventory of External Customers Served By Strategy

Table 8: Customers Served

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



# H. Assessment of Advisory Committees<sup>12</sup>

**ASSESSMENT OF ADVISORY COMMITTEES**  
May 6, 2018  
SOS, Office of the Attorney General

To assist in the process required by Chapter 2112, Texas Government Code, state agencies should submit an assessment of advisory committees using the format provided. Please submit your assessment for each advisory committee under your agency's purview. Include responses for committees created through statute, administrative rule, or contract. Do not include responses for committees created through memorandum of understanding or other non-agency arrangements. Committees should be included for assessment within the 2018-19 biennium. Information is omitted from the report of this agency. When submitting information for multiple advisory committees, right-click the sheet "Committee" and select "Move or Copy"; select "Create a Copy" and move to end.

NOTE: Only the items in blue are required for inactive committees.

**SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST**

Committee Name: Human Trafficking Prevention Task Force

Number of Members: 43

Committee Status: Ongoing

Date Created: 9/1/2009

Date to Be Abolished: 9/1/2017

Budget Strategy (Strategies) (e.g., 1-2-A): Victim Assistance

Budget Strategy (Strategies):

State/Agency/Authority: State Authority

Agency Report: 452-2018, Government Code

Agency Report: RESP 20, OAG Bill Pattern

Advisory Committee Codes: This section includes reimbursements for committee member costs and costs attributable to agency staff support.

Committee Members' Direct Expenses	Expended	Estimated	Budgeted
Total	\$2,218,000	\$2,000,000	\$2,000,000
Personnel	\$88,350	\$70,000	\$70,000
Travel	0	0	0
Other Operating Costs	160	160	160
Total, Committee Expenses	\$70,350	\$70,000	\$70,000

Committee Members' Indirect Expenses	Expended	Estimated	Budgeted
Total	0	0	0
Personnel	0	0	0
Number of FTEs	0.0	0.0	0.0
Other Personnel Costs	0	0	0
Total, Committee Expenses	0	0	0

Method of Financing	Expended	Estimated	Budgeted
Method of Finance	\$70,350	\$70,000	\$70,000
AS - Unexpended Compensation	0	0	0
	0	0	0
	0	0	0
	0	0	0
	0	0	0
Expenses / MOPS Difference:	0	0	0

Meetings Per Fiscal Year	Expended	Estimated	Budgeted
	2	2	2

The Human Trafficking Prevention Task Force develops policies and procedures to assist in the prevention and prosecution of human trafficking crimes. Since the task force was established by the legislature, 50 of its policy recommendations have been passed by the legislature. The task force also provides assistance to law enforcement agencies, victim assistance organizations, and prosecutors to analyze methods to prevent human trafficking from a broad spectrum. The task force also provides education for law enforcement, educators, and medical professionals to identify human trafficking victims and refer them to appropriate assistance.

<sup>12</sup> The OAG submitted the electronic version of the Advisory Committee Review to the Office of the Governor and the Legislative Budget Board in accordance with the Strategic Plan instructions. This is a copy of the previously submitted information.

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

**Committee Dates:** Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?

2. What kinds of deliverable or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those. The task force is required to submit a report regarding the task force's activities, findings, and recommendations (including proposed legislation) to the Governor, Lieutenant Governor, and Legislature no later than December 1 of each even-numbered year. In addition, the task force is required by Rider 30 in the OAG, OAG bill pattern, to submit an annual report for activities for each of the 2015 and 2017 fiscal years.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

Of the 58 legislative recommendations the task force has developed since the 2010 fiscal year, 53 have been passed by the legislature and become law. The other 5 recommendations were debated within various legislative committees.

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?     
 4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?

5A. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?

5B. Please supply a general overview of the tasks enabled in agency staff assistance provided to the committee. The OAG provides administrative support for the task force. Our staff communicates with task force members, develops drafts of training curriculum and materials for task force approval, trains individuals in human trafficking prevention and victim assistance, and develops the draft of the annual report for task force approval that includes legislative recommendations.

6. Have there been instances where the committee was unable to meet because a quorum was not present?    
 Please provide committee member attendance records for their last three meetings, if not already captured in meeting minutes.

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.?)

7b. Do members of the public attend at least 50 percent of all committee meetings?    
 7c. Are there instances where no members of the public attended meetings?

8. Please list any external stakeholders you recommend we contact regarding this committee.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?

9b. Please describe the rationale for this opinion.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:   
 10a. Is there any functional benefit for having this committee codified in statute?    
 10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?

10c. If "Yes" for Question 10b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

11b. Please describe the rationale for this opinion.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?

12b. If "Yes" for Question 12a, please describe the rationale for this opinion.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission. Rider 30 in the OAG bill pattern, which appeared for the first time in HB 1, 84(R), largely reflects current statute, but creates conflicting reporting requirements. All policy recommendations must be developed and approved by the task force prior to presentation to the legislature in the biennial report.



**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee B (name):  Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?  
 Austin, At the call or the chair

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.

The statutory purpose of the committee is to review proposed changes to open records cost rules. The committee meets as needed when changes to cost rules are under consideration. As an advisory body, the committee is not required to produce tangible deliverables. The committee provides advice but no formal recommendations were made in the 2014-2015 fiscal year.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

The OAG sought the committee's perspectives on the agency's rules regarding costs of obtaining public information. No formal recommendations were made.

4a. Does your agency believe that the advice and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?  
 Yes  No

4b. If committee scope and work considered redundant with other functions of other state agencies or advisory committees?  
 No

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?  
 0.0

5b. Please supply a general overview of the tasks established in agency staff assistance provided to the committee.

The OAG prepares the meeting agenda and minutes. OAG staff attend and chair the meetings.

6. Have there been instances where the committee was unable to meet because a quorum was not present?  
 No

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?

The agenda and call for the most recent meetings were posted in the Texas Register and are open to the public.

7b. Do members of the public attend at least 50 percent of all committee meetings?  
 Yes  No

7c. Are there instances where no members of the public attended meetings?  
 Yes

8. Please list any external stakeholders you recommend we contact regarding this committee.

Freedom of Information Foundation Texas (FOIFT)

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?  
 Yes

9b. Please describe the rationale for this opinion.

The committee is limited in the scope of its purpose, but has provided valuable advice in relation to that purpose.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:  
 10a. Is there any functional benefit for having this committee codified in statute?  
 No

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?  
 No

10c. If "yes" for Question 10a, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?  
 Retain

11b. Please describe the rationale for this opinion.

Sec. 552.008e states that Chapter 2110 does not apply to the size, composition, or duration of the committee.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?  
 No

12b. If "yes" for Question 12a, please describe the rationale for this opinion.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

The Open Records Steering Committee operated informally from 1993-1998 prior to the committee being codified in statute. If the legislature chose to abolish this committee, the OAG has the ability to operate a similar committee informally. Rules posted that impact the Texas Public Information Act are subject to public review and comment pursuant laws relating to administrative procedure.

**ASSESSMENT OF ADVISORY COMMITTEES**  
 April 13, 2018  
 302, Office of the Attorney General

To assist in the process required by Chapter 2110, Texas Government Code, state agencies should submit an assessment of advisory committees using the format provided. Please submit your assessment for each advisory committee under your agency's purview. Include responses for committees created through statute, administrative code or ad-hoc by your agency. Include responses for all committees, whether ongoing or inactive and regardless of whether you receive appropriations to support the committee. Committees already scheduled for abolishment within the 2016-17 Biennium are omitted from the scope of this survey. When submitting information for multiple advisory committees, right-click the sheet "Enter 1", select Move or Copy, select Create a copy and move to end.

NOTE: Only the items in blue are required for inactive committees.

**SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST**

**Committee Name:** Residential Mortgage Fraud Task Force

**Number of Members:** 3

**Committee Status:** Ongoing

**Date Created:** 9/1/2007

**Budget Strategy (Strategies) (e.g., 1-2-4):** A,1,1

**Budget Strategy (Strategies):** Legal Services

**State/Federal Authority:** State Authority

**Identify Statute/Citation:** 402.032, Government Code

**State/Federal Authority:** State Authority  
 State Authority  
 Federal Authority  
 Federal Authority

**Advisory Committee Code:** This section includes reimbursements for committee member costs and costs attributable to agency staff support.

Committee Members' Direct Expenses	Expended Exp 2016	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$3,500	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$0	\$3,500	\$0
Committee Members' Indirect Expenses	Expended Exp 2016	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$0	\$0	\$0
Method of Financing	Expended Exp 2016	Estimated Est 2016	Budgeted Bud 2017
1-General Revenue Fund	\$0	\$3,500	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Expenses / MIOFA Difference:	\$0	\$0	\$0
Meeting Per Fiscal Year	0	1	0

**Committee Description:** The Residential Mortgage Fraud Task Force was created by the legislation in 2007 through HB 716 to improve the collaboration of investigating and prosecuting reported incidents of residential mortgage fraud. The committee consists of designees from nine state agencies. The task force is required to provide an annual report on activities and the OAG is required to administer the task force.

SECTION B: ADDITIONAL COMMITTEE INFORMATION

Committee B/laws. Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?

5b. Please supply a general overview of the tasks enabled in agency staff assistance provided to the committee.

6. Have there been instances where the committee was unable to meet because a quorum was not present?

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?

7b. Do members of the public attend at least 50 percent of all committee meetings?

8. Please list any external stakeholders you recommend we contact regarding this committee.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?

9b. Please describe the rationale for this opinion.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:

10c. If "Yes" for Question 10a, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

11b. Please describe the rationale for this opinion.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?

12b. If "Yes" for Question 12a, please describe the rationale for this opinion.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.



**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?  
 The committee is comprised exclusively of OAG Child Support staff at the Child Support Division Chief and Deputy Division Chief levels and has weekly staff meetings in Austin as part of managed executive management operations.

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.  
 The committee develops and executes IT projects for the Child Support Division.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?  
 The committee develops and executes IT projects for the Child Support Division.

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?  
 Yes  No

4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?  
 No

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.  
 The committee provides advice related to ongoing IT operations.

6. Have there been instances where the committee was unable to meet because a quorum was not present?  
 No

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?  
 Please provide committee member attendance records for their last three meetings, if not already captured in meeting minutes.

The committee is comprised of agency employees only and is not a public committee.

7b. Do members of the public attend at least 50 percent of all committee meetings?  
 No

7c. Are there instances where no members of the public attended meetings?  
 Yes

8. Please list any external stakeholders you recommend we contact regarding this committee.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?  
 Yes

9b. Please describe the rationale for this opinion.  
 The committee provides advice related to ongoing IT operations. Federal regulations require a complex IT operation for child support.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:  
 10a. Is there any functional benefit for having this committee codified in statute?  
 No

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?  
 No

10c. If "Yes" for Question 10b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?  
 Abolish

11b. Please describe the rationale for this opinion.  
 The state the committee performs are handled by agency employees as part of their routine work and the information resources committee meeting will still occur at regular intervals to provide agency management updates on projects, timelines, network security, and IT operations. The statute requiring the information resources committee may be abolished as the statute is duplicative of current agency functions related to information resources. The OAG will continue to perform the functions of evaluating, developing, maintaining, and implementing information resources if the statutory steering committee is abolished.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?  
 No

12b. If "Yes" for Question 12a, please describe the rationale for this opinion.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.



**ASSESSMENT OF ADVISORY COMMITTEES**  
**302, Office of the Attorney General**

To assist in the process required by Chapter 2110, Texas Government Code, state agencies should submit an assessment of advisory committees using the format provided. Please submit your assessment for each advisory committee under your agency's purview. Include responses for committees created through statute. Administrative code or action by your agency. Include responses for all committees, whether ongoing or inactive and regardless of whether you receive appropriations to support the committee. Committees already scheduled for abolition within the 2016-17 biennium are omitted from the scope of this survey. When submitting information for multiple advisory committees, right-click the sheet "Enter 1" below and select "Insert New Sheet" to create a new sheet for each committee. Right-click the sheet "Enter 1" below and select "Insert New Sheet" to create a new sheet for each committee.

NOTE: Only the items in blue are required for inactive committees.

**SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST**

Committee Name:

Number of Members:

Committee Status (Ongoing or Inactive):

Date Created:

Budget Strategy (Strategies) (e.g. 1.2-4):

Budget Strategy (Strategies):

State/Federal Authority:

Statute Type:

**Advisory Committee Costs:** This section includes reimbursements for committee member costs and costs attributable to agency staff support.

Committee Members' Direct Expenses	Expended Exp 2016	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenses	\$0	\$0	\$0

**Committee Members' Indirect Expenses**

	Expended Exp 2016	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenses	\$0	\$0	\$0

**Method of Financing**

	Expended Exp 2016	Estimated Est 2016	Budgeted Bud 2017
Method of Finance	\$0	\$0	\$0
1 - General Revenue Fund	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Expenses / MDPs Difference:	\$0	\$0	\$0

**Meetings Per Fiscal Year**

	Expended Exp 2016	Estimated Est 2016	Budgeted Bud 2017
	0	0	0

**Committee Description:**

Assisted with the development of the Premarital Education Handbook from 1999-2002.

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee Budget. Please provide a copy of the committee's current budget and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?  No  Yes

4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?  No  Yes

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?

5b. Please supply a general overview of the tasks enabled in agency staff assistance provided to the committee.

6. Have there been instances where the committee was unable to meet because a quorum was not present?  Yes  No

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?  Please provide committee member attendance records for their last three meetings, if not already captured in meeting minutes.

7b. Do members of the public attend at least 50 percent of all committee meetings?  Yes  No

7c. Are there instances where no members of the public attended meetings?  Yes  No

8. Please list any external stakeholders you recommend we contact regarding this committee.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?  Yes  No

9b. Please describe the rationale for this opinion.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:  
 10a. Is there any functional benefit for having this committee codified in statute?  Yes  No

10b. Does the score and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?  Yes  No

10c. If "Yes" for Question 10a, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?  Retain  Abolish  Consolidate

11b. Please describe the rationale for this opinion.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?  Yes  No

12b. If "Yes" for Question 12a, please describe the rationale for this opinion.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

**ASSESSMENT OF ADVISORY COMMITTEES**  
**May 6, 2018**  
**#802, Office of the Attorney General**

To assist in the process required by Chapter 2110, Texas Government Code, state agencies should submit an assessment of advisory committees using the format provided. Please submit your assessment for each advisory committee under your agency's purview. Include responses for committees created through statute, administrative action, or other means, and indicate the date of creation and whether you receive appropriations to support the committee. Committees already scheduled for abatement within the 2016-17 biennium are omitted from the scope of this survey. When submitting information for multiple advisory committees, right-click the sheet "Commit1", select Move or Copy, select Create a copy and move to end.

**NOTE: Only the items in blue are required for inactive committees.**

**SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST**

**Committee Name:**

**Number of Members:**

**Committee Status (Ongoing or Inactive):**

**Date Created:**

**Budget Strategy (Strategies) (e.g., 1-2-4):**

**Budget Strategy (Strategies):**

**Date to be Abolished:**

**Strategy Title (e.g., Occupational Licensing):**

**Strategy Title:**

<b>State / Federal Authority:</b>	<b>State Authority</b>
<b>State Authority:</b>	State Authority
<b>Federal Authority:</b>	Federal Authority
<b>Federal Authority:</b>	Federal Authority
<b>Statute Title:</b>	Identify Statute Citation
<b>Statute:</b>	Sec. 402.037, Government Code

**Advisory Committee Costs:** This section includes reimbursements for committee member costs and costs attributable to agency staff support.

	Expended Exp 2016	Estimated Est 2018	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	Expended Exp 2016	Estimated Est 2018	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
<b>Total, Committee Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Method of Financing**

	Expended Exp 2016	Estimated Est 2018	Budgeted Bud 2017
Method of Finance	\$0	\$0	\$0
1 - General Revenue Fund	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
<b>Expenses / MOF's Difference:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	Expended Exp 2016	Estimated Est 2018	Budgeted Bud 2017
<b>Meetings Per Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Committee Description:**

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

**Committee Budget:** Please provide a copy of the committee's current budget and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

4a. Does your agency believe that the advice and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?

4b. If committee scope and work conducted independent with other functions of other state agencies or advisory committees?

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?

5b. Please supply a general overview of the tasks entitled in agency staff assistance provided to the committee.

6. Have there been instances where the committee was unable to meet because a quorum was not present?

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?

7b. Do members of the public attend at least 50 percent of all committee meetings?

7c. Are there instances where no members of the public attended meetings?

8. Please list any external stakeholders you recommend we contact regarding this committee.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?

9b. Please describe the rationale for this opinion.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:  
 10a. Is there any functional benefit for having this committee codified in statute?

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?

10c. If "Yes" for Question 2a, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

11b. Please describe the rationale for this opinion.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?

12b. If "Yes" for Question 4a, please describe the rationale for this opinion.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

**ASSESSMENT OF ADVISORY COMMITTEES**  
**#802, Office of the Attorney General**

To assist in the process required by Chapter 2110, Texas Government Code, state agencies should submit an assessment of advisory committees using the format provided. Please submit your assessment for each advisory committee under your agency's purview. Include responses for committees created through statute, Administrative Code or ad-hoc by your agency. Include responses for all committees, whether ongoing or inactive and regardless of whether you receive appropriations to support the committee. Committees already scheduled for appointment within the 2016-17 biennium are omitted from the scope of this survey. When submitting information for multiple advisory committees, right-click the sheet "Cities 1", select Move or Copy, select More or Copy, create a copy and move to end.

NOTE: Only the items in blue are required for inactive committees.

**SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST**

Committee Name: Child Support Work Group  
 Sec. 231.012(e) states that Chapter 2110, Government Code, does not apply to this committee. An analysis is not completed for this committee.

Number of Members:

Committee Status: (Ongoing or Inactive):

Date Created:

Budget Strategy (Strategies) (e.g. 1,2-4):

Budget Strategy (Strategies):

Note: An inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply services to an agency during that time period.

Date to Be Abolished:

Strategy Title (e.g. Occupational Licensing):

Strategy Title:

State:

Sec. 231.012, Family Code:

State / Federal Authority: State Authority  
 State Authority  
 Federal Authority  
 Federal Authority

Advisory Committee Costs: This section includes reimbursements for committee member costs and costs attributable to agency staff support.

	Expended Exp 2016	Estimated Est 2018	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$0	\$0	\$0

	Expended Exp 2016	Estimated Est 2018	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$0	\$0	\$0

	Expended Exp 2016	Estimated Est 2018	Budgeted Bud 2017
Method of Finance	\$0	\$0	\$0
1 - General Revenue Fund	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Expenses / MOFs Difference:	\$0	\$0	\$0

	Expended Exp 2016	Estimated Est 2018	Budgeted Bud 2017
Meetings Per Fiscal Year	0	0	0

Committee Description: (Enter Committee Description and Justification for Continuation/Consequences of Abolishing)

**SECTION B: ADDITIONAL COMMITTEE INFORMATION**

Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.

1. Where and where does the committee typically meet and is there any requirement as to the frequency of committee meetings?

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?

4b. In committee, state staff conducted redundant with other divisions of other state agencies or advisory committees?

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.

6. Have there been instances where the committee was unable to meet because a quorum was not present?

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?

7b. Do members of the public attend at least 50 percent of all committee meetings?

7c. Are there instances where no members of the public attended meetings?

8. Please list any external stakeholders you recommend we contact regarding this committee.

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?

9b. Please describe the rationale for this opinion.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:  
 10a. Is there any functional benefit for having this committee codified in statute?

10b. Does the scope and language found in statute for this committee meet your agency's needs regarding its evolving needs related to this policy area?

10c. If "Yes" for Question 10a, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

11b. Please describe the rationale for this opinion.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?

12b. If "Yes" for Question 12a, please describe the rationale for this opinion.

13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.