

**2016  
CUSTOMER SERVICE**

**— TEXAS —  
RACING COMMISSION**



**Submitted June 3, 2016**



# TEXAS RACING COMMISSION

## CUSTOMER SERVICE REPORT JUNE 3, 2016

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# TEXAS RACING COMMISSION 2016 CUSTOMER SERVICE REPORT

## CUSTOMER INVENTORY

A great deal of overlap exists among the Commission's service populations and the various strategies. To assist in identifying the target customers for each strategy, the Commission focused on the populations with whom employees interact most. These are designated "direct customers."

The Commission found that "customer" could include persons who are the beneficiaries of the Commission's efforts under a strategy, but with whom our employees have little or no direct contact. These customers are designated as "indirect customers."

STRATEGY	DIRECT CUSTOMERS	INDIRECT CUSTOMERS
A.1.1. Regulate Racetrack Owners	Racetrack management/officers	Patrons Occupational Licensees
A.2.1. Texas-Bred Incentive Programs	Breed registries	Breeders
A.3.1. Supervise Racing & Licensees A.3.2. Monitor Occupational Licensees	Occupational licensees (trainers, owners, jockeys, exercise riders, officials) Racing offices Law enforcement agencies Other racing commissions	Patrons
A.4.1. Inspect & Provide Emergency Care A.4.2. Administer Drug Test	Occupational licensees (trainers, grooms)	Patrons
B.1.1. Occupational Licensing	Occupational license applicants Other racing commissions	N/A
C.1.1. Pari-mutuel Wagering	Racetrack mutuel employees	Patrons
D.1.1. Indirect Administration	Internal customers (agency employees) Racetracks Breed registries	N/A

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## SERVICES PROVIDED TO DIRECT CUSTOMERS

### RACETRACKS

Agency staff interacts daily with racetrack personnel. The field staff works closely with the tracks to interpret and enforce rules and facilitate racing and wagering conduct. Staff at headquarters review and respond to requests made by the racetracks for race date allocations, wagering and simulcasting approvals, and construction approvals.

### OCCUPATIONAL LICENSEES

Commission field personnel consult occupational licensees daily. These contacts concern animals and race performance, disciplinary hearings on alleged rule violations, and disciplinary orders for violations.

### PATRONS

Agency personnel respond to questions and complaints from patrons about all aspects of pari-mutuel racing, including the calculation of pools, interpretation of Commission rules, and improper conduct by licensees.

### BREED REGISTRIES

Auditors in the headquarters office routinely collect and provide pari-mutuel information to the breed registries to ensure the proper allocation of Texas Bred Incentive Program revenue.

### MUTUEL AND TOTE COMPANY EMPLOYEES

Field auditors interact multiple times daily with track and tote company employees about the conduct of wagering. Auditors test the tote equipment to ensure accurate calculations and continually monitor wagering activity for compliance with Commission requirements.

### OCCUPATIONAL LICENSE APPLICANTS

Agency licensing technicians help applicants complete the license application process on a daily basis.

### LAW ENFORCEMENT AGENCIES

Commission investigators obtain information from, and share information with, the Department of Public Safety and local law enforcement officials about the Commission's licensees. The Commission's investigators periodically assist other law enforcement officers in executing search warrants and detaining suspects.

### OTHER RACING COMMISSIONS

Headquarters staff makes inquiries of, and responds to inquiries from, other racing regulatory bodies to ensure the occupational licensing process is efficient.

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## INFORMATION GATHERING METHODS

This survey measures the statutorily required customer service quality elements in a cost-effective manner. It consists of three areas: questions, demographics, and an open-ended response portion.

The questions measure how the customer base feels about the Commission's facilities, staff, communications, Internet site, complaint-handling processes, service timeliness, and printed information. Customers responded to 14 statements, rating their level of agreement with each statement from strongly agree to strongly disagree. To score the data, point values ranging from five for strongly agree to one for strongly disagree were assigned to the responses. A weighted average was then calculated for each question to achieve the overall score on the five-point scale.

Customers were invited to add additional comments and suggestions at the conclusion of the survey.

This survey was available starting on March 24, 2016. It was distributed in a variety of methods. This report reflects the responses through May 29, 2016. The survey remains available to the customer base and staff will analyze the results on a periodic basis.

- The survey is available on the Texas Racing Commission website. The site's home page contains a quick link to the survey.
- On March 24, 2016, an invitation to complete the online survey was e-mailed to 133 entities on the subscriber distribution list for Commission news and activity. A follow-up reminder was sent to this same group on May 4. Approximately 20 additional invitations were sent on May 4 to individuals who had recently contacted the agency for other services.
- The survey was included in the acknowledgment letter sent to occupational licensees processing an application online or through mail. Approximately 200 occupational licensees were contacted about the survey using this method.
- The survey was displayed and available at the licensing office located at each licensed pari-mutuel racetrack.
- The survey was distributed directly by agency employees to licensees working at the racetracks.

Instances when a member of the patron population is a direct customer are extremely rare. This may occur when a patron has direct contact with the agency's pari-mutuel wagering regulatory staff. As these types of contacts with Commission staff are statistically small, the Commission did not attempt to survey that population.

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The Commission distributed approximately 350 surveys directly. A total of 34 completed surveys were submitted to the Commission. Overall, the calculated response rate for this year's survey was 9.7 percent, a small decrease over the 2014 rate of 10.2 percent.

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## CUSTOMER RESPONSES

### CUSTOMER SERVICE AREAS

As mandated in Government Code, Chapter 2114, this survey was designed to measure seven areas associated with customer service. The scores were calculated by taking an average of the responses for the questions related to that specific category. Below is a summary table of the results of the 2016 customer service areas compared to the 2014 scores.

	2014 AVERAGE SCORE	2016 AVERAGE SCORE	PERCENTAGE CHANGE
Facilities	4.55	4.36	-4.1%
Staff	4.70	4.34	-7.7%
Communications	4.53	4.24	-6.4%
Internet Site	4.19	3.81	-9.0%
Complaint Handling	4.24	3.93	-7.3%
Service Timeliness	4.47	4.32	-3.4%
Printed Information	4.47	4.28	-4.3%
OVERALL SATISFACTION	4.49	4.12	-8.2%

#### Facilities

Evaluations of an agency's facilities include the customer's ability to access that agency, the office location, signs, and cleanliness.

*The Commission offices I visited were clean, orderly, and accessible.*

**Satisfaction Score: 4.32**

Strongly Agree	15	54%
Agree	7	25%
Neutral	6	21%
Disagree	0	0%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	28	100%

*The Commission staff was available to me at convenient times.*

**Satisfaction Score: 4.40**

Strongly Agree	16	53%
Agree	7	23%
Neutral	3	10%
Disagree	2	7%
Strongly Disagree	2	7%
TOTAL NUMBER OF RESPONSES	30	100%

**Average Score for Facilities = 4.36**

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## Staff

Evaluations of an agency's staff include employee courtesy, friendliness, and knowledge, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability.

***The Commission staff I dealt with identified themselves or wore name badges.***  
Satisfaction Score: 4.23

Strongly Agree	16	53%
Agree	7	23%
Neutral	5	17%
Disagree	2	7%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	30	100%

***The Commission staff I dealt with were professional and courteous.***  
Satisfaction Score: 4.36

Strongly Agree	20	61%
Agree	9	27%
Neutral	1	3%
Disagree	2	6%
Strongly Disagree	1	3%
TOTAL NUMBER OF RESPONSES	33	100%

***The Commission staff I dealt with were able to answer my questions.***  
Satisfaction Score: 4.42

Strongly Agree	20	65%
Agree	7	23%
Neutral	2	6%
Disagree	1	3%
Strongly Disagree	1	3%
TOTAL NUMBER OF RESPONSES	31	100%

**Average Score for Staff = 4.34**

## Communications

Evaluations of the agency's communications include the average time a customer spends on hold, call transfers, access to a live person, letters, and electronic mail.

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***My telephone call to the Commission office was routed to the proper person.***

**Satisfaction Score: 4.34**

Strongly Agree	18	62%
Agree	6	21%
Neutral	3	10%
Disagree	1	3%
Strongly Disagree	1	3%
TOTAL NUMBER OF RESPONSES	29	100%

***The Commission clearly communicated to me how to comply with the Commission's rules.***

**Satisfaction Score: 4.14**

Strongly Agree	14	50%
Agree	9	32%
Neutral	2	7%
Disagree	1	4%
Strongly Disagree	2	7%
TOTAL NUMBER OF RESPONSES	28	100%

**Average Score for Communications = 4.24**

## **Internet Site**

Evaluations of an agency's Internet site include the ease of use of the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to file a complaint.

***The Commission's Internet website is informative, easy to use, and names a contact person for services.***

**Satisfaction Score: 3.93**

Strongly Agree	13	43%
Agree	7	23%
Neutral	6	20%
Disagree	3	10%
Strongly Disagree	1	3%
TOTAL NUMBER OF RESPONSES	30	100%

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*It is easy to use the online licensing process.*

**Satisfaction Score: 3.7**

Strongly Agree	6	26%
Agree	5	22%
Neutral	11	48%
Disagree	1	4%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	23	100%

**Average Score for Internet Site = 3.81**

## Complaint Handling

Evaluations of the complaint handling process include whether it is easy to file a complaint and whether responses are timely.

*It is easy to file a complaint with the Commission.*

**Satisfaction Score: 3.90**

Strongly Agree	7	33%
Agree	5	24%
Neutral	9	43%
Disagree	0	0%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	21	100%

*The Commission investigates complaints and takes appropriate action.*

**Satisfaction Score: 3.96**

Strongly Agree	9	39%
Agree	6	26%
Neutral	7	30%
Disagree	0	0%
Strongly Disagree	1	4%
TOTAL NUMBER OF RESPONSES	23	100%

**Average Score for Complaint Handling = 3.93**

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## Service Timeliness

Evaluations of the agency's ability to timely serve its customers include the amount of time a customer waits for service in person, by phone, by letter, or at a website.

*The time I waited for Commission action, by phone, in person, by mail, or by email, was reasonable.*

**Satisfaction Score: 4.32**

Strongly Agree	19	61%
Agree	8	26%
Neutral	1	3%
Disagree	1	3%
Strongly Disagree	2	6%
TOTAL NUMBER OF RESPONSES	31	100%

## Printed Information

Evaluations of the agency's brochures or other printed information include the accuracy of that information.

*The written information I received was clear and contained helpful information.*

**Satisfaction Score: 4.28**

Strongly Agree	17	53%
Agree	11	34%
Neutral	2	6%
Disagree	0	0%
Strongly Disagree	2	6%
TOTAL NUMBER OF RESPONSES	32	100%

## Overall Satisfaction

*Overall, I am satisfied with the Commission's services.*

Strongly Agree	17	53%
Agree	10	31%
Neutral	2	6%
Disagree	1	3%
Strongly Disagree	2	6%
TOTAL NUMBER OF RESPONSES	32	100%

**OVERALL SATISFACTION SCORE: 4.12**

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## CUSTOMER SATISFACTION ASSESSMENT

More than 84 percent of respondents expressed overall satisfaction with agency services. Although, all seven area scores showed decreases ranging from a modest 3.4 percent decrease in service timeliness to a decrease of 9 percent in internet site, responses to the survey were generally positive. On a scale of one to five, with five being best, the overall satisfaction rating is 4.12.

Of these seven categories, the Commission's customers rated agency facilities, staff and service timeliness the highest. Management believes this reflects the agency's philosophy to conduct its regulatory activities fairly, consistently, efficiently, and courteously.

Horse racing participants accounted for nearly 74 percent of the completed surveys. This high rate of participation is not unusual as the sport of horse racing is labor intensive as compared to greyhound racing. With more operating horse tracks than greyhound tracks, naturally, there are more licensees associated with horse racing. The responses regarding service location correlates as well, with the Class 1 racetracks and Austin being the primary point of contact.

In addition to answering the questions, several respondents provided written comments and insight to the agency's record on customer service.

Four provided positive comments regarding staff and services such :

- "It is always a pleasure to work with Mr. Trout, Mr. Fenner and the entire staff in Austin. They do an excellent job serving the public and looking after the best interests of the Commission. "
- "The commission staff has done a very good job in very trying times."
- "I have nothing but respect for the professionalism shown on a regular basis by all of the staff at the Texas Racing Commission."
- "Jean Cook is always helpful and has a great attitude!"

Although this was a survey to gauge customer service, two commenters also expressed displeasure with Commission actions.

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## PERFORMANCE MEASURES

Outcome Measures	Percentage of surveyed customer respondents expressing overall satisfaction with services received	84%
	Percentage of surveyed customer respondents identifying ways to improve service delivery	6%
	Average length of time to resolve complaints (estimated FY2015)	8 days
	Average time required to issue a new occupational license (estimated FY2015)	10.3 minutes
Output Measures	Number of Customers Surveyed Number of Customers Served	34 Approximately 7,300
Efficiency Measure	Cost per Customer Surveyed/Responded	\$1.91/\$19.67
Explanatory Measures	Number of Customers Identified Number of Customer Groups Inventoried	Approximately 1.5 million 5

# TEXAS RACING COMMISSION 2016 CUSTOMER SERVICE REPORT



## 2016 CUSTOMER SERVICE SURVEY

Please take a few minutes to complete this survey.  
Your feedback is very important to us. It will help us serve you better.  
If you prefer, you may complete this survey at [www.txrc.texas.gov](http://www.txrc.texas.gov) –  
click on Customer Survey link at top right of home page.

*Skip questions that do not apply. This survey does not collect identifying information, so your identity remains anonymous.*

**How would you best describe yourself in your dealing with the Texas Racing Commission? (Mark all that apply.)**

- |                                                  |                                                                                                      |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Attorney                | <input type="checkbox"/> Occupational License Holder (ex: Association Staff, Jockey, Owner, Trainer) |
| <input type="checkbox"/> Business Entity         | <input type="checkbox"/> Racetrack License Holder                                                    |
| <input type="checkbox"/> Consultant              | <input type="checkbox"/> Racetrack Patron                                                            |
| <input type="checkbox"/> General Public          | <input type="checkbox"/> Stakeholder Organization (ex.: Breed Registry, Jockey Guild, THP)           |
| <input type="checkbox"/> Government Agency Staff | <input type="checkbox"/> Other _____                                                                 |
| <input type="checkbox"/> News Media              |                                                                                                      |

**I am primarily involved in:**  Horse Racing  Greyhound Racing  Neither

**I live in Texas:**  Yes  No

**In the past year, I had contact with the following Commission employees in Austin: (Mark all that apply.)**

- |                                                       |                                                     |                                                     |
|-------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------|
| <input type="checkbox"/> Finance & Accounting Staff   | <input type="checkbox"/> Legal Staff                | <input type="checkbox"/> Pari-mutuel Auditing Staff |
| <input type="checkbox"/> Information Technology Staff | <input type="checkbox"/> Licensing Staff            | <input type="checkbox"/> Racing Staff               |
| <input type="checkbox"/> Investigations Staff         | <input type="checkbox"/> Management/Executive Staff | <input type="checkbox"/> Veterinary Staff           |
| <input type="checkbox"/> Other _____                  |                                                     |                                                     |

**In the past year, I had contact with the following Commission employees at a racetrack: (Mark all that apply.)**

- |                                          |                                                |                                        |
|------------------------------------------|------------------------------------------------|----------------------------------------|
| <input type="checkbox"/> Investigators   | <input type="checkbox"/> Pari-mutuel Auditors  | <input type="checkbox"/> Veterinarians |
| <input type="checkbox"/> Judges          | <input type="checkbox"/> Stewards              | <input type="checkbox"/> Other _____   |
| <input type="checkbox"/> Licensing Staff | <input type="checkbox"/> Test Barn Supervisors |                                        |

**In the past year, the estimated number of contacts I have had with the Commission is:**

- 1 – 2  3 to 6  7 or more

**The purpose of my contact with the Commission was: (Mark all that apply.)**

- |                                                                                               |                                                                                         |
|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| <input type="checkbox"/> Animal drug testing                                                  | <input type="checkbox"/> Obtain licensing information                                   |
| <input type="checkbox"/> Commission Meeting                                                   | <input type="checkbox"/> Obtain open records information (e.g., mailing lists, reports) |
| <input type="checkbox"/> Compliance inspection                                                | <input type="checkbox"/> Obtain wagering information                                    |
| <input type="checkbox"/> Disciplinary action by Stewards/Judges                               | <input type="checkbox"/> Request regulatory approval by Commission staff                |
| <input type="checkbox"/> File a complaint or question about a complaint                       | <input type="checkbox"/> Questioned by Stewards/Judges or Investigator                  |
| <input type="checkbox"/> Human drug testing                                                   | <input type="checkbox"/> Working Group/Committee Meeting                                |
| <input type="checkbox"/> Obtain information about the Rules of Racing or the Texas Racing Act | <input type="checkbox"/> Other: _____                                                   |

**In the past year, I received services from Commission staff at the following locations: (Mark all that apply.)**

- |                                                            |                                                          |                                           |
|------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------|
| <input type="checkbox"/> Austin Central Office             | <input type="checkbox"/> Lone Star Park at Grand Prairie | <input type="checkbox"/> Valley Race Park |
| <input type="checkbox"/> Gillespie County Fair & Festivals | <input type="checkbox"/> Retama Park                     | <input type="checkbox"/> Website          |
| <input type="checkbox"/> Gulf Greyhound Park               | <input type="checkbox"/> Sam Houston Race Park           |                                           |

*Page 1 of 2 – Please turn page.*

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Please respond to the following statements:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Commission offices I visited were clean, orderly, and accessible.					
The Commission staff I dealt with identified themselves or wore name badges.					
The Commission staff I dealt with were professional and courteous.					
The Commission staff I dealt with were able to answer my questions.					
My telephone call to the Commission office was routed to the proper person.					
The Commission staff was available to me at convenient times.					
The time I waited for Commission action, by phone, in person, by mail, or by e-mail, was reasonable.					
The written information I received was clear and contained helpful information.					
The Commission clearly communicated to me how to comply with the Commission's rules.					
The Commission's website is informative, easy to use, and names a contact person for services.					
It is easy to use the online licensing process.					
It is easy to file a complaint with the Commission.					
The Commission investigates complaints and takes appropriate action.					
Overall, I am satisfied with the Commission's services.					

Additional Comments and Suggestions:

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**SUBMIT YOUR COMPLETED SURVEY:**

- By mail: Texas Racing Commission  
8505 Cross Park Drive, Suite 110  
Austin, TX 78754-4552
- By hand: Drop it off at the Austin Office or a Licensing Office located at an operating racetrack.
- By fax: Dial (512) 833-6907 or (512) 833-5954 (No cover sheet necessary.)

**THANK YOU FOR TAKING THE TIME TO COMPLETE THE CUSTOMER SERVICE SURVEY. YOUR INPUT IS APPRECIATED.**

**RESULTS OF THE SURVEY WILL BE AVAILABLE IN JUNE 2016.**

**YOU MAY CONTACT US WITH ANY QUESTIONS ABOUT SERVICES THE TEXAS RACING COMMISSION PROVIDES:**

- By mail: Texas Racing Commission  
8505 Cross Park Drive, Suite 110  
Austin, TX 78754-4552
- By phone: Call (512) 833-6699 and ask to speak with the Public Information Officer
- By fax: Dial (512) 833-6907 or (512) 833-5954
- By email: Send to [info@txrc.texas.gov](mailto:info@txrc.texas.gov)