

2018 CUSTOMER SERVICE

— TEXAS — RACING COMMISSION



Submitted June 1, 2018

TEXAS RACING COMMISSION

CUSTOMER SERVICE REPORT JUNE 1, 2018

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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, owners and stallion owners
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 interact with 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

Staff 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

The agency's field auditor interacts often 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 consistent across multiple jurisdictions.

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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 online starting in August of 2016. In March 2017 it was also distributed in a variety of methods. This report reflects the responses through May 25, 2018. 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 27, 2018, an invitation to complete the online survey was emailed to 120 entities on the subscriber distribution list for Commission news and activity.
- The survey was included in the acknowledgment letter sent to occupational licensees processing an application online or through mail. Approximately 120 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.

The Commission distributed approximately 250 surveys directly. A total of 35

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completed surveys were submitted to the Commission. Overall, the calculated response rate for this year's survey was 14 percent, an increase over the 2016 rate of 9.7 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 2018 customer service areas compared to the 2016 scores.

	2016 AVERAGE SCORE	2018 AVERAGE SCORE	PERCENTAGE CHANGE
Facilities	4.36	4.05	-7.1%
Staff	4.34	4.12	-5.1%
Communications	4.24	4.06	-4.2%
Internet Site	3.81	3.56	-6.6%
Complaint Handling	3.93	3.53	-10.8%
Service Timeliness	4.32	3.79	-12.3%
Printed Information	4.28	3.97	-7.2%
OVERALL SATISFACTION	4.12	3.65	-11.4%

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: 4.30

Strongly Agree	14	48%
Agree	12	39%
Neutral	3	10%
Disagree	1	3%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	30	100%

The Commission staff was available to me at convenient times.

Satisfaction Score: 3.80

Strongly Agree	12	42%
Agree	8	26%
Neutral	4	13%
Disagree	4	13%
Strongly Disagree	2	6%
TOTAL NUMBER OF RESPONSES	30	100%

Average Score for Facilities = 4.05

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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: 4.06

Strongly Agree	17	56%
Agree	6	19%
Neutral	2	6%
Disagree	5	16%
Strongly Disagree	1	3%
TOTAL NUMBER OF RESPONSES	31	100%

The Commission staff I dealt with were professional and courteous.
Satisfaction Score: 4.21

Strongly Agree	18	56%
Agree	8	23%
Neutral	4	12%
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: 4.09

Strongly Agree	17	53%
Agree	8	23%
Neutral	3	9%
Disagree	4	12%
Strongly Disagree	1	3%
TOTAL NUMBER OF RESPONSES	33	100%

Average Score for Staff = 4.12

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: 4.11

Strongly Agree	13	50%
Agree	8	29%
Neutral	2	7%
Disagree	4	14%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	27	100%

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

Satisfaction Score: 4.00

Strongly Agree	10	38%
Agree	11	38%
Neutral	5	17%
Disagree	1	3.5%
Strongly Disagree	1	3.5%
TOTAL NUMBER OF RESPONSES	28	100%

Average Score for Communications = 4.06

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: 3.50

Strongly Agree	6	23%
Agree	10	32%
Neutral	8	26%
Disagree	5	16%
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: 3.62

Strongly Agree	6	26%
Agree	6	22%
Neutral	12	44.5%
Disagree	2	7.5%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	26	100%

Average Score for Internet Site = 3.56

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: 3.60

Strongly Agree	3	19%
Agree	7	33%
Neutral	9	43%
Disagree	1	5%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	20	100%

The Commission investigates complaints and takes appropriate action.

Satisfaction Score: 3.46

Strongly Agree	4	20%
Agree	7	28%
Neutral	10	40%
Disagree	2	8%
Strongly Disagree	1	4%
TOTAL NUMBER OF RESPONSES	24	100%

Average Score for Complaint Handling = 3.53

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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: 3.79

Strongly Agree	12	43%
Agree	7	23%
Neutral	5	17%
Disagree	2	7%
Strongly Disagree	3	10%
TOTAL NUMBER OF RESPONSES	29	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: 3.97

Strongly Agree	11	40%
Agree	9	30%
Neutral	7	23.4%
Disagree	1	3.3%
Strongly Disagree	1	3.3%
TOTAL NUMBER OF RESPONSES	29	100%

Overall Satisfaction

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

Strongly Agree	12	40.5%
Agree	6	19%
Neutral	5	15.5%
Disagree	6	19%
Strongly Disagree	2	6%
TOTAL NUMBER OF RESPONSES	31	100%

OVERALL SATISFACTION SCORE: 3.65

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CUSTOMER SATISFACTION ASSESSMENT

Just under 60 percent of respondents expressed overall satisfaction with agency services. Although, all seven area scores showed decreases ranging from a modest 4.2 percent decrease in communications to a decrease of 12.3 percent in service timeliness, responses to the survey were generally positive. On a scale of one to five, with five being best, the overall satisfaction rating is 3.65.

Of these seven categories, the Commission's customers rated agency facilities, staff and communications 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 more than 82 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. (NOTE: The following comments have NOT been edited.)

Three provided positive comments regarding staff and services such as:

- "Never had any problems. Thank you!"
- "Thank you for what you do for us."
- "Dinorah was great!"

Four provided negative comments regarding staff and services such as:

- "I believe that if you post hours that your sites will be open, they should be. That was not the case on 09/14/17. I was told that the Lone Star Park facility decided they one be closed in the afternoon. There was nothing posted on the door saying the hours had been changed. When I called to see when they were going to open the office the Lone Star Park official said we do not have to open and we have paperwork to do. When I called the Austin office I was told that the office should be open, but they could not tell them to open."
- "The crew that performs shakedown particularly head of racetrack security have very little knowledge of what they are doing. They need some education as to what their purpose is."

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- “Ladies in the license offices are very rude.”
- “You need to communicate the current state of your budget shortfall with the horsemen and women. From what I hear racing in Texas dies Nov. 1. Surely you can put a skeleton crew together that would regulate racing and simulcast facilities. What does the governor plan to do?”

Although this was a survey to gauge customer service, five commenters also expressed displeasure with Commission actions and policies:

- “When you continue lowering purses, cutting back racing days, etc, why dont you reduce the fees your charge the horse owners. Cant expect logic from a group that awarded Lone Star to Texas racing’s biggest enemy - Remington Park’s ownership. If there is a bad decision to make TRC will always find a way to make it.”
- “The Commission is forcing additional fees upon the industry when it has opportunities to make budget decisions that would lessen and possibly eliminate this need.”
- “We need to get historical gaming in tracks to be competitive with neighboring states for breeding and ranching.”
- “I am not happy with the selection of commissioners. They do not appear to really be informed about Texas racing and the problems we have. I feel that they are only running the commission to speed the end of legal racing in Texas.”
- “I am very disappointed in Texas racing. I see no sense in Texas missing out on collecting its % in handle on wagering on simulcast races when wagering on horse racing is legal in Texas. We race in other states because of state bred programs etc.”

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PERFORMANCE MEASURES

Outcome Measures	Percentage of surveyed customer respondents expressing overall satisfaction with services received	59%
	Percentage of surveyed customer respondents identifying ways to improve service delivery	11%
	Average length of time to resolve complaints	There were no complaints filed in FY 2017 through date of this report.
	Average time required to issue a new occupational license (FY 2017)	13.1 minutes
Output Measures	Number of Customers Surveyed Number of Customers Served	35 Approximately 6,750
Efficiency Measure	Cost per Customer Surveyed/Responded	\$1.29/\$9.19
Explanatory Measures	Number of Customers Identified Number of Customer Groups Inventoried	Approximately 1.25 million 5

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2018 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 – click on the 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 | |

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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:

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: (512) 833-6907 (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 2018.

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: (512) 833-6907
- By email: Send to info@txrc.texas.gov