

**2014
CUSTOMER SERVICE**

**— TEXAS —
RACING COMMISSION**



Submitted June 2, 2014

TEXAS RACING COMMISSION

CUSTOMER SERVICE REPORT JUNE 2, 2014

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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
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 3, 2014. It was distributed in a variety of methods. This report reflects the responses through May 29, 2014. 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 3, 2014, an invitation to complete the online survey was e-mailed to 72 entities on the subscriber distribution list for Commission news and activity.
- The survey was included in the acknowledgment letter sent to each occupational licensee processing an application online or through mail. Approximately 259 occupational licensees were contacted about the survey using this method.
- The Commission's executive director sent copies to the general manager of each licensed pari-mutuel racetrack and the executive director of each industry organization, urging them to distribute the survey to their staff or constituents.
- The survey was displayed at the licensing office located at each licensed pari-mutuel racetrack. During this time frame, approximately 2,424 individuals were licensed.
- 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

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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 729 surveys directly. A total of 75 completed surveys were submitted to the Commission, eight via the Internet. Overall, the calculated response rate for this year's survey was 10.2 percent, an increase over the 2012 rate of 7.5 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 2014 customer service areas compared to the 2012 scores.

	2012 AVERAGE SCORE	2014 AVERAGE SCORE	PERCENTAGE CHANGE
Facilities	4.43	4.55	+2.7%
Staff	4.21	4.70	+11.6%
Communications	4.30	4.53	+5.3%
Internet Site	4.05	4.19	+3.4%
Complaint Handling	3.93	4.24	+7.8%
Service Timeliness	4.13	4.47	+8.2%
Printed Information	4.19	4.47	+6.6%
OVERALL SATISFACTION	4.42	4.49	+1.5%

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: 4.60

Strongly Agree	34	65%
Agree	15	29%
Neutral	3	6%
Disagree	0	0%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	52	100%

The Commission staff was available to me at convenient times.

Satisfaction Score: 4.49

Strongly Agree	36	59%
Agree	19	31%
Neutral	6	10%
Disagree	0	0%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	61	100%

Average Score for Facilities = 4.55

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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: 4.71

Strongly Agree	41	73%
Agree	14	25%
Neutral	1	2%
Disagree	0	0%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	56	100%

The Commission staff I dealt with were professional and courteous.
Satisfaction Score: 4.72

Strongly Agree	48	74%
Agree	16	25%
Neutral	1	1%
Disagree	0	0%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	65	100%

The Commission staff I dealt with were able to answer my questions.
Satisfaction Score: 4.66

Strongly Agree	45	69%
Agree	18	28%
Neutral	2	3%
Disagree	0	0%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	65	100%

Average Score for Staff = 4.70

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: 4.57

Strongly Agree	39	64%
Agree	18	30%
Neutral	4	6%
Disagree	0	0%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	61	100%

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

Satisfaction Score: 4.50

Strongly Agree	30	58%
Agree	18	35%
Neutral	4	7%
Disagree	0	0%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	52	100%

Average Score for Communications = 4.53

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: 4.19

Strongly Agree	25	47%
Agree	19	36%
Neutral	4	8%
Disagree	4	8%
Strongly Disagree	1	1%
TOTAL NUMBER OF RESPONSES	53	100%

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It is easy to use the online licensing process.

Satisfaction Score: 4.19

Strongly Agree	24	46%
Agree	16	31%
Neutral	10	19%
Disagree	3	4%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	52	100%

Average Score for Internet Site = 4.19

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: 4.23

Strongly Agree	19	48%
Agree	10	26%
Neutral	10	26%
Disagree	0	0%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	39	100%

The Commission investigates complaints and takes appropriate action.

Satisfaction Score: 4.24

Strongly Agree	16	47%
Agree	10	29%
Neutral	8	24%
Disagree	0	0%
Strongly Disagree	0	0%
TOTAL NUMBER OF RESPONSES	34	100%

Average Score for Complaint Handling = 4.24

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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: 4.47

Strongly Agree	36	61%
Agree	17	29%
Neutral	5	8%
Disagree	0	0%
Strongly Disagree	1	2%
TOTAL NUMBER OF RESPONSES	59	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: 4.47

Strongly Agree	36	58%
Agree	21	34%
Neutral	4	6%
Disagree	0	0%
Strongly Disagree	1	2%
TOTAL NUMBER OF RESPONSES	62	100%

Overall Satisfaction

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

Strongly Agree	37	59%
Agree	22	35%
Neutral	3	5%
Disagree	0	0%
Strongly Disagree	1	1%
TOTAL NUMBER OF RESPONSES	63	100%

OVERALL SATISFACTION SCORE: 4.49

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CUSTOMER SATISFACTION ASSESSMENT

Responses to the survey generally were very positive. Just over 94 percent of respondents expressed overall satisfaction with agency services. On a scale of one to five, with five being best, the overall satisfaction rating is 4.49.

All seven area scores showed increases ranging from a modest 2.7 percent increase in facilities to an increase of 11.6 percent in staff.

Of these seven categories, the Commission's customers rated agency facilities, communications and staff 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 83 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, more than 20 percent of respondents provided written comments and insight to the agency's record on customer service.

Eight provided positive comments regarding staff and services such as:

- "The lady who I spoke with went above and beyond to help me with owners' license questions."
- "Very helpful, very pleased! Thank you."
- "The commission staff and investigators are some of the best."
- "In my many years of dealing with racing Commission, I cannot recall (I'm 78) a nicer, more pleasant, more helpful experience. Makes me proud to be a Texan!"

Several comments favored online pari-mutuel wagering and/or expanded gaming options in Texas. One commenter suggested a change to how the agency notifies interested parties about upcoming meetings. Agency staff implemented this change immediately.

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PERFORMANCE MEASURES

Outcome Measures	Percentage of surveyed customer respondents expressing overall satisfaction with services received	94%
	Percentage of surveyed customer respondents identifying ways to improve service delivery	6%
	Average length of time to resolve complaints (estimated FY2014)	30 days
	Average time required to issue a new occupational license (estimated FY2014)	15 minutes
Output Measures	Number of Customers Surveyed Number of Customers Served	75 Approximately 7,600
Efficiency Measure	Cost per Customer Surveyed/Responded	\$1.19/\$11.56*
Explanatory Measures	Number of Customers Identified Number of Customer Groups Inventoried	Approximately 1.5 million 5

*The out-of-pocket cost associated with the 2014 Customer Service Survey was approximately \$15, the cost of paper. Approximately 28 hours of staff time was used in disseminating the survey, calculating the results and preparing the report.

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2014 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 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.)

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

I am primarily involved in: Horse Racing Greyhound Racing Not applicable

I live in Texas: Yes No

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

- | | | |
|------------------------------|----------------------------|----------------------------|
| Finance & Accounting Staff | Legal Staff | Pari-mutuel Auditing Staff |
| Information Technology Staff | Licensing Staff | Racing Staff |
| Investigatory Staff | Management/Executive Staff | Veterinary Staff |
| Other _____ | | |

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

- | | | |
|-----------------|-----------------------|---------------|
| Investigators | Pari-mutuel Auditors | Veterinarians |
| Judges | Stewards | Other _____ |
| Licensing Staff | 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.)

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

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

- | | | |
|-----------------------------------|---------------------------------|------------------|
| Austin Central Office | Lone Star Park at Grand Prairie | Valley Race Park |
| Gillespie County Fair & Festivals | Retama Park | |
| Gulf Greyhound Park | 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: Dial (512) 833-6907 or (512) 833-5954 (No cover sheet necessary.)
- Online: Enter your survey online at: www.txrc.texas.gov/customer-survey

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 2014.

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



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