



Customer Service Report 2008

TEXAS RACING COMMISSION

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CUSTOMER SERVICE REPORT

JUNE 2, 2008

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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 our employees interact most. These are designated "direct customers."

The Commission also 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. Those customers are designated as "indirect customers."

Strategy	Direct Customers	Number	Indirect Customers	Number
A.1.1. Regulate Racetrack Owners	Racetrack Management	10	Patrons Occupational Licensees	2,324,587 15,149
A.2.1. Texas-Bred Incentive Programs	Breed Registries	5	Breeders	Unknown
A.3.1. Supervise Racing & Licensees	Occupational Licensees (Trainers, owners, jockeys, officials)	7,014	Patrons	2,324,587
A.3.2 Monitor Occupational Licensees	Racing offices	8		
	Law enforcement agencies	22		
	Other racing commissions	50		
A.4.1. Inspect & provide emergency care	Occupational licensees (trainers, grooms)	2,253	Patrons	2,324,587
A.4.2 Administer drug Test				
B.1.1. Occupational licensing	Occupational license applicants	11,519	N/A	----
	Other racing commissions	50		
C.1.1.	Racetrack mutuel		Patrons	2,324,587

Pari-mutuel wagering	employees	648		
D.1.1. Indirect Administration	Internal customers (Agency employees) Racetracks Breed Registries	77 10 5	N/A	----

SERVICES PROVIDED TO DIRECT CUSTOMERS

RACETRACKS

Agency staff interacts on a daily basis with racetrack personnel. The field staff works closely with the tracks to interpret and enforce rules and facilitate the conduct of racing and wagering. Headquarter staff 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 regarding their race animals and their performance during races, conduct disciplinary hearings on alleged rule violations, and issue disciplinary orders for violations.

PATRONS

Agency personnel respond to questions and complaints from patrons regarding 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 Austin 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 regarding 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 assist applicants on a daily basis to complete the license application process.

LAW ENFORCEMENT AGENCIES

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

OTHER RACING COMMISSIONS

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

INFORMATION GATHERING METHODS

The Commission made minor changes to the survey instrument developed for the agency's customer service survey in 2006. The survey was designed to measure the statutorily required customer service quality elements in a cost-effective and statistically sound method.

The survey consisted of three areas: questions, demographics, and an open-ended response portion.

The questions were designed to measure how the customer base feels about the Commission's facilities, staff, communications, Internet site, complaint-handling processes, service timeliness, and printed information. Customers were asked to respond to fourteen 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 each of the responses. A weighted average was then calculated for each question to achieve the overall score on a 5-point scale.

The demographic information was designed to provide the Commission with information regarding how customers rate particular groups of agency employees. Additionally, asking for frequency of contacts, departments contacted, reason for contact, as well as defining the location of the service

provides the Commission with insight into areas of strength and potential areas for improvement.

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

The survey was distributed through a variety of methods for a period of almost two months, from April 4, 2008, through May 27, 2008.

- The survey was available electronically on the Texas Racing Commission website. A quick link to the survey was displayed on the home page of the site.
- A survey was included in the renewal letters sent to all owner licensees whose license was expiring in the months of April and May. Additionally, an e-mail containing a link to the survey on the agency's website was sent to all occupational licensees who elected to share their e-mail address on their occupational license form submitted for renewal. One thousand three hundred nine occupational licensees were contacted about the survey using this method.
- A survey was included with the April 1, 2008, Commission Meeting Agenda distribution. Ninety were mailed or faxed to parties on this distribution list.
- The Executive Director sent copies of the survey 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 readily displayed at the licensing office located at each licensed pari-mutuel racetrack.
- The survey was also distributed directly by agency employees to licensees working at the racetracks.
- The survey was also included in miscellaneous correspondence, including responses to some open records requests.

The patron population is a direct customer only with regard to 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 1,500 surveys directly. Customers also had access to the survey on the Commission's Internet site and at the Licensing Offices located at the racetracks. Generally, response rates vary greatly for voluntary customer satisfaction surveys. A total of forty-nine surveys were submitted to the Commission, seven via the Internet. The calculated response rate for this year's survey was 3.3%.

Staff has identified several possible reasons for the low participation rate. Among the issues identified was a change in the method of distribution and a shorter survey period as compared to previous year's surveys. The Commission distributed fewer surveys via regular mail and relied on greater participation via the agency's web site. However, this did not correspond to greater participation as staff had hoped. The agency will re-evaluate the methodology of survey distribution for future surveys with the goal of increasing response rates. The agency is considering making the survey available to our customers on a year-round basis via the Commission's web site and paper copies available in all Commission offices statewide.

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 2008 customer service areas as compared to the 2006 scores.

	2006 Average Score	2008 Average Score	Change
Facilities	4.48	4.44	-0.9%
Staff	4.66	4.56	-2.1%
Communications	4.54	4.29	-5.5%
Internet site	4.11	3.97	-3.4%
Complaint-Handling	3.82	3.84	+0.5%
Service Timeliness	4.59	4.22	-8.1%
Printed Information	4.50	4.40	-2.2%
OVERALL SATISFACTION	4.55	4.51	-0.9%

Facilities

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

Facility Question

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

Satisfaction Score: 4.63

Number of Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
43	29	12	2	0	0
Percentage	67.4%	27.9%	4.7%	0%	0%

Facility Question

The Commission staff was available to me at convenient times.

Satisfaction Score: 4.25

Number of Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
44	23	11	8	2	0
Percentage	52.3%	25.0%	18.2%	4.5%	0%

Staff

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

Staff Question

The Commission staff I dealt with identified themselves or wore name badges.

Satisfaction Score: 4.62

Number of Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
45	30	13	2	0	0
Percentage	66.7%	28.9%	4.4%	0%	0%

Staff Question

The Commission staff I dealt with was courteous and friendly.

Satisfaction Score: 4.61

Number of Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
46	33	9	3	1	0
Percentage	71.7%	19.6%	6.5%	2.2%	0%

Staff Question

The Commission staff I dealt with was able to answer my questions.

Satisfaction Score: 4.44

Number of Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
48	27	16	4	1	0
Percentage	56.3%	33.3%	8.3%	2.1%	0%

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.

Communications Question

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

Satisfaction Score: 4.38

Number of Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
39	24	6	9	0	0
Percentage	61.5%	15.4%	23.1%	0%	0%

Communications Question

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

Satisfaction Score: 4.19

Number of Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
42	18	16	7	0	1
Percentage	42.9%	38.1%	16.7%	0%	2.3%

Internet Site

Evaluations of the 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.

Internet Site Question

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

Satisfaction Score: 4.06

Number of Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
31	11	11	9	0	0
Percentage	35.5%	35.5%	29.0%	0%	0%

Internet Site Question

It is easy to complete the licensing process online.

Satisfaction Score: 3.88

Number of Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
33	13	6	12	1	1
Percentage	39.4%	18.2%	36.4%	3.0%	3.0%

Complaint Handling

Evaluations of the complaint handling process include the ease of filing a

complaint and whether responses are timely.

Complaint Handling Question

It is easy to file a complaint with the Commission.

Satisfaction Score: 3.87

Number of Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
31	11	5	15	0	0
Percentage	35.5%	16.1%	48.4%	0%	0%

Complaint Handling Question

The Commission investigates complaints and takes appropriate action.

Satisfaction Score: 3.81

Number of Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
27	7	8	12	0	0
Percentage	25.9%	29.6%	44.5%	0%	0%

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.

Service Timeliness Question

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

Satisfaction Score: 4.22

Number of Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
41	23	8	6	4	0
Percentage	56.1%	19.5%	14.6%	9.8%	0%

Printed Information

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

Printed Information Question

Written materials given to me by the Commission were clear and accurate.

Satisfaction Score: 4.40

Number of Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
45	26	14	3	1	1
Percentage	57.8%	31.1%	6.7%	2.2%	2.2%

Overall Satisfaction

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

Satisfaction Score: 4.51

Number of Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
45	27	14	4	0	0
Percentage	60.0%	31.1%	8.9%	0%	0%

DEMOGRAPHIC ANALYSIS

As mentioned earlier, the demographic questions were included to assist the Commission in relating the various service populations to areas of strength and weakness. For each possible response to a demographic question, the Commission calculated the score on the "overall satisfaction" question, "Overall, I am satisfied with the Commission's services."

Type of Racing Involvement:	#	Share of Responses	Satisfaction Score
Primarily involved in horse racing	35	73%	4.11
Primarily involved in greyhound racing	12	25%	4.50
Did not respond	1	2%	--

Residence:	#	Share of Responses	Satisfaction Score
Live in Texas	30	63%	4.44
Do not live in Texas	1	2%	5.00
Did not respond	17	35%	--

In past year, number of contacts with Commission:	#	Share of Responses	Satisfaction Score
1 or less	9	19%	4.50
2 - 5	14	29%	4.40
6 or more	21	44%	4.45
Did not respond	4	8%	--

Contact with following types of Commission employees: Austin Staff:	#	Share of Responses*	Satisfaction Score
Management/Executive staff	14	29%	4.38
Investigators	12	25%	4.33
Occupational Licensing staff	22	46%	4.38
Finance and Accounting staff	10	21%	4.00
Information Technology staff	7	15%	4.17
Pari-mutuel and Auditing staff	9	19%	4.25
Racing staff (Director of Racing, Chief Veterinarian)	11	23%	4.33
Did not respond	21	44%	--

Contact with following types of Commission employees: Track Staff:	#	Share of Responses*	Satisfaction Score
Pari-mutuel auditors	9	18%	4.00
Investigators	11	23%	4.44
Occupational Licensing staff	27	56%	4.54
Stewards	18	38%	4.44
Racing Judges	10	21%	4.44
Veterinarians/Test Barn Supervisors	13	27%	4.75
Did not respond	19	40%	--

*Respondents were asked to mark all that applied on these questions.

Purpose of contact with Commission staff:	#	Share of Responses*	Satisfaction Score
Obtain information about the Rules of Racing	13	27%	4.30
File a complaint or question about a complaint	1	2%	4.00
Questioned by Stewards/Racing Judges or Investigator	9	19%	4.14
Disciplinary action by Stewards/Racing Judges	0	0%	--
Request regulatory approval by Commission/Staff	5	10%	4.50
Obtain open records information (e.g. mailing lists, reports)	3	6%	4.00
Obtain licensing information	29	60%	4.50
Obtain wagering information	4	8%	4.00
Compliance inspection	6	13%	3.80
Animal drug testing	4	8%	4.50
Human drug testing	1	2%	5.00
Other	6	13%	4.60
Did not respond	8	17%	--

In the past year, services received from Commission employees at the following locations:	#	Share of Responses*	Satisfaction Score
Austin Central Office	12	25%	4.43
Corpus Christi Greyhound Race Track	2	4%	5.00
Gillespie County Fair	6	13%	4.33
Gulf Greyhound Park	6	13%	4.17
Lone Star Park at Grand Prairie	24	50%	4.42

Manor Downs	8	17%	4.25
Retama Park	16	33%	4.31
Sam Houston Race Park	13	27%	4.25
Valley Race Park	5	10%	4.75
Did not respond	11	23%	--

*Respondents were asked to mark all that applied on these questions.

CUSTOMER SATISFACTION ASSESSMENT

Comparing this year's scores to the prior survey serves as a meaningful reference point. Overall, the results of the survey remain very positive. Although a gain over the 2006 results was made in only one category, complaint handling, over 83% of the respondents expressed an overall satisfaction with services received.

The customer's overall satisfaction score showed little difference based on the number of contacts with the Commission throughout the year. The scores went from 4.50 for those reporting one contact to 4.40 for those having two to five contacts, and up to 4.45 for those reporting over six contacts during the year.

Although the score for Complaint-Handling increased when compared to the previous survey, it was in the same relative position as in the previous surveys, as it is the lowest score of the seven measured attributes. Interestingly, the two questions regarding complaints had the fewest number of responses and the highest number of neutral responses. Additionally, only one responded that their purpose of contact with Commission staff was to file a complaint or question about a complaint. Unfortunately, the measure of satisfaction in this area may correlate directly to the outcome of the customer's experience with regards to a particular complaint.

Another of the lower scores relates to the Commission's website. However, there was no feedback to evaluate the reasoning for this low score. Only one respondent rated this category as unfavorable and while most rated it as very favorable, a large number remained neutral on this category, thereby lowering the overall score. Starting in December of 2007, the agency solicited input regarding its website, but response to this request for feedback has also been very low. A total website redesign is in progress and is scheduled for implementation later this year.

On past year's surveys, some comments had indicated that the online licensing process was confusing and the terminology too sophisticated. However, on this year's survey no indication was provided that would indicate this remains a problem.

Horse racing participants again accounted for the majority of respondents with more than 73% of the completed surveys. This high rate of participation is not unusual, as the sport of horse racing is much more labor intensive as compared to greyhound racing. The responses regarding service location correlates as well, with the three Class 1 horse racetracks and Austin Headquarters being the primary points of contact.

The lowest response rate to the demographic information was to the question, “I live in Texas.” Seventeen of the forty-nine respondents did not answer this question. Interestingly, there was a significant difference in the overall satisfaction score, with those residing outside of Texas rating the agency at 5.00, as compared to the satisfaction score of 4.44 by those living in Texas. In addition to answering the questions, fourteen respondents, over 29% of total respondents, provided additional comments and insight to the agency’s record on customer service.

Eleven provided positive comments regarding staff and services such as:

- Very nice office / people were awesome to deal with.
- Great staff and service to all. Excellent stewards, licensing personnel, auditors, and investigators who are conscientious and dedicated to their profession.
- The Austin Central office is extremely helpful and courteous. It is such a great help to have information available when trying to complete ownership info for billing.
- Overall the help from all employees was courteous and friendly.
- The staff at all Thoroughbred tracks has always been helpful and courteous.

Two of the comments suggested some aspect of staff, agency services, and the survey process itself, was in need of improvement:

- This survey could be easier to fill out if there was a “N/A” choice.
- The woman in the office was grumpy.

PERFORMANCE MEASURES

Outcome Measures	Percentage of surveyed customer	84%
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	respondents expressing overall satisfaction with services received	
	Percentage of surveyed customer respondents identifying ways to improve service delivery	2%
	Average length of time to resolve complaints	12 days
	Average time required to issue a new occupational license	5.75 minutes
Output Measures	Number of Customers Surveyed	Approximately 1,500
	Number of Customers Served	Approximately 15,200
Efficiency Measure	Cost per Customer Surveyed/Responded	\$0.34/\$10.51
Explanatory Measures	Number of Customers Identified	Approximately 2.3 million
	Number of Customer Groups Inventoried	5

*The out-of-pocket cost associated with the 2008 Customer Service Survey was approximately \$26, the cost of paper. Approximately 25 hours of staff time was used in disseminating the survey, calculating the results and preparing the report, with an hourly salary rate ranging from \$13.72 to \$30.35.

Compact with Texans

WHO WE ARE AND WHAT WE DO

- The Texas Racing Commission regulates all aspects of pari-mutuel horse and greyhound racing in Texas.
- The Commission employs stewards, judges, auditors, veterinarians, test technicians, and licensing clerks to ensure races and pari-mutuel wagering are conducted safely, honestly, and fairly.

WHERE WE ARE

- The Commission has offices at each of the racetracks and a headquarters in Austin. All of the offices are open to the public and accessible, with some accommodation, by all persons.
- The Austin office is open Monday through Friday, 8:00 a.m. to 5:00 p.m. and any inquiry can be sent there. Office hours at the racetracks vary depending on the track's racing schedule.

WHAT YOU CAN EXPECT FROM US

- In every contact you have with the Commission, you will be treated courteously and fairly. You will not receive "the run-around".
- Your requests for information, whether in person, over the telephone, or in writing, will be answered promptly by a knowledgeable staff member. You will receive accurate information in plain, easy-to-understand language, including all procedures for obtaining a license or other agency action.
- Your license application will be reviewed carefully by the staff and will receive prompt action consistent with the Texas Racing Act and Commission rules. In most cases, an occupational license application will be acted on within 24 hours of our receiving the application.

Consideration of a racetrack license may involve several months. If we cannot approve your application, we will explain the reason clearly.

- Your request for agency action other than a license application or a complaint will be reviewed by the staff and acted on within 14 days of our receipt. If appropriate, the request will be considered by the Commission at the next available open meeting. If we cannot approve or support the request, we will explain the reasons clearly and provide suggestions for improving the request.

- Every live race you watch will be monitored by our staff at every level. We will strive to ensure the race animals are sound and ready to give their best effort. We will perform drug tests on the animals to ensure a level playing field.
- Every race on which you wager will be audited by our staff. We will continually test the wagering computers to ensure accurate calculations and payoffs.
- Each suspected violation will be thoroughly investigated and prosecuted, if necessary. All investigations and prosecutions will be handled ethically, professionally, and objectively.

HOW YOU CAN FILE A COMPLAINT

- Call, write, or e-mail the Customer Service Representative at:
Texas Racing Commission
8505 Cross Park Drive, Suite 110
Austin, Texas 78754-4552
Email: Info@txrc.state.tx.us
Website: www.txrc.state.tx.us
Phone: 512-833-6699 or Fax: 512-833-6907
- The agency will thoroughly investigate your complaint and take appropriate compliance action. If the complaint cannot be resolved within 30 days, we will keep you informed as to the progress of the complaint.

HOW YOU CAN LEARN MORE ABOUT US

- You can obtain brochures about specific agency procedures at each Commission office. Other publications about agency operations, such as budget documents, are available on request from the Austin headquarters.
- You can find more information about the agency, its meetings, its rules, racetrack addresses, live race date information, and other information

about Texas racetracks and racing industry at our website
(www.txrc.state.tx.us).

- With limited exceptions involving confidential information, you can see any document or electronic information created and maintained by the agency by making a request at the Austin headquarters.