

## AGENCY MISSION AND PHILOSOPHY

The mission of the Texas Racing Commission is to enforce the Texas Racing Act and its rules to ensure the safety, integrity, and fairness of Texas pari-mutuel racing. The Texas Racing Commission performs its responsibilities in strict compliance with state laws. The agency conducts its regulatory activities fairly, consistently, efficiently, and courteously.

## STRATEGIC GOALS AND OBJECTIVES

Goal A. Enforce Racing Regulation	
Objective 1:	Regulate Pari-mutuel Racetracks Effectively
Strategy 1:	Provide Regulatory and Enforcement Services to Racetrack Owners
Objective 2:	Increase the Number of Texas-bred Race Animals Competing
Strategy 1:	Allocate Texas-bred Funds to Breed Registries
Objective 3:	Reduce the Rate of Rulings per Occupational Licensee
Strategy 1:	Supervise the Conduct of Racing through Enforcement and Monitoring
Strategy 2:	Monitor Occupational Licensees Activities
Objective 4:	Reduce the Percentage of Race Animals That Sustain a Catastrophic Injury
Strategy 1:	Inspect and Provide Emergency Care
Strategy 2:	Administer Drug Tests
Goal B. Regulate Participation	
Objective 1:	Maintain the Efficiency of the Occupational Licensing Process
Strategy 1:	Administer the Occupational Licensing Programs through Enforcement
Strategy 2:	TexasOnline
Goal C. Regulate Pari-mutuel Wagering	
Objective 1:	Increase Pass Rate for Initial Tote Test and Compliance Audits
Strategy 1:	Regulate Pari-mutuel Wagering to Maintain an Honest Racing Industry
Strategy 2:	Conduct Wagering Compliance Inspections

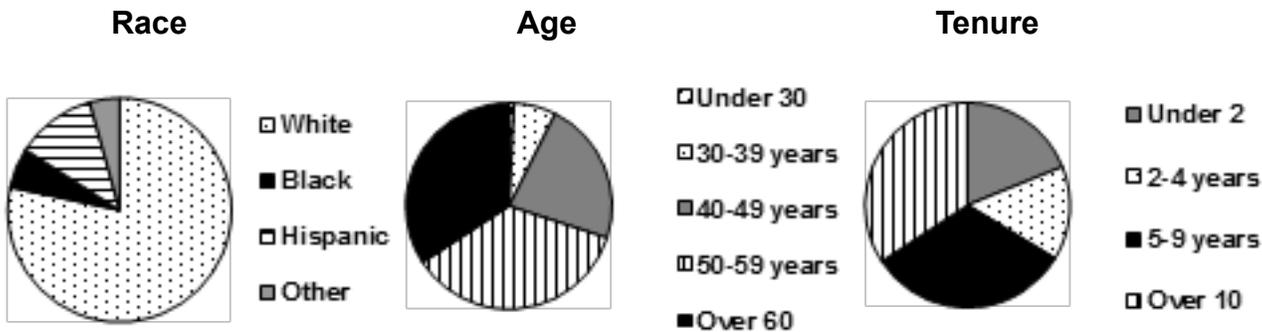
### Anticipated Changes in Strategies

The agency may require changes to its goals or strategies over the next five years in order to mirror any changes to the Texas Racing Act that affect the Commission's regulatory responsibilities.

## CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

### Demographics (Fiscal Year 2015)

The Commission's workforce is 48 percent male, 52 percent female. The charts below further breakdown the Commission's workforce:



Compared to the statewide civilian figures supplied by the Texas Workforce Commission, Civil Rights Division, the Commission's workforce breaks down as follows:

		ADMINISTRATION	PROFESSIONALS	PARA-PROFESSIONALS	ADMINISTRATIVE SUPPORT
White	Agency	90.00%	86.67%	84.00%	57.89%
	State	66.78%	58.03%	35.53%	46.73%
African American	Agency	10.00%	0.00%	4.00%	10.54%
	State	10.94%	10.78%	33.57%	19.63%
Hispanic	Agency	0.00%	13.33%	4.00%	26.32%
	State	15.77%	15.59%	28.68%	29.88%
Female	Agency	50.00%	33.33%	32.00%	94.74%
	State	52.82%	55.92%	70.66%	87.08%
Male	Agency	50.00%	66.67%	68.00%	5.26%
	State	47.18%	44.08%	29.34%	12.92%

### Retirement Eligibility

According to the information from the state's USPS payroll system using age and years of state service, 17 of the agency's current employees, or 34 percent, of the authorized FTEs will be eligible to retire between 2016 and 2021. During current FY 2016, the agency employs 14 'return-to-work' retirees. Almost half of the staff occupies positions that require specialized skills or professional training that cannot be supplied by the agency through on-the-job training.

## Employee Turnover

Turnover is an important issue in any organization and the Commission is no exception. In 2015, the Commission had a turnover rate of 21.9 percent, up significantly from 6.5 percent in 2014. Factors contributing to the increased turnover from 2014 to 2015 included retirements and the overall uncertainty of pari-mutuel racing's future in Texas. Retaining qualified and experienced staff will be the biggest workforce challenge the Commission will face for the next five years. The following table compares the average of the Commission turnover to the state as a whole.

### TURNOVER RATES

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
AGENCY	15.6%	8.3%	8.0%	6.5%	21.9%
STATEWIDE	16.7%	16.7%	17.5%	17.6%	17.5%

SOURCE: SAO Electronic Classification Analysis System (E-Class)

## Critical Workforce Skills

In addition to general administrative and clerical abilities, the agency's workforce must possess the following skills for the Commission to accomplish its mission:

- Monitoring/reviewing live races for interference/misconduct
- Inspecting race animals for fitness
- Performing audits on pari-mutuel wagering activity
- Conducting racing-related investigations
- Developing and maintaining a specialized database and agency-wide computer network
- Interpreting statutes/drafting rules
- Practicing conflict resolution

## **FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)**

### **Critical Functions**

Assuming no change in statutory responsibilities, the Commission expects its current functions to continue in the future:

- Licensing racetracks that offer racing and the people directly involved with pari-mutuel wagering who work at the racetracks or own race animals.
- Monitoring activities by racetrack personnel and occupational licensees for compliance with regulatory requirements.
- Supervising the conduct of the races.
- Monitoring the health and safety of the race animals and collecting specimens for drug tests.
- Overseeing all pari-mutuel wagering activity and testing totalisator equipment.
- Investigating and resolving complaints about licensees.
- Auditing the operation of racetracks and official breed registries' incentive programs.

### **Change in Number of Employees Required to Accomplish Mission**

Assuming no significant increase in wagering or live racing activity, the Commission expects no increase in the number of FTEs required to accomplish its mission beyond what has been appropriated. For each new horse racetrack that begins simulcasting and live racing, the Commission will require up to an additional five FTEs to effectively regulate the wagering and racing activities in accordance with the Texas Racing Act and the Commission's rules.

### **Future Workforce Skills Required**

In the future, the Commission will need to accomplish more with less in an increasingly tight budgetary environment. As the racing industry matures and changes with technology, the Commission's workforce must remain keenly aware of its regulatory role. All of the critical skills listed below will continue to be needed and, as technology moves ahead, advanced competencies in these skills will need to be obtained and maintained:

- Creativity and problem solving
- Communication
- Commitment to learning
- Leadership and team-building

- Organizational awareness
- External awareness
- Flexibility
- Integrity and honesty
- Computer literacy
- Software proficiency
- Web development and maintenance expertise

## **GAP ANALYSIS**

### **Anticipated Surplus/Shortage of Employees or Skills**

With more than 34 percent of its workforce eligible for retirement by FY 2021 and with another 28 percent consisting of return-to-work retirees, the Commission projects a shortage in staffing and skill levels needed to meet future requirements. These shortages will be across the agency staffing in all departments. Additionally, the Commission continues to have difficulty retaining qualified veterinarians due to significant differences in agency salaries compared to those in the private sector.