

C. AGENCY WORKFORCE PLAN

TEXAS RACING COMMISSIONERS

The Commission is composed of nine members, seven of whom are appointed by the Governor with the advice and consent of the Senate. The Chair of the Public Safety Commission and the Commissioner of the Texas Department of Agriculture serve as ex-officio members of the Commission with full voting privileges. The seven non-salaried Commissioners serve overlapping six-year terms. Of the seven appointed Commissioners, five must be representatives of the public and have general knowledge of business or agribusiness. At least one of those appointed members may be a veterinarian and being licensed as a veterinarian satisfies the requirement that the person has general knowledge of business or agribusiness. The Governor designates the Chair. The nine members elect the vice-chairman for a term of two years.

AGENCY STAFF

In 2021, the Texas Racing Commission was continued by the Legislature until 2027. Afterward, the agency experienced dramatic staff turnover and is currently going through transformational changes to modernize its workforce planning system. The Sunset Advisory Commission will conduct another review of the agency prior to 2027.



AGENCY WORKFORCE ANALYSIS

The agency is currently allocated 39.3 Full-Time Equivalent (FTEs) employees, which appears to have been a calculation of five employees for each active racetrack for a total of 15 with the balance of the staff performing administrative duties at the Commission's Austin office.

OUTDATED BUDGET MODEL

The agency budget model for what is a personnel-based budget for a professionally staffed team of regulators with the training, travel, tools, and technology required to effectively enforce the *Texas Racing Act* is outdated.

The salary, benefits, and compensation calculation from 1989 does not provide an effective means of recruiting, developing, and retaining an educated, well-trained, diverse workforce. For example, the base salary for a licensed Commission veterinarian was \$68,000 per year. This figure does not include the full encumbrance for the benefits, compensation, insurance, and retirement payments required this agency to fund the position. That same veterinarian is required to have an active professional license, maintain continuing education credits, have medical supplies, diagnostic tools, administrative support, technology tools, and transportation assets to perform his or her duties for the Commission.

The choices based on the limited staff allocated in 2021 were 26 FTE positions in Austin to conduct the indirect agency operations with 13.9 FTEs allocated for field operational positions in Houston, Grand Prairie, San Antonio, and Fredericksburg, with 10-15 contracted staff positions (veterinarians, investigators, veterinary technicians, and auditors). The updated staffing model inverts the triangle to its rightful position to allocate 30 percent of the agency FTEs to the Austin office, and 70 percent of the FTEs to field locations.

The prior model was ineffective because it did not account for employee turnover, developmental training, or leave. Additionally, the model requires modification as it did not contemplate the uniform safety standards required by the *Horseracing Integrity and Safety Act of 2020* that are set to take effect on July 1, 2022.

AGENCY WORKFORCE BUDGET MODEL FACTORS

FTE employee calculations need to include:

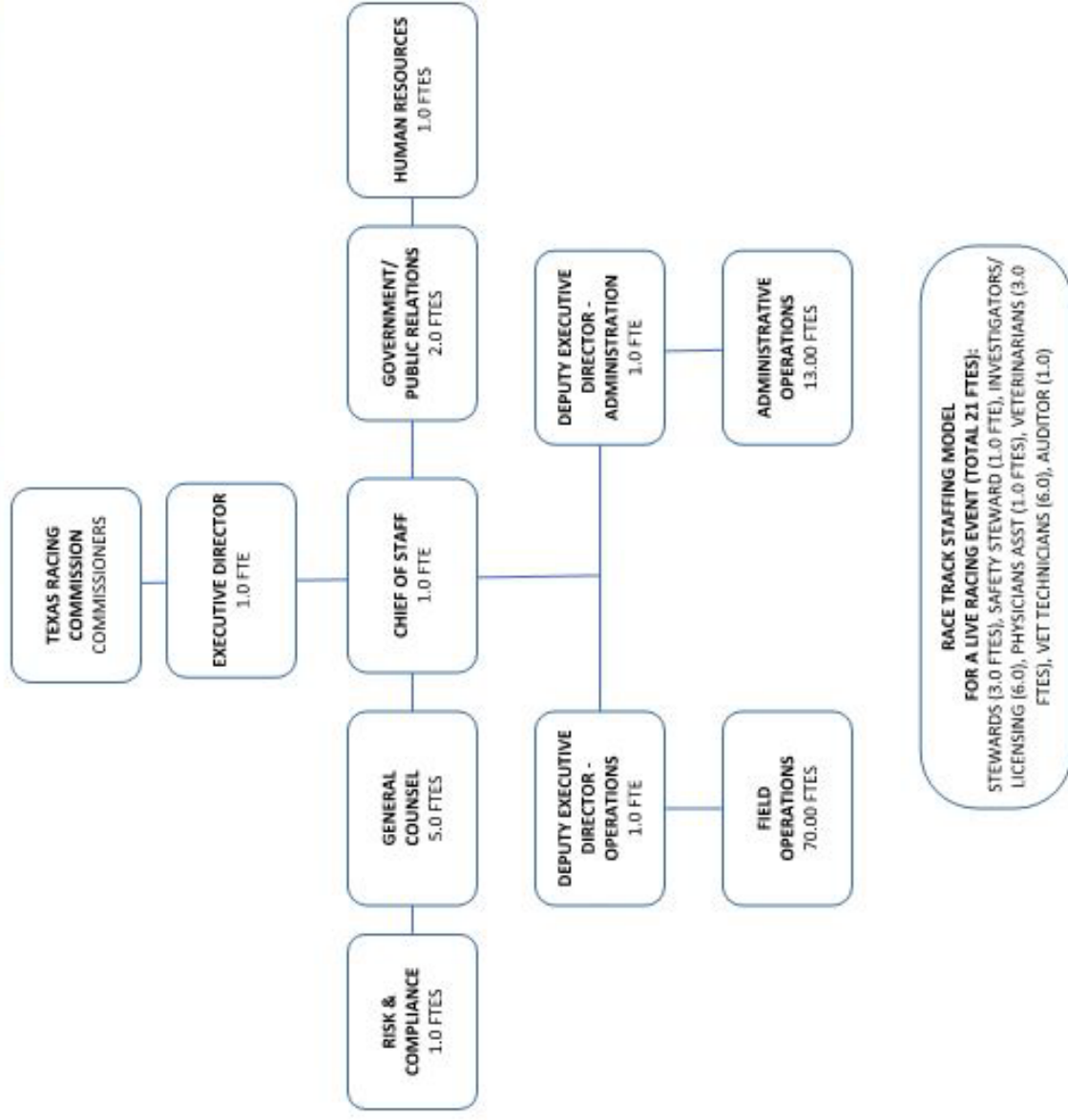
- Effective, transparent, auditable state agency business practices.
- Competitive salary, benefits, leave, and training packages and programs.
- A probationary period with on-the-job training for specialized skill sets, such as stewards, investigators, veterinarians, test barn supervisors, veterinary technicians, and auditors.
- Professional development training and travel resources to update skill sets, as well as adapt to developing technological advances in the industry.



For purposes of addressing the workforce goals above, based on our current operational requirement, the estimated minimal staffing for a live racing day is: three stewards, one safety steward, six investigators/licensing staff members, three veterinarians; one physician assistant; six veterinary technicians; and one auditor for a total of 21 employees.

The agency organizational chart on the next page has been updated to reflect the changes required to effectively conduct the TXRC mission and meet industry standards under federal law.

AGENCY ORGANIZATIONAL CHART 2023-2027



AGENCY FTE 2023-2027 ALLOCATIONS	
EXECUTIVE TEAM	1.0
ED	1.0
CHIEF OF STAFF	2.0
DED-OPS & ADMIN	5.0
GENERAL COUNSEL	2.0
GOVT RELATIONS	1.0
HUMAN RESOURCES	1.0
RISK & COMPLIANCE	1.0
TOTAL	13.00
ADMINISTRATION	
FINANCE	7.0
CONTRACTING	3.0
RECORDS MGMT	1.0
OCCUP HEALTH	1.0
CIO/IT STAFF	6.0
TOTAL:	13.00
FIELD OPERATIONS	
CHIEF STEWARD	1.0
CHIEF VETERINARIAN	1.0
CHIEF INVESTIGATOR	1.0
SAFETY DIRECTOR	1.0
JUDGES/STEWARDS	9.0
SAFETY STEWARDS	4.0
INVESTIGATIONS	18.0
VETERINARIANS	9.0
PHYSICIANS ASST	3.0
VET TECHS	18.0
AUDITOR	3.0
PARALEGAL	3.0
TOTAL:	70.00
AGENCY TOTAL:	96.00 FTEs

RACE TRACK STAFFING MODEL
FOR A LIVE RACING EVENT (TOTAL 21 FTEs):
 STEWARDS (3.0 FTEs), SAFETY STEWARD (1.0 FTE), INVESTIGATORS/
 LICENSING (6.0), PHYSICIANS ASST (1.0 FTEs), VETERINARIANS (3.0
 FTEs), VET TECHNICIANS (6.0), AUDITOR (1.0)