



Texas Racing Commission

Workforce Plan

Fiscal Years 2027 to 2031

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Agency Workforce Plan

I. Agency Overview

A. Agency Mission

The Texas Racing Commission (TXRC) protects the integrity, safety, and fairness of pari-mutuel racing in Texas through effective regulation, industry oversight, and public accountability. The agency envisions a trusted and sustainable Texas racing industry that promotes equine and participant safety, public confidence, economic opportunity, and responsible growth. The agency works to maintain a safe and fair racing environment while supporting an industry that contributes to the Texas economy, agriculture, tourism, and workforce development. The Texas Racing Commission remains committed to transparent governance, responsible stewardship of public resources, modernization of regulatory practices, and continued collaboration with industry stakeholders, partner agencies, and the Legislature to strengthen and preserve Texas racing.

B. Agency Strategic Goals and Objectives

- **Safety & Security- Protect People & Animals:** Support Public Safety and Animal Welfare by maintaining a qualified workforce capable of conducting veterinary oversight, safety inspections, disease surveillance, licensing, investigations, and regulatory compliance activities that protect racing participants, animals, and the public.
- **Integrity- Ensure Fair Competition, Lawful Wagering, & Financial Reliability:** Guarantee Fair Competition by recruiting, developing, and retaining skilled personnel responsible for licensing, drug testing oversight, compliance monitoring, investigations, financial auditing, and enforcement activities that preserve the integrity of Texas racing and pari-mutuel wagering.
- **Efficiency- Modernize Service Delivery, Data, and Resource Deployment:** Enhance resource use by investing in workforce development, technology modernization, cybersecurity, records management, process improvement, and cross-functional training to improve operational effectiveness and responsiveness.
- **Partnerships & Industry Engagement:** Foster productive relationships with industry stakeholders, racetracks, governmental partners, legislators, and the public through effective communication, outreach, education, and interagency coordination that supports a safe, transparent, and sustainable racing industry.

C. Agency Core Business Functions

Audit, Compliance & Risk Management	Data Collection	Emergency Preparedness & Incident Response	Enforcement of Texas Racing Act
Equine & Human Safety	Financial Management	Industry Stakeholder Communication	Information Technology & Security Management
General Counsel/ Administrative Hearings	Governmental Relations	Licensing	Pari-Mutuel Regulation & Oversight
Grants & Logistics	Stewards	Veterinary Personnel	Fleet Management
Human Resources	Procurement	Rulemaking & Regulatory Policy Administration	Drug Testing Programs for Equine Disease Mitigation & Prevention

D. Anticipated Changes to the Mission, Strategies, and Goals Over the Next Five Years

The Texas Racing Commission (TXRC) anticipates that its core mission of regulating pari-mutuel racing in Texas to ensure safety, integrity, and public confidence will remain unchanged during the next five years. However, the agency expects its strategies and operational priorities to continue evolving in response to emerging industry trends, technological advancements, animal health threats, workforce challenges, and legislative direction.

Emerging Animal Health & Biosecurity Risks

Ongoing concerns involving equine infectious diseases (Equine Infectious Anemia/EIA) and emerging threats such as New World Screwworm (NWS) have highlighted the increasing importance of animal health surveillance, biosecurity preparedness, and interagency coordination. As a result, TXRC expects to place greater emphasis on veterinary oversight, disease prevention, emergency response planning, and collaboration with state and federal animal health partners.

Technology Modernization & Cybersecurity

The agency anticipates continued modernization of licensing, records management, regulatory reporting, and stakeholder communication systems. Future efforts may include expanded integration with statewide digital platforms, increased use of electronic records and data analytics, and enhanced cybersecurity safeguards to protect sensitive information and critical agency operations.

Regulatory Oversight & Racing Integrity

As wagering technologies, racing operations, and industry practices evolve, TXRC expects continued focus on maintaining fair competition, ensuring compliance with state law, strengthening drug testing oversight, and addressing emerging integrity risks. The agency will continue evaluating opportunities to improve compliance monitoring, investigative capabilities, and data-driven regulatory decision-making.

Workforce & Organizational Capacity

Like many state agencies, TXRC faces workforce challenges associated with succession planning, recruitment, retention, and knowledge transfer. Over the next five years, the agency anticipates increased emphasis on workforce development, employee training, cross-functional expertise, and operational readiness to ensure continuity of critical regulatory functions.

Industry Engagement & Agency Partnerships

The agency expects to continue expanding stakeholder outreach, educational initiatives, and collaboration with industry participants, legislators, government partners, and the public. These efforts will support transparency, improve communication, and promote long-term confidence in the Texas racing industry.

Legislative & Economic Considerations

Future legislative actions, economic conditions, and changes within the racing and gaming industries may influence agency priorities, resource requirements, and strategic initiatives. TXRC will remain responsive to legislative direction while maintaining its commitment to public safety, animal welfare, racing integrity, and efficient regulation.

Outlook

While the agency's statutory mission is expected to remain consistent, TXRC anticipates continued refinement of its strategies, objectives, and performance measures to address evolving risks, technological opportunities, workforce needs, and stakeholder expectations. These efforts will ensure the agency remains positioned to effectively regulate pari-mutuel racing and serve the citizens of Texas over the next five years.

Agency Workforce Plan

II. Current Workforce Profile

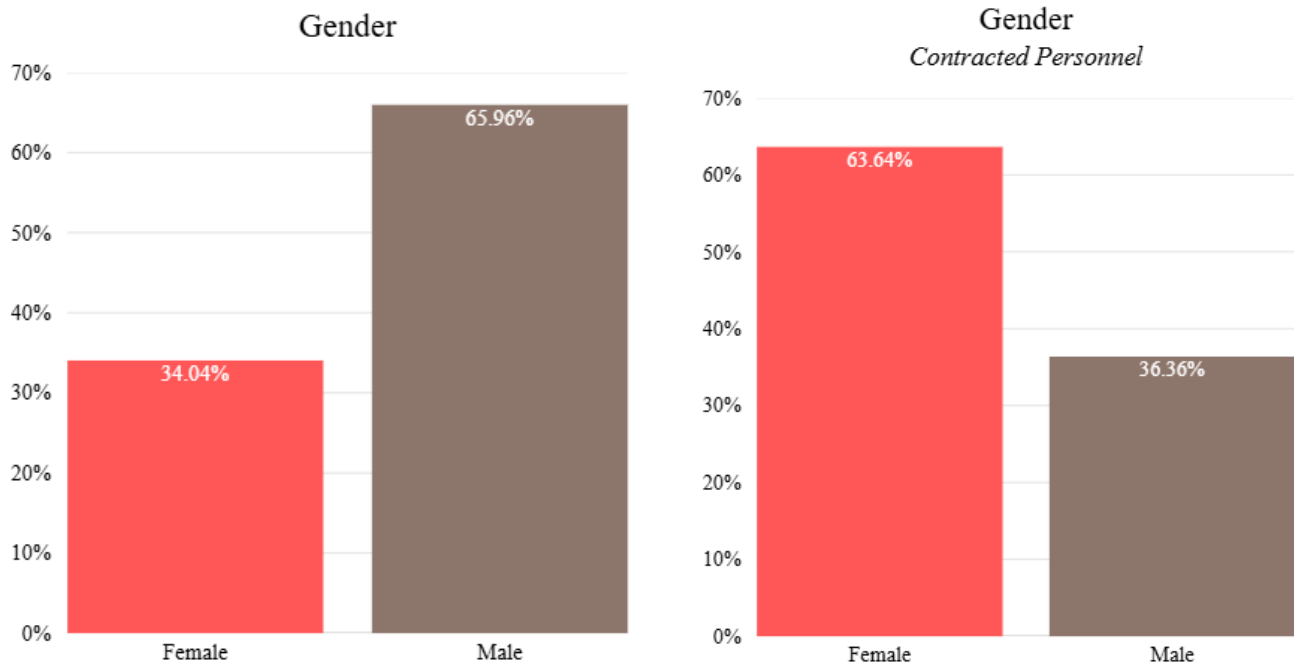
A. Workforce Demographics

The Texas Racing Commission's fiscal year 2025 annual average full-time equivalents (FTEs) were 49.3, an increase of 20.83% FTEs or 40.8 FTEs in fiscal year 2024. As of August 2025, the agency had 47 classified, regular full-time employees based on data from the Comptroller's Centralized Accounting and Payroll/Personnel System (CAPPS) FTE Information Report.

During fiscal year 2025, the agency's regular full-time classification workforce consisted of 34.04 percent females and 65.96 percent males.

- The agency workforce reflects a combination of executive leadership, regulatory personnel, field staff, and administrative support functions necessary to carry out the agency's statutory responsibilities under the Texas Racing Act.
- Workforce demographic information compared to the statewide civilian workforce is outlined in the tables below.

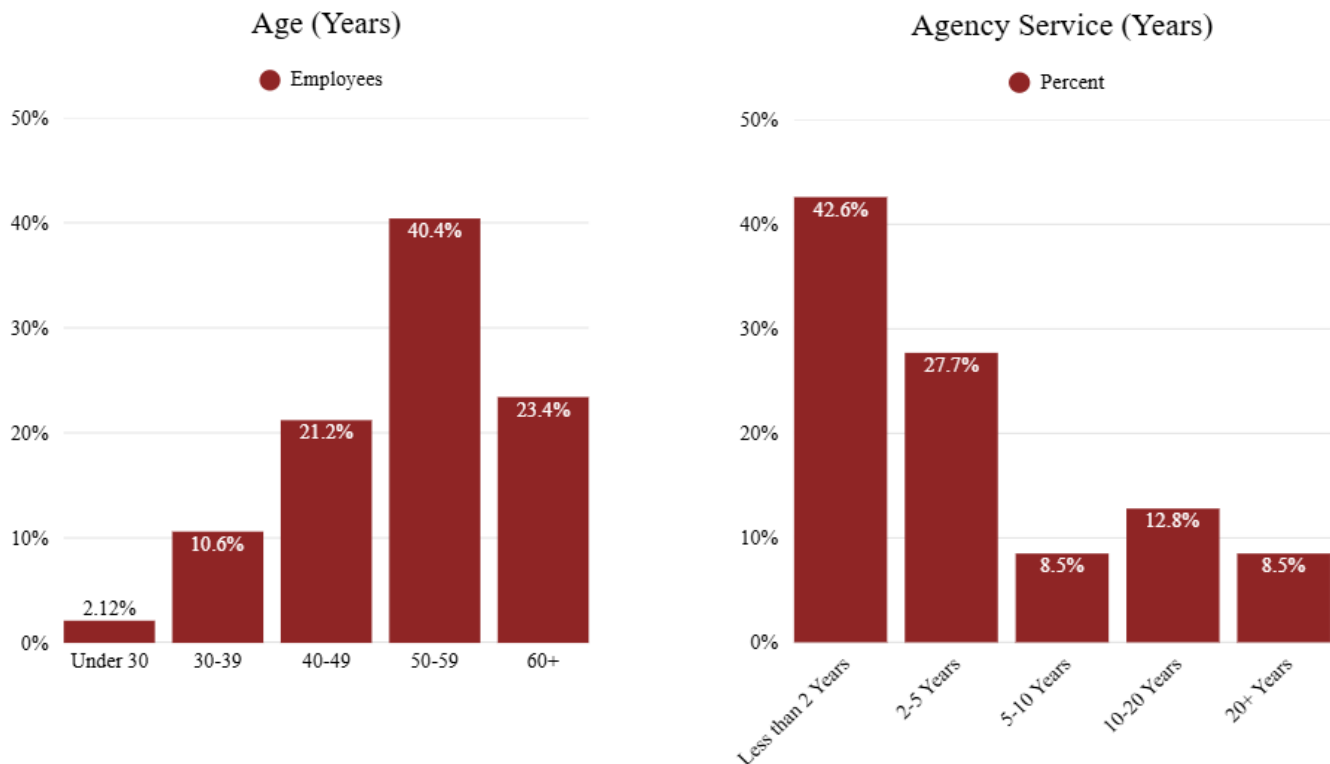
The agency's direct workforce and contracted workforce serve different operational functions and are recruited through distinct labor markets. While female representation among full-time employees is lower in certain occupational categories, the agency's contracted veterinary workforce reflects a broader and more specialized talent pool within the equine veterinary profession. The use of contracted veterinarians allows the agency to access highly qualified professionals across multiple geographic regions and racing jurisdictions, resulting in a workforce composition that differs from the agency's full-time employee population.



Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

Workforce Demographics

As of May 1, 2026, the Texas Racing Commission has 47 employees. The Texas Racing Commission workforce is 34.04 percent female and 65 percent male, with an ethnic group composition of 59.5 percent White, 34.0 percent Hispanic, 0.02 percent African American, and 0.042 percent Asian. The average age is 53.5 years, with 82.3 percent of the agency's employees 50 years of age or older. The average length of agency service is 5.7 years – 78.7 percent of agency employees have less than ten years of agency service, while 21.3 percent have ten or more. The following charts are profiles of the agency's full-time and part-time employee workforce.



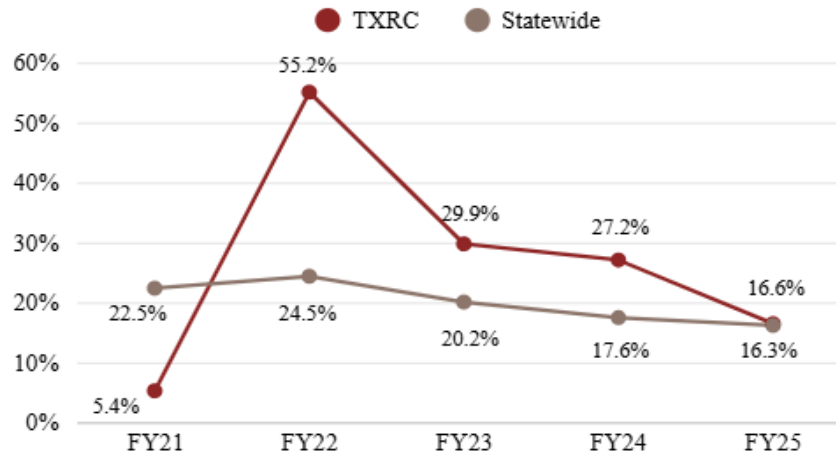
Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

Employee Turnover

The turnover rate for TXRC is consistently above the turnover rate across all state agencies. A comparison of the TXRC turnover rate to the statewide rate for FY 2025 through FY 2029 is below.

Turnover Rate Including Interagency Transfers

Due to the agency's small workforce, annual turnover rates may fluctuate significantly based on a limited number of employee separations.

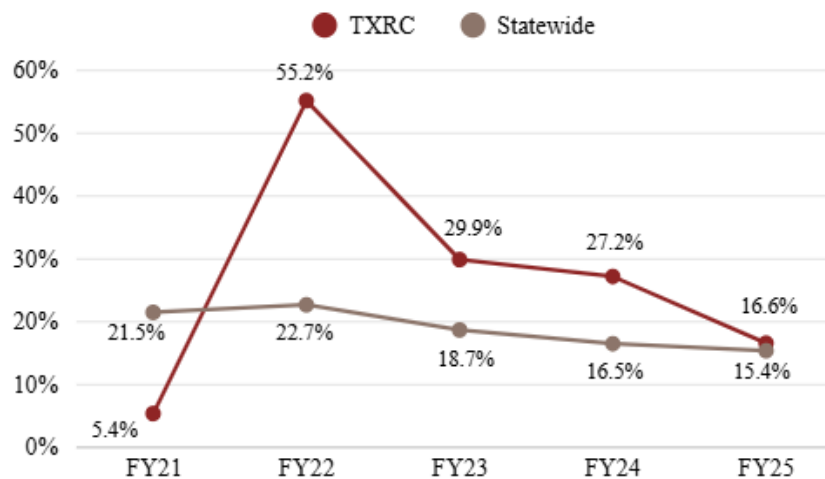


Employee Turnover Types: Classified Regular Full-Time, Classified Regular Part-Time

Source: State Auditor's Office Turnover Data for Agency 476 – Texas Racing Commission, All Agencies

Turnover Rate Excluding Interagency Transfers

Due to the agency's small workforce, annual turnover rates may fluctuate significantly based on a limited number of employee separations.



Employee Turnover Types: Classified Regular Full-Time, Classified Regular Part-Time

Source: State Auditor's Office Turnover Data for Agency 476 – Texas Racing Commission, All Agencies

Potential Retirement Eligibility Impact

An analysis of TXRC staff tenure and age indicates that 9 staff members—or approximately 19.1 percent of the agency’s workforce—currently are, or will become, eligible to retire during FY 2026.

As Table A indicates, approximately 21.3 percent (10 employees) of TXRC’s staff are anticipated to be eligible for retirement between FY 2026- FY 2030.

**TABLE A: Number of TXRC Employees
Projected to Be Eligible to Retire by Fiscal Year**

FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Total Eligible	Total Employees	% Eligible in FY 26	% Eligible FY26-FY30
9	0	0	0	0	9	47	19.1%	19.1%

Source: Standard Query Provided by CPA (TX_HR_AGY_RETIRE_POTENTIAL) in the Centralized Accounting and Payroll/Personnel System (CAPPS)

Table B shows the estimated number of agency employees by selected classified position series who may reach retirement eligibility during FY 2024 through FY 2029.

**TABLE B: Number of TXRC Employees by Selected Classification Series
Projected to be Eligible to Retire by Fiscal Year**

Classification Series	FY 24	FY 25 - FY 29	Total Eligible	Total Staff by Services	% Eligible in FY 26	% Eligible Between FY26 & FY 30
Program Specialist	3	1	4	8	37.5%	37.5%
Investigator	2	1	3	6	50.0%	50.0%
Director	1	1	2	5	40.0%	60.0%
Hearings Officer	1	0	1	5	00.0%	00.0%
Human Resources Specialist	1	0	1	3	00.0%	00.0%
Executive Leadership	1	0	0	1	00.0%	00.0%

Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

Agency Workforce Plan

III. Future Workforce Profile

A. Expected Workforce Changes

- Strengthen the agency's ability to regulate a dynamic workforce through strategic planning and succession management.
- Increase emphasis on data-driven decision making, risk management, and regulatory oversight.
- Expand the use of technology and digital services to improve efficiency, transparency, and customer service.
- Recruit and retain highly qualified personnel in specialized fields.
- Support workforce flexibility and employee engagement to maintain operational effectiveness and institutional knowledge.

B. Future Workforce Skills Needed

- Expertise in regulatory compliance, investigations, licensing, auditing, and enforcement activities.
- Knowledge of equine health, animal welfare, racing operations, and industry best practices.
- Cybersecurity, information technology, and data governance capabilities.
- Cross-training capabilities to mitigate workforce turnover and retirement.

C. Anticipated Increase/Decrease in Number of Employees Needed to Perform the Work

- Expanded cybersecurity, information technology, and data management requirements.
- Ongoing modernization of licensing, reporting, and agency business systems.
- Growing stakeholder expectations for timely services, transparency, and digital accessibility.

D. Critical Functions

- Regulate and oversee pari-mutuel horse racing in Texas in accordance with the Texas Racing Act.
- Protect the safety, welfare, and integrity of racing participants, including horses, jockeys, and the public.
- License and regulate racetracks, occupational license holders, and industry participants.
- Conduct veterinary oversight, drug testing, and equine health and safety monitoring.
- Investigate violations of racing laws and administer appropriate enforcement actions.
- Monitor and ensure the integrity of pari-mutuel wagering systems.
- Coordinate with state, federal, and industry partners on animal health, security, and regulatory matters.
- Manage information technology, cybersecurity, records management, and public information resources.
- Support legislative, rulemaking, and policy initiatives that advance the agency's mission and statutory responsibilities.

To complete these critical functions, the TXRC relies on a robust set of expertise in the following support areas:

Audit and Compliance	Investigations/Operations	Governmental Relations
Information Technology	General Counsel	Human Resources
Financial Management	Licensing	

IV. Gap Analysis — Anticipated Workforce and Skills Shortages

The Texas Racing Commission (TXRC) anticipates workforce and skill shortages during Fiscal Years 2027–2031 in several specialized areas critical to fulfilling its regulatory mission. As a small agency with a highly specialized workforce, TXRC faces unique recruitment and retention challenges, particularly in positions requiring industry-specific expertise and regulatory experience.

Anticipated Workforce and Skills Gaps

TXRC anticipates potential shortages in the following areas:

- Veterinary professionals.
- Investigators.
- Information technology and cybersecurity professionals.
- Legal and regulatory policy professionals.
- Licensing and administrative professionals with specialized regulatory knowledge.

Agency Workforce Plan

V. Strategy to Address Changing Workforce Needs

Potential Gap 1	Veterinary Professionals
<i>Goal</i>	To maintain full time employee (FTE) veterinarians to maximize animal checks, oversee testing procedures, and respond to equine emergencies.
<i>Rationale</i>	Diagnosing equine race participants (pre- and post-race), emergency care, and drug test collections require licensed veterinarians at all facilities during live races. For continuity of live racing operations, state veterinarians must be present but are often thrust into working over 12-hour shifts to accomplish all evaluations and remain on site for live racing emergencies. Attempts to contract with local veterinarians have led to uncertain staffing levels and chains of custody for drug samples that entail a contract, non-state employee.
<i>Action Steps</i>	- Continue contract veterinarian program for augmentation but seek increased general revenue to properly retain full time equine veterinarians willing to work late evenings and weekends within a fair range the recently adjusted SAO pay classification. - The Texas Racing Commission currently has no state FTE veterinarians underneath the Chief Veterinarian, and no applicants.

Potential Gap 2	Investigators
<i>Goal</i>	Maintain a professional core of experienced Investigators capable of handling live racing operations, infractions, present evidence at Steward Boards relating to equine drug infractions and oversee all aspects of wagering.
<i>Rationale</i>	TXRC Investigators are classified as Peace Officers in the Texas Code of Criminal Procedures, and TXRC is classified as a law enforcement agency by TCOLE. Investigators provide support towards complicated equine drug cases, often involving novel and trace substances, while maintaining an overall safety and security posture at the racing facilities. Current staffing levels do not allow for adequate inspections at training facilities or to respond to requests for assistance from elected Sheriffs dealing with unregulated horse tracks in their jurisdictions. Retaining qualified peace officers with previous investigative experience remains difficult when TXRC is the last state agency employing peace officers to be placed in the Schedule C pay range, making TXRC the least competitive for hiring and retention.
<i>Action Steps</i>	- Moving peace officers within TXRC to Schedule C pay and benefits - Allowing other state officers to lateral into vacant Investigator positions, while offering a pay band comparable to outside law enforcement.

Potential Gap 3	Information Technology & Cybersecurity Professionals
<i>Goal</i>	Recruit, develop, and retain information technology and cybersecurity professionals capable of supporting agency modernization efforts, protecting critical systems, maintaining regulatory data, and ensuring compliance with statewide cybersecurity requirements.
<i>Rationale</i>	The agency's increasing reliance on technology, electronic records, cybersecurity controls, and statewide digital platforms require specialized technical expertise. Emerging cybersecurity threats, system modernization initiatives, records digitization efforts, and technology integration projects have increased demand for qualified IT and cybersecurity professionals. Competition with private-sector employers and larger state agencies may make recruitment and retention of these positions challenging.

<i>Action Steps</i>	• Continue utilizing statewide training and certification opportunities to strengthen existing staff capabilities. • Evaluate workforce needs associated with technology modernization, cybersecurity compliance, and records digitization initiatives. • Cross-train existing personnel to improve operational resilience and continuity of operations. • Leverage shared services, contracted expertise, and interagency partnerships when appropriate. • Monitor succession planning needs for critical technology functions.
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Potential Gap 4	Legal & Regulatory Policy Professionals
<i>Goal</i>	Maintain a workforce with the legal, regulatory, policy, and compliance expertise necessary to support agency rulemaking, enforcement, licensing, administrative proceedings, and legislative implementation activities.
<i>Rationale</i>	The Texas Racing Commission operates within a highly regulated environment requiring specialized knowledge of administrative law, regulatory compliance, enforcement procedures, pari-mutuel wagering, racing operations, and legislative requirements. Future statutory changes, rule reviews, litigation, enforcement actions, and policy initiatives may increase demand for experienced legal and regulatory professionals. Recruiting and retaining employees with both legal expertise and specialized racing industry knowledge may present challenges due to the limited candidate pool.
<i>Action Steps</i>	• Support professional development opportunities related to administrative law, regulatory compliance, and legislative processes. • Continue documenting institutional knowledge and critical regulatory processes. • Strengthen succession planning efforts for key legal and policy positions. • Crosstrain staff on agency statutes, rules, enforcement procedures, and regulatory responsibilities. • Maintain relationships with industry stakeholders and partner agencies to support regulatory expertise.

Potential Gap 5	Licensing & Administrative Professionals with Specialized Regulatory Knowledge
<i>Goal</i>	Ensure the agency maintains sufficient licensing and administrative expertise to efficiently process licenses, support regulatory operations, and provide responsive customer service to industry participants and stakeholders.
<i>Rationale</i>	Licensing and administrative staff serve as the primary point of contact for many regulated individuals and entities and are critical to agency operations. These positions require specialized knowledge of agency statutes, licensing requirements, background review processes, racing industry operations, and regulatory procedures. Workforce turnover, retirements, and the time required to develop specialized knowledge may create challenges in maintaining operational continuity and service levels.
<i>Action Steps</i>	• Maintain comprehensive licensing procedures, training materials, and desk manuals. • Cross-train staff to reduce single-position dependency and improve operational flexibility. • Expand knowledge transfer efforts to preserve institutional knowledge. • Continue professional development opportunities focused on licensing, regulatory administration, and customer service. • Monitor workload trends and staffing needs to ensure timely processing of licenses and regulatory transactions.

Potential Gap 6	Stewards
<i>Goal</i>	To develop and retain qualified and experienced racing Stewards (racing officiant and arbiters of contested cases).
<i>Rationale</i>	The role of a racing Steward is complex, and extremely niche, requiring years of industry horse racing skills. Existing Stewards across State lines are in high demand by various Racing Commissions. This is because the position of “Steward” equates best to “half lawyer and half jockey.” A successful Steward must have the inherent ability to judge live racing, with expert eyes to see rider interferences, spot infraction of a whip rule, negotiate complex entry requirements, and act as an attorney or judge during a contested administrative violation case.
<i>Action Steps</i>	• Offer competitive SAO salaries against “casino boosted” States like Louisiana, New Mexico, and Oklahoma to draw in experienced racing officials. • Enact “in house” training within the Texas Racing Commission to provide OJT possibilities for the upcoming wave of potential Stewards. • Explore the use of Safety Steward positions via contract positions, onboard a core group of contract Stewards with no judicial voting on contested hearings. However, would act as an intermediary step towards full Steward positions after experience.