



TEXAS LOTTERY COMMISSION

# CUSTOMER SERVICE



AN AGENCY OF THE  
STATE OF TEXAS



# 2018

*Report on Customer Service and  
Customer Service Performance Measures*

# TEXAS LOTTERY COMMISSION

## 2018 REPORT ON CUSTOMER SERVICE

The Texas Lottery Commission administers and markets lottery games to generate revenue for the state of Texas, and regulates charitable bingo-related activities in the state of Texas. The agency's mission statements reflect our commitment to maintaining the public trust and operating with full accountability to the citizens of Texas.

### AGENCY MISSION

**Texas Lottery:** The Texas Lottery is committed to generating revenue for the state of Texas through the responsible management and sale of entertaining lottery products. The Texas Lottery will incorporate the highest standard of security, integrity and responsible gaming principles, set and achieve challenging goals, provide quality customer service and utilize a TEAM approach.

**Charitable Bingo:** Provide authorized organizations the opportunity to raise funds for their charitable purposes by conducting bingo. Determine that all charitable bingo funds are used for a lawful purpose. Promote and maintain the integrity of the charitable bingo industry throughout Texas.

### REPORT ON CUSTOMER SERVICE

In keeping with our Compact with Texans, approved in April 2000, the Texas Lottery Commission believes the performance and attitude of its staff directly impact the attitude of its customers toward the agency. A key to our continued success is establishing and reinforcing an image of staff as helpful, knowledgeable, informative, courteous and efficient professionals.

We maintain outstanding customer satisfaction levels and enhance public confidence by providing quality customer service.

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## I. EXTERNAL CUSTOMERS AND SERVICES PROVIDED

### A. Customers

The Texas Lottery's external customers include lottery and charitable bingo players, lottery retailers, charitable bingo licensees, vendors and the general public.

#### *Lottery and Charitable Bingo Players*

The Texas Lottery player base consists of adult Texans 18 years and older, as well as similarly-aged players from surrounding states and Mexico who travel to Texas and purchase Texas Lottery tickets. The charitable bingo player base consists of adult Texans 18 years and older; however, it is not required that a bingo player be 18 if accompanied by a parent or guardian.

#### *Lottery Retailers*

Lottery retailers represent the key delivery channel through which the agency sells tickets to generate revenue for the state. To achieve the agency's mission of generating revenue to support Texas education and veterans' assistance programs, it is critical that lottery products are conveniently and widely available at a variety of locations where a broad diversity of consumers are offered the opportunity to purchase lottery tickets. The Texas Lottery had 17,848 licensed retailers statewide offering lottery products at the end of FY 2017. Although the retailer base contains a variety of trade styles, convenience and grocery stores are the dominant lottery segments in Texas; both are considered to be traditional lottery trade styles. Together, these two categories comprise more than 88 percent of licensed locations and over 95 percent of Texas Lottery sales.

The Texas Lottery is invested in growing the licensed retailer base through sustained and strategic recruitment efforts allowing for greater product accessibility for the public and the potential for increased revenue to the state. As the retailer base is ever-changing, with multiple sales and acquisitions of locations, the Texas Lottery continues to streamline the licensing processes for retailers to make it easier for them to meet licensing requirements and

to maintain updated records. Examples of agency initiatives include offering retailers the option to submit new license applications, license renewals and general information updates via the internet. There is also an ongoing effort to consolidate license expiration dates so that all licenses for multi-location retailers have a common renewal date. The Texas Lottery also has created retailer-focused, web-based services to provide lottery financial and ticket inventory reporting to retailers. Working with retailers and industry associates to standardize lottery financial statements is a continuing initiative.

#### *Charitable Bingo Licensees*

The Charitable Bingo Operations Division (CBOD) licenses bingo conductors, lessors, manufacturers and distributors. In FY 2017, there were 1,439 bingo licensees. Of these, 1,041 were charitable bingo conductors in Texas, comprising nonprofit organizations such as veteran organizations, religious societies, fraternal organizations, volunteer fire departments, and groups supporting medical research programs. There were 363 commercial lessors, which are individuals, corporations, authorized organizations, or associations of authorized organizations that lease property where bingo is conducted. There were 21 manufacturers and 14 distributors of bingo products.

#### *Texas Citizens*

Texas citizens benefit from the creation of jobs resulting from the conduct of the *Games of Texas*. Texas families benefit from the Texas Lottery's net revenue contributions to the Foundation School Fund, which totaled more than \$21 billion through FY 2017, and from lottery prize money that is returned to the state from winners who are delinquent in child support payments, student loan payments, or other taxes and moneys owed to the state.

In addition, from FY 1995 through FY 2017, more than \$1.1 billion in unclaimed Texas Lottery prize funds reverted to the state to be appropriated for health care and other programs authorized by the state legislature.



The Texas Legislature enacted legislation in 2009 requiring the agency to create and sell a scratch game to benefit the Fund for Veterans' Assistance, which is managed by the Texas Veterans Commission. The agency now offers a veterans' scratch game on an ongoing basis in support of the fund. Other non-veteran themed scratch tickets that support Texas veterans are released throughout the year based on sales levels and inventory needs. Since the introduction of the first game in FY 2010, these games have generated more than \$83 million in revenue through FY 2017.

Charitable bingo in Texas benefits a wide range of charitable causes, including veterans organizations, women's shelters, needy children, the disabled, homeless shelters, churches, schools, local libraries, museums, addiction treatment programs, medical treatment and research programs, emergency medical services, volunteer fire departments, senior citizens groups and education scholarships. Since the first licenses were issued in 1982, the total amount of charitable distributions from the conduct of bingo exceeds \$1 billion.

### **B. Services Provided to Customers**

#### ***Texas Lottery Customer Services Hotline (800-375-6886)***

The Texas Lottery's Retailer Services Department responds to customer contacts through the toll-free hotline. Hotline staff answer questions about retailer licensing, retailer accounting and general regulatory issues. They also answer questions from the general public, Texas Lottery players and direct callers to other sources if their questions are not related to one of these subject areas. Hotline staff also communicate with retailers, game players and the general public via email and written correspondence. The department is responsible for tracking, routing and responding to correspondence, and for ensuring timely responses on matters directed to the agency, the executive director and the commissioners.

#### ***Retailer Licenses***

The Retailer Services Department is also responsible

for processing new retailer license applications and license renewal applications. Department staff enter and monitor retailer information; coordinate ownership transfers and lottery terminal moves; perform license terminations; perform retailer records maintenance; and evaluate retailer compliance with Americans with Disabilities Act (ADA) requirements. The department interacts daily with retailers on Electronic Funds Transfers (EFTs); invoice amounts due; account adjustments; account reconciliations; and final balances due. The department works with retailers who have experienced a non-sufficient fund EFT bank account sweep to ensure prompt payment. When appropriate, the department conducts collection and enforcement activities through the preparation of notices and evidence required for adverse licensing actions. The department tracks and manages delinquent retailer accounts using various collection methods, including bank account freezes, levies, cash register seizures and property liens.

#### ***Claim Centers***

The agency's claim centers provide another point of contact for Texas Lottery customers in 16 locations throughout Texas. Claim center staff process ticket claims for payment; respond by telephone and in person to player and general public information inquiries; represent the agency at local public events; conduct retailer site inspections for ADA compliance related to complaints; and conduct Retailer Surveys to gather feedback on agency and lottery operator service levels.

#### ***Retailer Hotline (800-458-0884)***

IGT (formerly GTECH), contracted by the Texas Lottery to operate the games, provides support to retailers through the Retailer Hotline. Trained hotline operators provide retailers with toll-free assistance seven days a week, with the goal of avoiding any interruption in daily sales. Hotline staff help resolve technical issues related to terminals and provide current information about scratch tickets, draw game functions, promotions, system enhancements, procedural changes, terminal repairs and other operational issues.

## EXTERNAL CUSTOMERS & SERVICES PROVIDED

### *Charitable Bingo Customer Service*

CBOD staff assist licensees and the general public by providing information about the conduct and regulation of charitable bingo. In all interactions with licensees, the bingo-playing public, and the general public, CBOD staff strive for total quality customer service. This quality is achieved through the reduction of unnecessary procedures; the use of technology like the Bingo Operations System Service and Bingo Service Portal to provide better, faster responsiveness and less cumbersome service; solicitation of feedback from customers and Bingo Training Program attendees; and by making changes based on that input, where appropriate.

### *Charitable Bingo Hotline*

**800-BINGO-77 (800-246-4677)**

**Email: ([bingo.services@lottery.state.tx.us](mailto:bingo.services@lottery.state.tx.us))**

This toll-free number and email address is staffed by employees who can answer inquiries and provide assistance to both to licensees and the general public on issues related to the regulation and licensing of charitable bingo in Texas.

### *Publications*

The Texas Lottery regularly produces and distributes a wide variety of publications that provide information about the Texas Lottery, Texas Lottery games and corresponding rules, Texas Lottery winners, retailer strategies, charitable bingo and the agency's business practices.

Publications include the following:

- *Agency Strategic Plan* – a report that is required of all state agencies; it is produced every other year and provides a multiyear view of objectives and strategies for the accomplishment of agency goals, and sets the direction for all agency operations. It is available in hard copy and on the Texas Lottery website at [txlottery.org](http://txlottery.org).
- *Comprehensive Business Plan and Annual Report* – an annual report and business plan that provides the Governor, legislators, oversight agencies, agency staff, citizens and other interested parties with financial information and an overview of the lottery's operations, which guides the lottery's major initiatives to ensure their cost effectiveness. The Comprehensive Business Plan and Annual Report is updated yearly to ensure the agency is meeting objectives for major lottery-related initiatives. It is available on the agency's website.
- *Report on Compliance Activity Monitoring* – a biennial report that provides information and analysis on complaints received by the Texas Lottery Commission related to violations of state laws and administrative rules under the agency's jurisdiction. It is available on the agency's website.
- "End of Game" Notices – notices that provide close dates and the last date that players can claim prizes for each scratch game. The notices are provided to retailers, published in newspapers and are available on the agency's website. Notices provided to retailers are one-page printed flyers.
- "How-to-play" Product Brochures – informational brochures about the agency's draw games and how they are played. The brochures are available in hard copy and on the agency's website and Texas Lottery App.
- Lottery Violations Brochures – informational brochures provided to retailers that present statistics on the number of lottery complaints resolved by the Texas Lottery, the percentage of complaints resulting in disciplinary action against the retailer and the top five most investigated violation complaints. The brochure stresses the importance of avoiding lottery violations.
- Retailer-facing bin topper signage – a sign that is placed on the top of a scratch ticket dispenser with a message facing the clerk. The message reminds retailers to avoid lottery violations and provides an example of a common violation.
- *Minority Business Participation Report* – an annual report of the level of minority business participation in both the agency's contracts and the licensing of sales agents. It is available in hard copy and on the agency's website.
- Product Point-of-Sale Materials – game-specific marketing pieces displayed at retailer locations.

## EXTERNAL CUSTOMERS & SERVICES PROVIDED

- *“Play Responsibly” Brochure* – an informational brochure available to players and retailers that affirms the Texas Lottery’s core value of responsibility for educating players, retailers and the general public about responsible gaming. The brochure lists the signs of a gambling problem and provides contact information for resources for assisting anyone who may have a gambling problem.
- *Retailer Guide to Policies and Procedures* – a reference guide for licensed lottery retailers.
- *RoundUp* – a monthly newsletter designed for and distributed to retailers throughout Texas free of charge. It is also available online at the Texas Lottery’s Retailer Services Center.
- “Sell-In” Sheets – produced for all new draw games and game changes introduced, detailing game features, prize amounts, play instructions and retailer information.
- *Where the Money Goes* – a graphic showing how each dollar from Texas Lottery sales is used and identifying the Foundation School Fund and the Fund for Veterans’ Assistance as the recipients of revenue from Texas Lottery sales. The graphic explains that unclaimed lottery prize funds revert to other programs authorized by the Texas Legislature.
- *Winners!* – a bimonthly newsletter for Texas Lottery players that provides information about Texas Lottery winners. The newsletter is distributed to retailers throughout Texas and is available free of charge to players. It is also available on the agency’s website.
- *CBOD Directors Message* – a quarterly newsletter for the bingo community that provides licensees information about tips on operating successful bingo for profit, education and training, important dates, as well as highlights from charitable organizations on how they spent their bingo funds on their charitable causes.
- *CBOD Annual Report* – a report that is required of the CBOD; it is produced every even-numbered

year and provides an overview of the total amount of adjusted gross receipts, total amount of net proceeds and amount of net proceeds as a percentage of adjusted gross receipts as reported by licensed authorized organizations from their bingo operations. It is available in hard copy and on the agency’s website.

### *Internet Sites*

The Texas Lottery website (**txlottery.org**) provides the public, lottery retailers and the media with up-to-date information on the *Games of Texas*, from drawing results for the draw games to end-of-game notices for scratch tickets. In addition, the website provides users with access to information about Texas Lottery governing rules and meetings, published reports, winners and news releases. Players can see drawings online (live and/or archived), check their numbers, inform themselves about responsible gambling and get information about lottery scams. More than 6.2 million visitors a month go to **txlottery.org** for this news and information. Visitors may also email questions, comments and concerns directly to the Texas Lottery.

In 2008, the Texas Lottery added a Retailer Locator to the website. This search feature allows players to locate lottery retail locations by city or zip code and provides a map of each location. The Retailer Locator also allows players to find where their favorite scratch ticket games are available for purchase. The feature was expanded to allow players to search for retail locations where they can check the winning status of lottery tickets and the type of self-check equipment available at each location. Users of the Retailer Locator may also search for lottery locations by smoking status, to determine if a particular retailer permits smoking inside the business.

In 2015, the Texas Lottery launched the Lottery Services Portal (LSP) website, providing existing and potential Texas Lottery retailers with the convenience and efficiency of secure, online access to lottery reports and functions. LSP, which replaced the Retailer Services Center website, was designed with both current and potential retailers in mind by

## EXTERNAL CUSTOMERS & SERVICES PROVIDED

continuing to provide familiar inventory and accounting reports as well as offering new reports and features. Licensed Texas Lottery retailers registered on LSP are able to log in and access robust functionality such as the ability to manage their LSP account and view/download reports on lottery sales, ticket validations, pack settlements and scratch ticket inventory. Retailers are able to renew their lottery sales license(s) online and submit changes to their current license information. For the first time, potential Texas Lottery retailers have the ability to apply online for a Texas Lottery sales license. Users benefit from a convenient message board on the LSP home screen where the Texas Lottery alerts users to any action they need to take in the licensing process.

In 2017, the Texas Lottery launched the Lottery Learning Link, a user-friendly, online learning tool that provides retailers access to courses comprised of video tutorials, hands-on exercises, reviews and assessments. Courses are designed to deliver supplemental training on key areas of retailers' lottery business. The Lottery Learning Link is an easy way for retailers to provide lottery information to new employees and quick reference on specific topics for everyone at their stores.

The Charitable Bingo website (**txbingo.org**) provides licensees and the public with access to the Bingo Enabling Act, Charitable Bingo Administrative Rules, interactive forms and applications, information on the Bingo Training program and online registration for the program, regional office locations, information on the Registry of Approved Bingo Workers, legal notices, bingo advisory opinions, frequently asked questions, and other important information. More than 18,000 visitors a month go to **txbingo.org** for this information.

The Bingo Service Portal (BSP) allows licensees online access to important information related to the management of their licenses and required training, and bingo workers access to manage their worker registry information. Additionally, a variety of statewide reports and a bingo hall locator are available as information tools for everyone. These features have been well received by both licensees

and the general public.

The CBOD also uses a social media platform (Facebook) to build a rapport with the followers and engage with the audience by providing prompt responses and communications.

## Texas Lottery App

In FY 2017, the Texas Lottery introduced the official Texas Lottery App. The app allows users to scan and check tickets for winning status, create and save their favorite numbers so that a Texas Lottery retailer can scan the QR code and print a draw game ticket for purchase, view current jackpot amounts and winning numbers, scan tickets to enter promotional second-chance drawings, and locate the nearest lottery retailer. This initiative illustrates the agency's commitment to convenience but also to security and integrity as players now have the ability to use the app to see if their tickets are winners. The app is free and is available in the App Store and Google Play.

## Social Media

The Texas Lottery communicates with the public about its products, promotions and events through its official accounts on Facebook (**@TexasLottery**), Twitter (**@TexasLottery**), Instagram (**@texaslottery**) and YouTube (**TheTexasLottery**). The agency uses social media as a tool to share the PLAY RESPONSIBLY message. The Charitable Bingo Operations Division has an official Facebook account (**@TexasCharitableBingo**) and a YouTube playlist on the Texas Lottery YouTube channel. Both are utilized to share training and education opportunities for bingo licensees. The Media Relations Division monitors the agency's social media accounts and works with other divisions in the agency to respond to questions or comments from social media followers. The agency's social media platforms were developed in compliance with the Texas Department of Information Resources social media policy and guidelines. Official social media guidelines can be found on the agency's website.



## II. INFORMATION-GATHERING METHODS

The table below summarizes the methods by which customer service data are collected. More detailed descriptions of each method follow.

METHOD	PURPOSE/IMPORTANCE	DATA COLLECTION TIME FRAME
<b>A. LOTTERY PLAYERS</b>		
DEMOGRAPHIC STUDY OF TEXAS LOTTERY PLAYERS	Meet statutory requirement. Provide independent measurement of citizen participation rates, the distribution and frequency of lottery play, and the demographic profiles of past-year lottery players and non-players.	Conducted every two years as required.
<b>B. LOTTERY RETAILERS</b>		
RETAILER SURVEYS	Gather retailer opinions and measure retailers' satisfaction with services provided by the Texas Lottery and lottery operator.	Throughout the year
RETAILER ROUNDUP SURVEYS	Query retailers on current issues related to Texas Lottery operations.	Quarterly
<b>C. CHARITABLE BINGO</b>		
BINGO TRAINING SURVEYS	Survey the effectiveness and conduct of the Bingo Training Program and gain the attendees' feedback.	Near the conclusion of the in-person Bingo Training Program.

### A. Lottery Players

#### *Demographic Study of Texas Lottery Players*

Texas Statute (Section 466.021, Texas Government Code) mandates that the Texas Lottery's Executive Director contract with an independent firm to conduct a demographic study of Texas Lottery players every two years. In November 2016, the Hobby School of Public Affairs at the University of Houston conducted the most recent state-mandated study, the *2016 Demographic Survey of Texas Lottery Players*.

Data Collection Time Frame/Cycle: Conducted every two years, typically beginning in the summer and continuing into fall of even numbered years.

Data Limitations: Based on a sample and subject to sampling errors that could skew results. All data

are self-reported by the respondents, and results are dependent on honest, accurate reporting.

Number of Customers Surveyed: Approximately 1,700 per study. In 2016, a total of 1,685 self-reported players and non-players were surveyed.

Margin of Error: The margin of error is  $\pm 2.4$  percent for a sample of 1,700 at the 95 percent level of confidence.

Customer Groups Excluded: Persons without cell phones or telephones in their homes.

Justification for Exclusion: Based on the Census 2012 – 2016 American Community Survey 5-Year Estimates, 99 percent of Texas households had telephone service available.

## B. Lottery Retailers

### *Retailer Surveys*

The primary objective of these surveys is to measure retailers' interactions and overall satisfaction with various Texas Lottery and lottery operator support services and functions.

The Retailer Services Department of the Lottery Operations Division creates the survey instrument and incorporates revisions annually. This instrument is forwarded to the 16 claim centers for their staff to conduct the survey. Retailers are divided according to claim center and lottery operator district areas. Each claim center has annual goals, and numbers vary depending on the geographic region. The survey includes both an opinion and an observational component; therefore, every retailer surveyed is visited in person.

Surveys are processed and the results provided to the Lottery's Retailer Services Department. The resulting data are compiled and maintained by Retailer Services.

Results from specific questions are forwarded to the lottery operator on a monthly basis for follow-up at the retailer level. Retailer Services summarizes the results of the actions taken by the operator's lottery service representatives and produces a report which is disseminated to the operator's district sales managers and lottery staff. Retailer Services also produces a semi-annual report, which is disseminated to lottery staff and the lottery operator.

Data Collection Time Frame/Cycle: Data is collected throughout the year.

Data Limitations: The survey process is voluntary for the retailers. Some retailers surveyed may not have English as a first language.

Number of Customers Surveyed: In FY 2017, approximately 400 retailers were visited monthly with a survey completion rate of 87 percent.

Margin of error: The margin of error will depend on the sample size of a particular period. For FY 2017, 4,335 surveys were completed from a population of 17,848 retailers, which results in a margin of error of  $\pm 1.3$  percentage points at the 95 percent confidence level.

Customer Groups Excluded: Excluded retailers include those who refuse to participate in the survey, those for whom there is a language barrier, and those who are not in operation at the time of the survey.

Justification for Exclusion: Retailer surveys are voluntary and are not a requirement for a licensed sales agent.

### *Retailer RoundUp Surveys*

The Texas Lottery's monthly publication, *RoundUp*, provides retailers with news of upcoming draw game and scratch game promotions, the latest retailer incentive and retailer bonus information, answers to frequently asked questions, and placement of point-of-sale materials. Once or more a quarter, *RoundUp* includes a printed survey to query retailers on current issues related to Texas Lottery operations. These brief surveys typically consist of three to six questions. Due to low response rates, the information collected from the *RoundUp* surveys is used mainly for directional purposes.

Beginning in August 2015, *RoundUp* surveys were supplemented with surveys directed to retailers through their lottery sale terminals. Terminal surveys have the same questions as *RoundUp* surveys, and the results are combined.

Data Collection Time Frame/Cycle: Surveys are printed in the retailer publication at least once a quarter. Terminal surveys are generated as needed.

Data Limitations: All data are self-reported. Data collection must rely on retailers' willingness to complete the survey, either the published or

the terminal version, and return it to the Texas Lottery. Because of limited space, terminal surveys can contain about three questions, and when they are used in conjunction with *RoundUp* surveys, the number of questions in the published survey is limited to the same number. Response rates for the published surveys are low, with a typical survey resulting in 50-75 responses. Response rates for the combined *RoundUp* and terminal surveys are higher, ranging from 300 to 400 responses.

Number of Customers Surveyed: All retailers receiving the publication survey and the terminal survey have the opportunity to respond.

Margin of Error: Not measured

Customer Groups Excluded: No retailer is purposely excluded. Retailers may exclude themselves because they do not read the publication or they choose not to respond to the terminal survey.

Justification for Exclusion: Retailer response is strictly voluntary and is not a requirement as a licensed sales agent.

voluntary compliance with the Bingo Enabling Act. The survey includes questions like, “What did you like most about this training?” and “What aspects of training could be improved?”. This training is given to each individual attending a Bingo Training Program.

## ***Bingo Customer Satisfaction Surveys***

The primary objective of this survey is to gauge licensees’ overall satisfaction with various CBOD services and performance. The customer satisfaction survey asks customers to answer questions on a rating scale of 1-5 to track satisfaction over time. This helps the CBOD measure changes in satisfaction to determine the impact of implemented initiatives on customer satisfaction. The survey is included with every renewal application.

## **C. Charitable Bingo**

### ***Bingo Training Surveys***

The CBOD’s efforts to increase communication with licensees through initiatives such as the Bingo Training Programs and the Director’s Messages have resulted in favorable ratings in the quality of customer service provided by the division. This survey gathers data to determine the training needs in order to help individuals and the licensed authorized organizations accomplish their goals and objectives. The survey captures the effectiveness and serves as a diagnostic tool to revise the training content, evaluate the attendees’ needs and improves

# LEVELS OF CUSTOMER-DETERMINED QUALITY

## III. LEVELS OF CUSTOMER-DETERMINED QUALITY

### A. Lottery Retailer Satisfaction

The figure for retailer satisfaction is taken from the Retailer Surveys conducted during FY 2017.

**TABLE A**

MEASURE	FY 2017
* RETAILERS SATISFIED WITH THE TEXAS LOTTERY	97%

\* Retailer question: "Overall, how would you rate the services provided by the Texas Lottery?" Scale: Very Poor, Poor, Fair, Good, Excellent; Measure: Percentage of total responding "Excellent" or "Good"

### B. Bingo Customer Satisfaction

Table B shows results of the responses to the survey question rating the quality of customer service provided by the CBOD by calendar year.

**TABLE B**

CALENDAR YEAR	RESPONDENTS	RESPONDING "EXCELLENT" OR "GOOD"
2016	136	95%
2015	335	97%
2014	204	99%
2013	306	98%
2012	364	99%

### C. Service Timeliness

The Texas Lottery's Retailer Services Department responds to customer contacts through the toll-free hotline. Hotline staff strives to maintain an average answer speed of 20 seconds or less. As shown in Table C, the goal for abandoned calls, when the caller hangs up before the operator answers, is to maintain an average speed of 20 seconds or less. The agency has made a concerted effort to minimize wait time by providing customers with applications and forms with clearly written instructions and a user-friendly design. Whenever possible, minimum processing time is published on the application or form.

**TABLE C**

MEASURE	STANDARD	PERFORMANCE
AVERAGE SPEED OF ANSWERING TELEPHONE	20 SECONDS	9.4 SECONDS
AVERAGE ABANDONED CALL SPEED (CALLER HANGS UP BEFORE ANSWERED) (2.3% OF ALL INCOMING CALLS ABANDONED)	20 SECONDS	5.1 SECONDS
PERCENTAGE OF INCOMING TELEPHONE CALLS ANSWERED IN LESS THAN 20 SECONDS	80%	96%
AVERAGE RESPONSE TIME TO CORRESPONDENCE	2-5 WORKING DAYS	3 WORKING DAYS
AVERAGE RESPONSE TIME TO E-MAIL	2-5 WORKING DAYS	2 WORKING DAYS
AVERAGE CALL LENGTH		2 MIN., 30 SEC.



## IV. ANALYSIS

### A. Lottery Retailer Satisfaction

The “retailer satisfaction” measure continues to rate at or above 95 percent “good to excellent,” and less than one percent in the “poor to very poor” rating categories.

In recent years, several initiatives have been implemented to provide enhanced customer service to licensed retailers. In 2015, the Texas Lottery launched the Lottery Services Portal (LSP) website, available to retailers at [tx-lsp.lotteryservices.com](http://tx-lsp.lotteryservices.com). LSP provides existing and potential Texas Lottery retailers with the convenience and efficiency of secure, online access to lottery reports and functions, including the ability to submit license applications online.

When a license application is submitted online through LSP, the user is now notified immediately that the application has been received. In 2017, the Texas Lottery launched the Lottery Learning Link, a user-friendly online learning tool that provides retailers access to courses comprised of video tutorials, hands-on exercises, reviews and assessments. The courses provide supplemental training on key areas of retailers’ lottery business. In an effort to facilitate prospective licensees’ access to information on becoming a lottery retailer, a Spanish-language recruitment brochure was introduced in November 2011 and added to the variety of English-language information already available on the Texas Lottery website.

The implementation of player ticket self-check technology reduces retailer labor transaction time in processing ticket inquiries and validations by minimizing player questions about the prize amount of potential winning tickets. Additionally, Texas Lottery and lottery operator personnel continue to reach out to retailers in small group settings called Retailer Links meetings, held throughout the state each year, reaching retailers

in more than 80 cities and towns in over 100 meetings from CY 2006 through 2017. Links meetings provide retailers the most current information on Texas Lottery policies and game initiatives, while offering an open forum for soliciting feedback and addressing retailer concerns. Retailers view these meetings as a positive means of furthering communication between the Texas Lottery, the lottery operator and lottery retailers.

### B. Bingo Customer Satisfaction

Though surveys consistently show a very high customer service rating, the management and staff of the CBOD strive to continuously provide and maintain high standards of customer service in all interactions with licensees and the general public.

## V. PERFORMANCE MEASURE INFORMATION

### A. Customer Service Providers and Standards

#### *Communications Services Hotline*

Communication Specialists strive to respond to general internet email messages within two business days and within five business days to messages requiring research to respond. Correspondence is answered within an average of five business days or less, and general requests for public information are processed within 24 hours.

Retailer license application procedures vary depending upon the type of business (independent, chain or corporate account) and according to the type of application.

Typically, a properly completed Texas Lottery Ticket Sales License Application will be completed within seven to 10 business days of receipt of the application in the Retailer Services section. The Electronic Funds Transfer (EFT) system connects retailer bank accounts with the Treasury Operations Division of the Comptroller of Public Accounts through an electronic computer network. It reduces retailer paperwork and streamlines the accounting process required to deposit Texas Lottery ticket sales revenue into the Texas State Treasury. EFT transfers are done weekly.

#### *Claim Centers*

Wait times for processing and issuance of prize checks vary depending on many factors, including but not limited to: submission of accepted form of ID for proof of identity, completeness and accuracy of the submitted claim form; the condition of the apparent winning ticket; and/or any debts owed to the state of Texas by the claimant. Barring any problems with these items, the standard wait time for a claimant to receive a prize check in a claim center is 10 to 15 minutes.

#### *Retailer Hotline*

The goal of the Hotline operators is to answer 100 percent of incoming calls within an average of 45

seconds. Inquiries needing additional research are generally answered within two business days, or the appropriate party will be notified of any further delay within that time period.

#### *Charitable Bingo*

Wait times for processing applications and issuance of licenses varies depending on many factors, including but not limited to: completeness and accuracy of the submitted application and required supporting documentation; existence of financial liabilities; existence of a pending compliance cases; audits in progress; results of criminal background checks of individuals on the organization's bingo record; and the existing backlog of applications.

Conductor quarterly reports are due the 25<sup>th</sup> of the month following the end of the calendar quarter. Prize fee allocations are processed for the local jurisdictions annually.

### B. Complaint Processing

#### *CAMP*

The agency continues to receive, track and address jurisdictional concerns from the public via the Compliance Activity Monitoring Program (CAMP), established in 2004. Awareness of the CAMP hotline is supported through placement of the toll-free 800 number on the website, in retail locations and in venues where bingo games are conducted. The Compliance Section of the Retailer Services Department is responsible for monitoring the life cycle of complaints and violations of the Bingo Enabling Act, State Lottery Act and administrative rules. The Compliance Section is a centralized intake unit for complaints, and also monitors violations that are identified internally. Compliance staff is responsible for maintaining the standards set by the Texas Lottery relating to complaints.

## LEVELS OF CUSTOMER-DETERMINED QUALITY

An automated system has been developed which provides the ability to track all complaints and violations from initial intake or discovery to final disposition by allowing the Compliance Section to monitor the compliance resolution process as work flows between the Enforcement, Legal Services, CBOD, and/or Lottery Operations Divisions. The section maintains a comprehensive database on complaints, violations and disposition to facilitate trend analysis and reporting. The information allows the agency to make informed decisions relating to licensees by reviewing compliance history when considering license issuance and/or administrative action.

### *Communications Services*

The Communications Services Section of Retailer Services receives customer and retailer questions and complaints, in both English and Spanish, via telephone, written correspondence, email, fax or in person. Communication Specialists handle customer service complaints and concerns from Texas Lottery retailers and prospective retailers and customer service complaints, questions and concerns raised by players and the general public. The calls are routed to specific specialists based on caller input on the Interactive Voice Response system (IVR) of the agency telephone system. Periodically, one-on-one meetings with a complainant are held at the agency. Communications Services tracks, routes and responds to correspondence, and is responsible for ensuring timely responses on matters directed to the agency, the executive director and the commissioners.

### *Retailer Hotline*

Issues and concerns raised by retailers regarding stolen tickets, missing packs, ticket deliveries, retailers, equipment difficulties or other issues are resolved by Texas Lottery operator hotline staff, and may be handled by dispatching a technician to the retailer location or forwarding the issue to the appropriate Texas Lottery division for resolution.

### *Charitable Bingo*

Jurisdictional complaints related to the conduct of charitable bingo in Texas are handled by the Compliance Section of the Retailer Services Department. A jurisdictional complaint is one in which the agency has the authority to interpret and apply the law in accordance with the Bingo Enabling Act or Charitable Bingo Administrative Rules. The process tracks and monitors the status of complaints from the time they are submitted through the final disposition. The centralized process enables the agency to identify problem areas of compliance activity or complaint trends.

When an increase in a particular type of violation or complaint is identified and the complaints or violations are determined to be valid, steps are taken to remedy the situation. Educational information designed to prevent the actions that initiate the complaints or violations are incorporated into the training program.

Complaints must be submitted in writing, and complainants are encouraged to submit complaints on an official Texas Lottery complaint form. The forms are available on the website at **txbingo.org**, from the regional offices, or by contacting the Texas Lottery by telephone, fax, email or in writing. Once filed, complainants are informed of the status of their complaints every 90 days, or when the complaint case is closed.

# PERFORMANCE MEASURE INFORMATION

## C. Customer Service-Related Performance Measures: Lottery

CUSTOMER SERVICE PERFORMANCE MEASURES	TARGETED FY 2018 PERFORMANCE
<b>OUTCOME MEASURES</b>  <b>PERCENTAGE OF RETAILERS SATISFIED WITH LOTTERY COMMISSION</b> <i>The percentage of respondents to the Retailer Research Surveys that rate the Texas Lottery's services as "Good" or Excellent," with "Uncertain" responses removed.</i>	95%
<b>OUTPUT MEASURES</b>  <b>NUMBER OF RETAILER SURVEYS COMPLETED</b> <i>The number of Retailer Research Surveys completed annually.</i>  <b>NUMBER NEWSLETTERS DISTRIBUTED TO RETAILERS</b> <i>The number of newsletters distributed annually to active retailers and chain retailer headquarter offices.</i>  <b>NUMBER OF RETAILER VISITS</b> <i>The number of retailer visits conducted annually by the lottery operator sales representatives.</i>	4,611  218,316  464,048
<b>EFFICIENCY MEASURES</b>  <b>AVERAGE COST PER SURVEY ISSUED</b> <i>Estimated employee hours required to prepare, administer, enter data, analyze and summarize data and cost of materials utilized.</i>	\$2.12

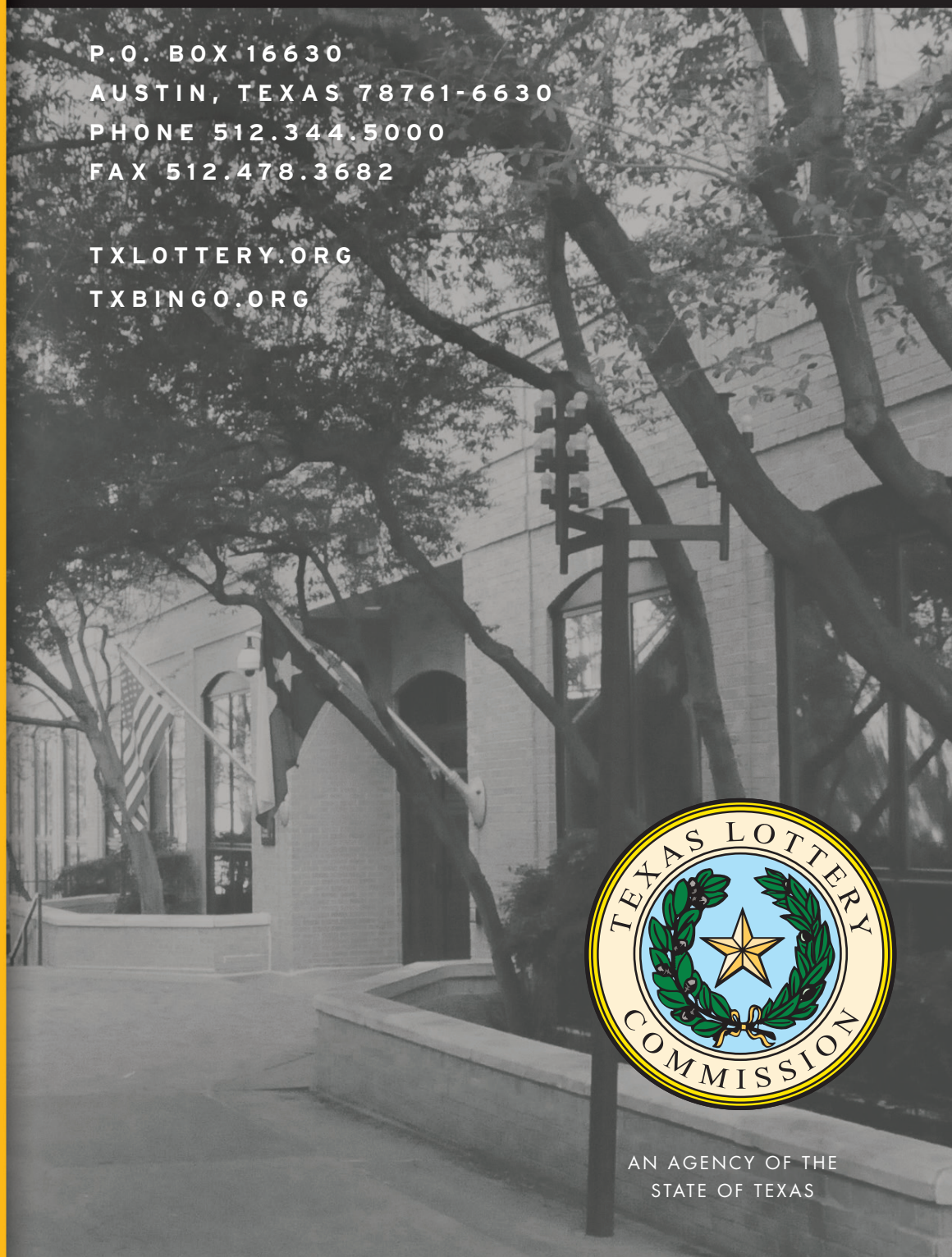
## D. Customer Service-Related Performance Measures: Charitable Bingo

CUSTOMER SERVICE PERFORMANCE MEASURES	TARGETED FY 2018 PERFORMANCE
<b>OUTCOME MEASURES</b>  <b>NUMBER OF INDIVIDUALS RECEIVING EDUCATION</b> <i>This data represents the number of individuals recorded as completing the Bingo Training Program.</i>	966
<b>EFFICIENCY MEASURES</b>  <b>AVERAGE COST OF BINGO TRAINING CLASS</b> <i>Estimated costs associated with presenting a Bingo Training class which includes but is not limited to: staff hours, travel expenses, supplies, materials, postage and equipment.</i>	\$508.00





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