

RACING COMMISSION

Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)

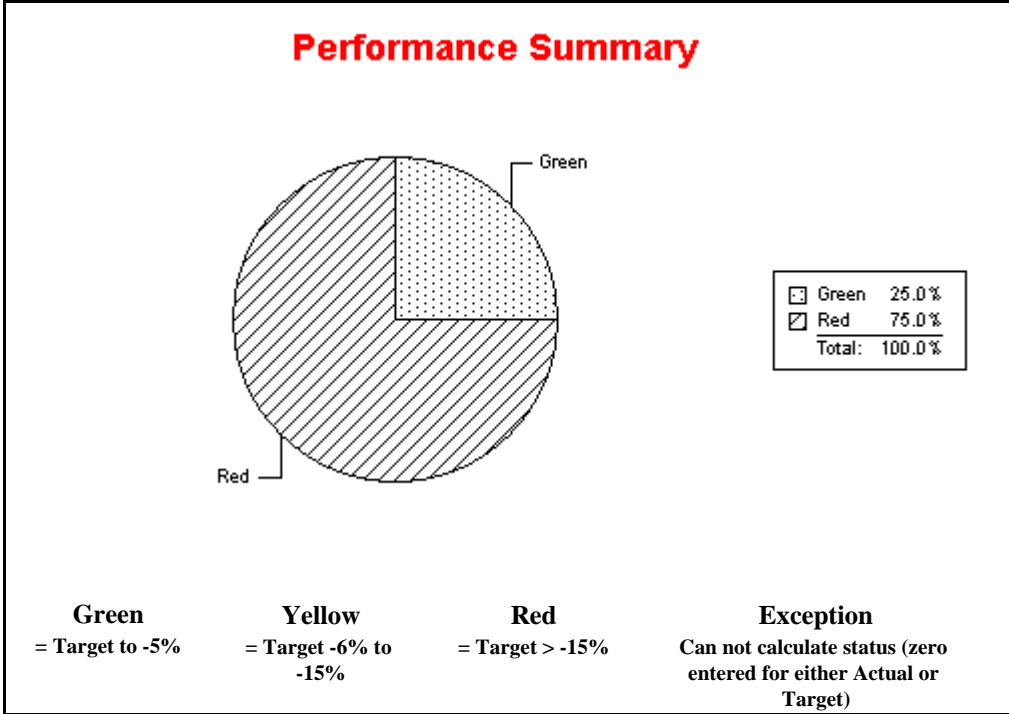
Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	Animal Safety: Number of horses destroyed per 1,000 starters.
2	License Turnaround Time: Average number of work days from receipt of a complete individual application and questionnaire to conclusion of a criminal background check.
3	Excellent Customer Service: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
4	Best Practices: Percent of total best practices met by the Board.

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	Title: Rationale:

RACING COMMISSION	I. EXECUTIVE SUMMARY
Agency Mission: The Mission of the Oregon Racing Commission is to regulate and to facilitate all aspects of the pari-mutuel industry in the State of Oregon for the benefit of the citizenry, the licensees, the participants and the State of Oregon.	
Contact: Randy C. Evers, Executive Director	Contact Phone: 971-673-0209
Alternate: Ginger Simmons, Administrative Assistant	Alternate Phone: 971-673-0211



1. SCOPE OF REPORT

The Oregon Racing Commission (ORC) is a one program agency charged with the responsibility to regulate all aspects of the pari-mutuel industry and therefore, protecting licensees, racing animal athletes, the public and the state. At the same time, the ORC encourages and supports members of the industry in promoting live handle growth and enhancing live racing by attracting businesses to Oregon that are involved in technological advancements.

2. THE OREGON CONTEXT

Statute mandates that all participants in pari-mutuel activities be licensed by the ORC. This includes individuals, live race meets and multi-jurisdictional simulcasting and wagering companies (Hubs) who conduct business online through a closed-loop subscriber system. The agency has approximately 3,700 active licensees. The agency's efforts directly relate to its mission.

3. PERFORMANCE SUMMARY

Key performance measure #1 allows the ORC to track the number of horses euthanized and aids in identifying solutions to protect the safety of the equine athlete. Measures #2 and #3 are both focused on staff at the commission improving service to our customer/licensees. Measure #4 is an excellent self-assessment tool for the five commissioners to assure they are providing the proper oversight to the staff specifically and the racing industry generally.

4. CHALLENGES

Live racing nationwide and the industry that supports it, is struggling to be viable. The situation is similar in Oregon. Currently, live racing in Oregon consists of horse racing at Portland Meadows and five short summer horse race meets held throughout rural Oregon in Grants Pass, Union, Prineville, Tillamook and Burns.

Portland Meadows, currently operated by Magna Entertainment Corporation (MEC), has announced the track is for sale. The ORC will continue to work collaboratively with Magna Entertainment to assure a commercial race meet continues at Portland Meadows. In the event the track sells to new owners, the Commission will do everything in its power to work with the new track operators to provide continuity and stability for the race meet.

The summer horse racing meets have been vital to the economy of five rural areas of Oregon by increasing tourism, retail sales, and agricultural business as well as encouraging the continued breeding of Oregon race horses. These race meets currently need, and most likely will continue to need, additional financial support. The source of this additional money is presently, and in the future, going to come from the money generated by the Multi-Jurisdictional Simulcasting and Interactive Wagering Totalizator Hubs.

The revenue made available from the multi-jurisdictional hub businesses is key to the continuation of live racing in Oregon. Currently, there are nine hubs licensed in Oregon, which is good testament to Oregon's consistent and fair regulatory practices, many tax options and favorable business environment. However, if the environment for these companies changed and they were to leave Oregon, funding for our industry would be jeopardized. A portion of this revenue is transferred to the state general fund to be disbursed to agencies that rely on general funds for their operating budget.

While there is no current greyhound race meet, greyhound racing is still legal in Oregon. The Oregon Racing Commission supports live racing and if

a viable application for a greyhound race meet license is submitted, it will be considered by the Commission.

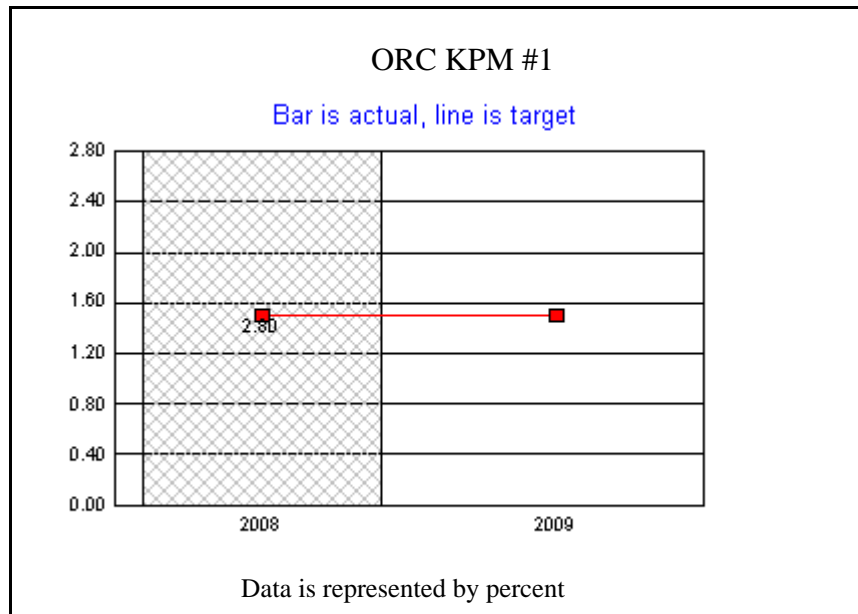
5. RESOURCES AND EFFICIENCY

The ORC has used its resources to implement a number of initiatives in an effort to make it easier for the stakeholders to comply with our rules and procedures. The ORC has also modified many of its processes to eliminate waste and make it less time consuming for the stakeholders to meet their obligations. These initiatives will improve the results of Key Performance Measures #2, License Turnaround Time, and #3, Excellent Customer Service by providing streamlined forms and informational materials that better assist those in the industry.

For example, the ORC:

- Eliminated the completion of forms that were no longer necessary;
- Provided a simple user manual for trainers, jockeys, grooms and owners;
- Provided training sessions to better understand ORC statutes and rules;
- Prepared a simple glossary of racing terms for members of our industry;
- Converted paper forms to electronic and made them available on the ORC website; and
- Invited stakeholders to participate with the ORC in simplifying and revising our administrative rules.

KPM #1	Animal Safety: Number of horses destroyed per 1,000 starters.	1993
Goal	Checking licensees for illegal substances, drug testing horses, physically inspecting horses, ensuring track environment is as safe as possible. Protect welfare of all parties, both human and equine.	
Oregon Context	No applicable benchmarks or high-level outcomes; relates to the Mission.	
Data Source	The ORC's stewards and veterinarian keep statistics on all pari-mutuel horse races conducted in the State of Oregon, including the number of horses that actually started in each race and any injuries or fatalities that occurred.	
Owner	Compliance: Randy C. Evers (971) 673-0209	



1. OUR STRATEGY

Checking licensees for illegal substances, drug testing horses, physically inspecting horses, ensuring track environment is as safe as possible. Protect

welfare of all parties, both human and equine.

2. ABOUT THE TARGETS

Targets are based on national goals.

3. HOW WE ARE DOING

Performance to target was not achieved.

4. HOW WE COMPARE

Oregon is above the national average on the number of horses destroyed per 1,000 starters. The national average is approximately two (2) deaths per 1,000 starters.

5. FACTORS AFFECTING RESULTS

There is only so much that can be done from a preventive standpoint. Other factors can affect statistics, such as accidents on the track.

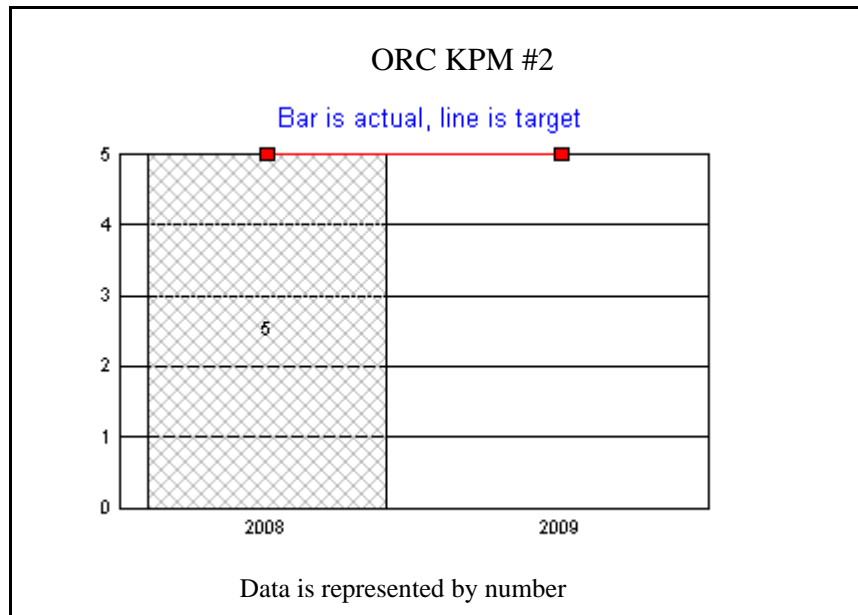
6. WHAT NEEDS TO BE DONE

Continue to perform all department activities related to the measure. If licensees are fined as a result of illegal substances in racing horse athletes after testing, it may increase compliance. The agency is exploring the possibility of a necropsy project in conjunction with Oregon State University on all animal athletes that have been euthanized. Although budgetary restrictions have prolonged the launch of this project, the information will provide data to the agency regarding the potential causes of the injuries that lead to death.

7. ABOUT THE DATA

Oregon fiscal year.

KPM #2	License Turnaround Time: Average number of work days from receipt of a complete individual application and questionnaire to conclusion of a criminal background check.	2007
Goal	Provide a license to the applicants within a reasonable amount of time. Good public policy.	
Oregon Context	No applicable benchmarks or high-level outcomes; Relates to the agency mission.	
Data Source	Licensing Specialist and the licensing database	
Owner	Administration: Randy C. Evers (971) 673-0209	



1. OUR STRATEGY

Provide a license to the applicants within a reasonable amount of time. Good public policy.

2. ABOUT THE TARGETS

The target was based on the average amount of time it takes to process an application to completion which includes inputting information into the database and conducting a background check while also allowing for staff's workload. The target was five business days and anything less would be better.

3. HOW WE ARE DOING

This is a new performance measure approved at the last legislation. Staff set the current target during this biennium and have determined that the information will be better documented in the future with the creation of specific fields in the database that will track and calculate the data.

4. HOW WE COMPARE

Currently, there is no comparative analysis available from other state agencies that regulate racing.

5. FACTORS AFFECTING RESULTS

Workload for staff changes depending on the racing schedule and applicants with extensive backgrounds take, understandably, more time.

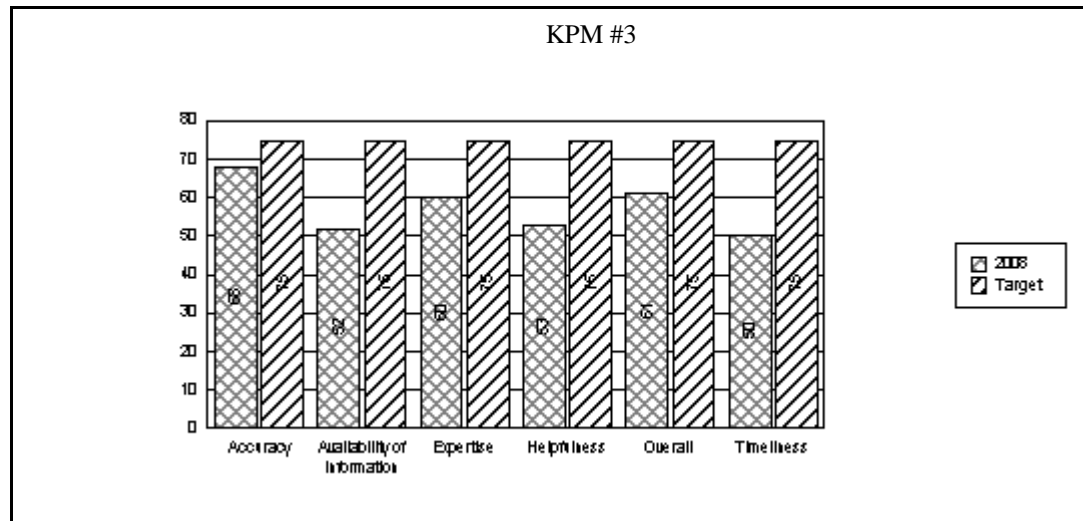
6. WHAT NEEDS TO BE DONE

Update the database to track the new data required for this performance measure and correspondence with other state agencies that regulate racing to create a comparative analysis.

7. ABOUT THE DATA

State fiscal year.

KPM #3	Excellent Customer Service: Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, availability of information.	2007
Goal	To provide excellent customer service for the benefit of the citizenry, the licensees and the participants of the pari-mutuel industry in the State of Oregon.	
Oregon Context	No applicable benchmarks or high-level outcomes; Relates to the agency mission.	
Data Source	Online survey on our website and two survey and suggestion boxes at two separate locations at the race track.	
Owner	Administration: Randy C. Evers (971) 673-0209	



1. OUR STRATEGY

To provide excellent customer service for the benefit of the citizenry, the licensees and the participants of the pari-mutuel industry in the State of Oregon by continually monitoring our progress and making changes as deemed necessary.

2. ABOUT THE TARGETS

Targets were established at 75% which is similar to other regulatory agency targets.

3. HOW WE ARE DOING

We've not yet reached our target of 75% and will continue to work with the citizenry, the licensees and the participants of the pari-mutuel industry in the State of Oregon to improve our customer service.

4. HOW WE COMPARE

We have no comparative data similar to other regulatory agencies.

5. FACTORS AFFECTING RESULTS

As a regulatory agency, possible barriers could include: negative feedback from a licensee because we were unable to issue a license due to their criminal background; and negative feedback because we imposed fines or sanctions to rule violations.

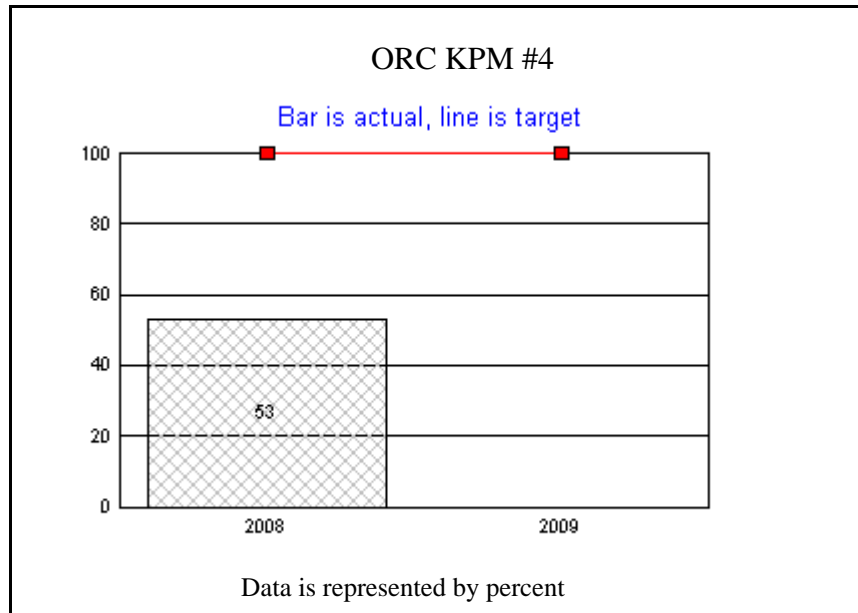
6. WHAT NEEDS TO BE DONE

Continue to monitor feedback from our licensees and adjust to meet their needs within our statutory authority and budgetary constraints.

7. ABOUT THE DATA

State fiscal year.

KPM #4	Best Practices: Percent of total best practices met by the Board.	2007
Goal	To provide a self-assessment tool for the five commissioners to assure they are providing the proper oversight to the staff specifically and the racing industry generally.	
Oregon Context	No applicable benchmarks or high-level outcomes; relates to the Mission.	
Data Source	Annually, one of the commissioners will submit a survey to be completed by all the commissioners and report the results to the Executive Director.	
Owner	Compliance: Randy C. Evers (971) 673-0209	



1. OUR STRATEGY

The commissioners are developing a process where best practices will be incorporated into many of our regular processes (i.e. budget, training,

rules development). Annually, a scoring will be conducted of all commissioners to determine the progress on best practices.

2. ABOUT THE TARGETS

The target has been established at 100% so each best practice becomes part of the business practices of the racing commission.

3. HOW WE ARE DOING

The commissioners are relatively new. The first survey revealed that only eight (8) of the 15 best practices are part of our current business practices.

4. HOW WE COMPARE

We have no data on how other boards and commissions are doing.

5. FACTORS AFFECTING RESULTS

One of the factors possibly affecting the results is the newness of the individual commissioners on the racing commission.

6. WHAT NEEDS TO BE DONE

Commissioners will continue to discuss best practices and incorporate them into the business practices of the racing commission.

7. ABOUT THE DATA

Data will be collected by one of the commissioners on an annual basis to coincide with the state fiscal year.

RACING COMMISSION**III. USING PERFORMANCE DATA**

Agency Mission: The Mission of the Oregon Racing Commission is to regulate and to facilitate all aspects of the pari-mutuel industry in the State of Oregon for the benefit of the citizenry, the licensees, the participants and the State of Oregon.

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The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY

- * **Staff :** The Oregon Racing Commission informally discussed with staff:
1) ways to measure regulated activities that could be used to assess whether the mission of the ORC was being achieved, and 2) ways these measures would be effective in monitoring agency efficiency which would increase voluntary compliance of licensees and foster trust in the ORC through clear communication and fair, neutral regulatory practices.
- * **Elected Officials:** The Annual Performance Progress Report is the primary vehicle the Oregon Racing Commission uses to both inform and receive input from the elected officials.
- * **Stakeholders:** The Oregon Racing Commission informally discussed with the stakeholders:
1) ways to measure regulated activities that could be used to assess whether the mission of the ORC was being achieved, and 2) ways these measures would be effective in monitoring agency efficiency, increasing voluntary compliance of licensees, and fostering trust in the ORC through clear communication and fair, neutral regulatory practices.
- * **Citizens:** The commission utilizes the monthly meetings, the ORC email and mailing distribution lists (by request), and the website to keep the citizens informed and to provide a vehicle for receiving their input. For example, during each commission meeting, Public Comment is designated for anyone to come and speak to the commissioners.

2 MANAGING FOR RESULTS

The Oregon Racing Commission's performance measures are used to ensure the safety of the industry participants, to monitor that the ORC is effectively providing information and materials regarding the regulations, thus increasing licensee voluntary compliance, and to evaluate whether staff has the appropriate tools and processes in place to successfully perform their jobs.

<p>3 STAFF TRAINING</p>	<p>Staff has received the agency performance measures and has been advised in staff meetings how they will be used to monitor the effectiveness of the agency in accomplishing our mission.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff : Performance results will be distributed to staff, discussed, and addressed annually at a commission meeting. These results will also be available on the ORC webpage: the URL is http://racing.oregon.gov. A “performance measures” link is posted in the “About Us” section of the ORC web site which directs the user to the information.</p> <p>* Elected Officials: The Annual Performance Progress Report is the primary vehicle the Oregon Racing Commission uses to communicate performance results to elected officials. These results will also be available on the ORC webpage: the URL is http://racing.oregon.gov. A “performance measures” link is posted in the “About Us” section of the ORC web site which directs the user to the information.</p> <p>* Stakeholders: Performance results will be distributed, discussed, and addressed annually at a commission meeting. These results will also be available on the ORC web site (http://racing.oregon.gov). A “performance measures” link is posted in the “About Us” section of the ORC web site which directs the user to the information.</p> <p>* Citizens: The Annual Performance Progress Report is the primary vehicle the Oregon Racing Commission uses to communicate performance results to the citizens. These results will also be available on the ORC webpage: the URL is http://racing.oregon.gov. A “performance measures” link is posted in the “About Us” section of the ORC web site which directs the user to the information.</p>