

Oregon Racing Commission

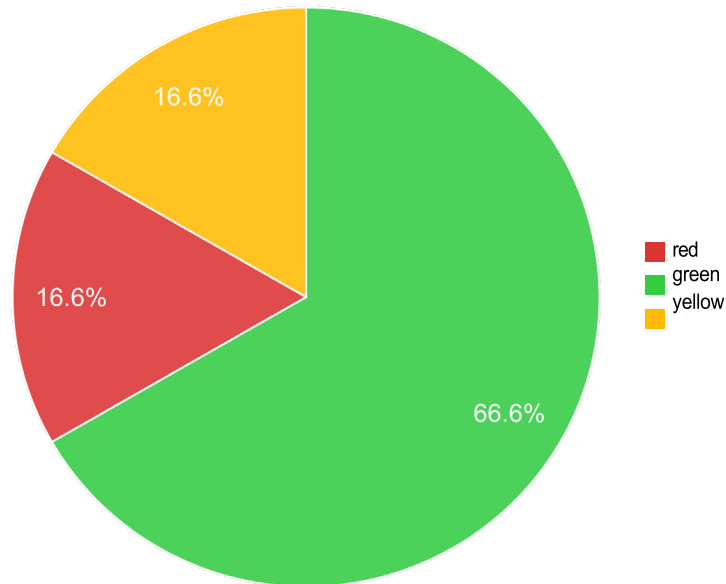
Annual Performance

Progress Report

Reporting Year 2025

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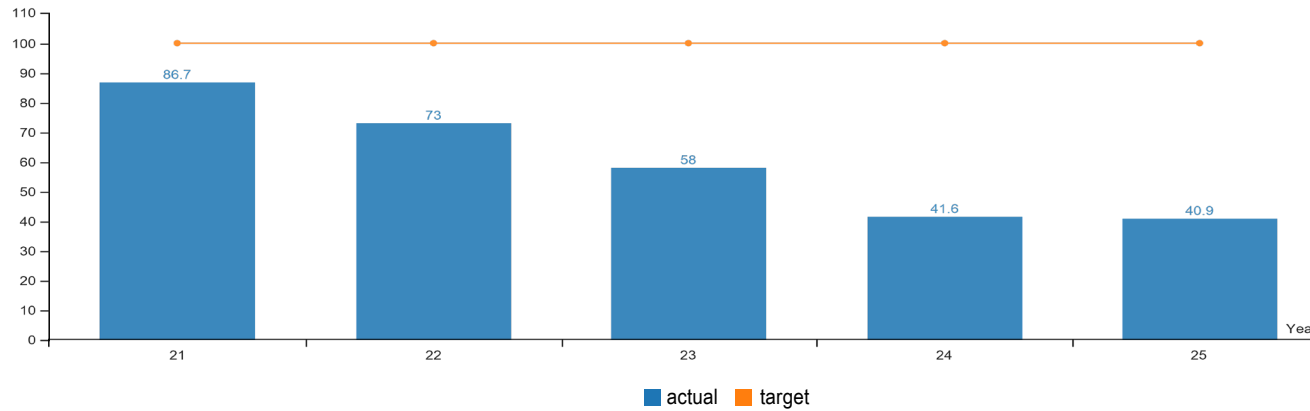
KPM #	Approved Key Performance Measures (KPMs)
1	Animal Safety - This measure tracks the number of horse fatalities in regulated races. The Legislature's target is no more than 1 fatality per 1,000 starters. A lower percentage indicates that actual fatalities exceeded the target.
2	Horse welfare - This measure tracks the percentage of equine drug tests that exceed approved thresholds for controlled substances, with a goal of no more than 1 positive result per 250 tests. Performance is reported as a percentage of the target met, where 100% means the threshold was not exceeded. A lower percentage indicates that the rate of positive tests was higher than the targeted 1 positive in 250 tests.
3	Equine safety - Injuries - This measure tracks the number of horses that sustain injuries during regulated races, expressed per 1,000 starts. The Legislature's target is no more than 3 injuries per 1,000 starts. Performance is reported as a percentage of the target met, with 100% indicating the injury rate was at or below the target. A lower percentage means the number of injuries exceeded the target.
4	License Turnaround Time - This measure tracks the average number of workdays from receipt of a complete individual application and questionnaire to the completion of the criminal background check. Oregon's target is a 5-day turnaround. Performance is reported as a percentage of the target met, with 100% indicating the process was completed within the 5-day goal. A lower percentage means the turnaround time exceeded the 5-day target.
5	Best Practices - Percent of total best practices met by the Board.
6	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.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	66.67%	16.67%	16.67%

KPM #1	Animal Safety - This measure tracks the number of horse fatalities in regulated races. The Legislature's target is no more than 1 fatality per 1,000 starters. A lower percentage indicates that actual fatalities exceeded the target.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
ORC KPM #1					
Actual	86.70%	73%	58%	41.60%	40.90%
Target	100%	100%	100%	100%	100%

How Are We Doing

The Oregon Racing Commission obtained 40.9% of the goal.

The prior year was based on a goal of 1.5 per 1000. If that same metric was used, our results

would have been 69%. The goal is **no more than 1 catastrophic fatality per 1,000 starts**.

That means the acceptable rate is:

That means the goal is 1:1000 or .001 fatalities per start. This is lower than both the national rate as well as the rate obtained through the Horse Racing Integrity and Safety regulated tracks.

2. Calculate the actual rate

ORC 4 fatalities out of 1,637 starts:

Actual rate = $4/1637 \approx 0.002445$

fatalities

3. Express as per 1,000 starts

$0.002445 \times 1000 \approx 2.445$ fatalities per 1000 starts $0.002445 \times 1000 \approx 2.445$ fatalities per 1000 starts

$0.002445 \times 1000 \approx 2.445$ fatalities per 1000 starts So instead of 1 per 1,000, the result is about **2.45 per 1,000 or 40.9% of goal.**

Factors Affecting Results:

1. Changes to KPM

- The KPM in prior years was 1.5 fatalities per 1000 starts. This year it was changed to 1 fatality per 1000. This changed our overall percentage from 69% of goal to 40.9 percent of goal.

2. Change to Senior Veterinarian

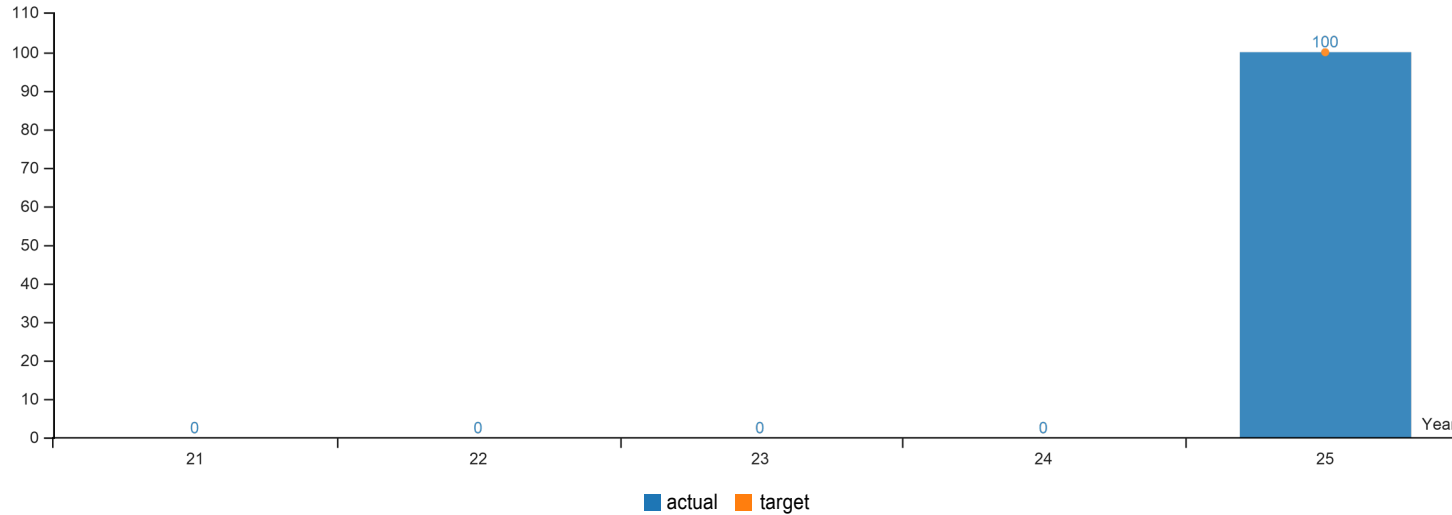
- Three of these fatalities were under the previous Senior Veterinarian which was presiding for the first half of the fiscal year.
- Only one fatality occurred since the departure of that individual.

3. Sample Size (Number of Starts)

- With a relatively small number of starts (like 1,637), each fatality has a larger statistical impact.
- If you had many more starts, the rate would “smooth out,” but with fewer, one or two additional cases can shift the percentage dramatically.

KPM #2	Horse welfare - This measure tracks the percentage of equine drug tests that exceed approved thresholds for controlled substances, with a goal of no more than 1 positive result per 250 tests. Performance is reported as a percentage of the target met, where 100% means the threshold was not exceeded. A lower percentage indicates that the rate of positive tests was higher than the targeted 1 positive in 250 tests.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
Track any known illegal horse racing wagering in Oregon					
Actual					100%
Target					100%

How Are We Doing

1. Define the goal rate

No more than 1 positive per 250 tests.

Goal = 1 positive per 250 tests

$1/250 = .004$ positives per test (0.4%)

2. Actual rate

With 0 positives out of 316 tests:

=100% of goal

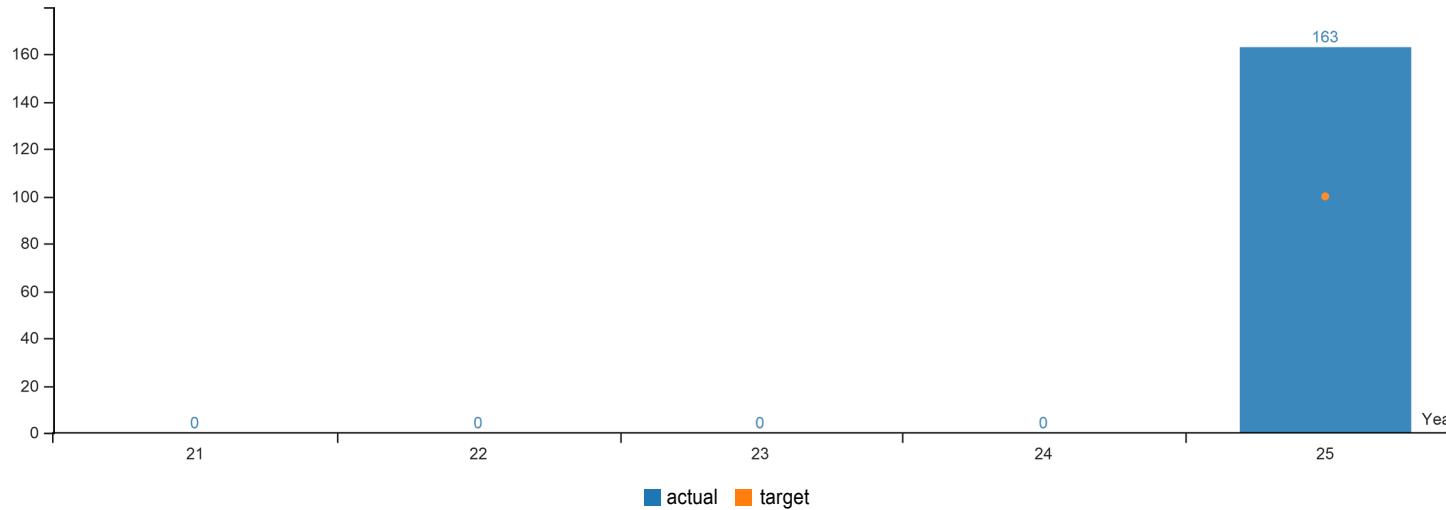
Factors Affecting Results

Several factors contributed to the change in positive test rates:

1. **Expanded testing scope:** We are now testing more horses and for more substances.
2. **Dual sample collection:** In the second half of the fiscal year, we began collecting both blood and urine samples, rather than one or the other.
3. **Extended holding times:** Also beginning in the second half of the fiscal year, horses were held for up to 60 minutes, which significantly increased the number of samples collected. Previously, they were held for 30 minutes. This increase in holding time allowed for greater collection of urine samples.
4. **Laboratory changes:** After our previous lab lost its accreditation, we transitioned to a new laboratory for testing.
5. **Veterinary staff retraining:** We implemented extensive retraining for veterinary staff to reinforce best practices in sample collection.

KPM #3	Equine safety - Injuries - This measure tracks the number of horses that sustain injuries during regulated races, expressed per 1,000 starts. The Legislature's target is no more than 3 injuries per 1,000 starts. Performance is reported as a percentage of the target met, with 100% indicating the injury rate was at or below the target. A lower percentage means the number of injuries exceeded the target.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
Track known animal abuse for racing animal athletes that are currently racing in Oregon.					
Actual					163%
Target					100%

How Are We Doing

1. Define the goal

Goal = no more than 3 injuries per 1000 starts.

2. Actual rate

ORC had 3 injuries out of 1,637 starts:

3. Convert to “per 1000 starts”

The ORC result is **1.83 per 1,000** which is **163.9 percent of goal**.

Factors Affecting Results

Factors Influencing Injury Results:

1. Expanded staffing in the test barn

- The hiring of additional staff allowed for more professional oversight of horses leaving the track after a race.
- This increased the ability to detect and respond quickly to potential injuries, ensuring early intervention and reporting accuracy.

2. Enhanced veterinary oversight

- Commission veterinarians and stewards conducted more thorough pre-race and post-race examinations.
- Standardized injury reporting protocols helped capture even minor incidents that might otherwise have been overlooked.

3. Improved track surface management

- Regular maintenance, inspection, and conditioning of the racing surface reduced uneven footing and minimized risks of musculoskeletal injury.
- Adjustments based on weather conditions (watering, harrowing, etc.) also contributed to safer racing conditions.

4. Horse welfare initiatives

- Stricter screening of entries helped ensure only sound horses were allowed to race.
- Enhanced monitoring of rest periods, training intensity, and use of therapeutic medications likely contributed to healthier horses on race day.

5. Regulatory and procedural improvements

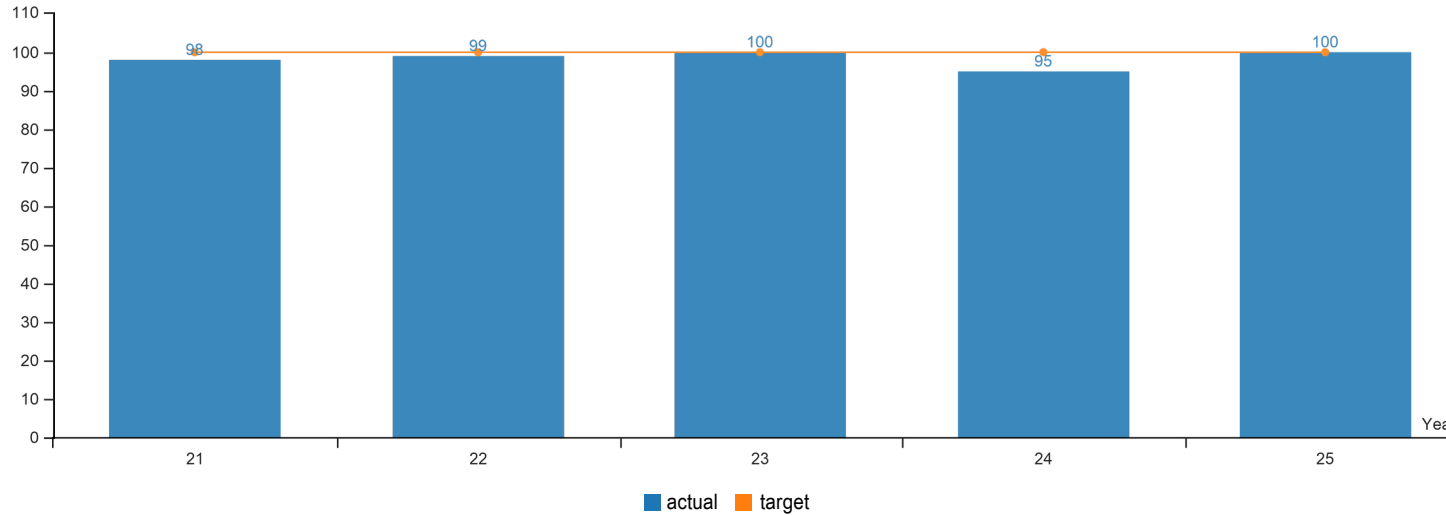
- Adoption of extended monitoring and sample collection protocols increased the ability to identify risk factors and trends.
- Shifting to accredited labs and retraining veterinary staff reinforced the integrity of the testing and monitoring program.

6. Jockey and trainer awareness

- Safety outreach and education for horsemen may have helped promote better decision-making regarding training regimens, racing strategies, and recognizing signs of horse fatigue or unsoundness.

KPM #4	License Turnaround Time - This measure tracks the average number of workdays from receipt of a complete individual application and questionnaire to the completion of the criminal background check. Oregon's target is a 5-day turnaround. Performance is reported as a percentage of the target met, with 100% indicating the process was completed within the 5-day goal. A lower percentage means the turnaround time exceeded the 5-day target.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
ORC KPM #2					
Actual	98	99	100	95	100
Target	100	100	100	100	100

How Are We Doing

The licensing department achieved this goal.

Factors Affecting Results

Statement on Licensing Performance

The Oregon Racing Commission measures licensing performance by tracking the average number of workdays from receipt of a complete application and questionnaire to the completion of the criminal background check. The state's target is a 5-day turnaround, with 100% representing applications completed within that timeframe.

During the reporting period, **365 licenses were processed**. Applications submitted in person were typically completed on the spot, ensuring immediate turnaround. For mailed applications, the licensing mailbox was checked three times a week, and upon retrieval, all applications were processed within 48 hours.

Based on these procedures, the Commission is consistently meeting — and in most cases exceeding — the 5-day target. Same-day processing for in-person applications ensures a near-perfect turnaround, while mailed applications are handled promptly within two business days of receipt from the mailbox. These practices demonstrate strong operational efficiency and reflect a high level of performance in meeting the state's licensing goal.

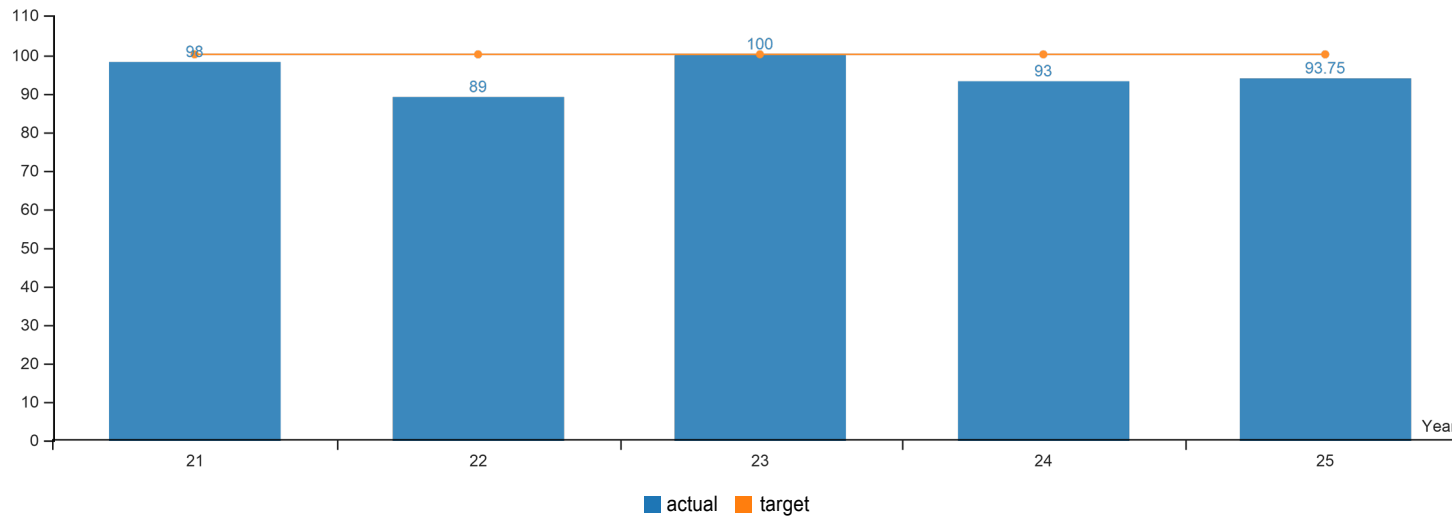
This has been particularly challenging especially on the off season when we have fewer staff.

We are currently in the process of obtaining a new database which will allow online applications which initially will require training, but once fully implemented will greatly reduce the time that lapses when applicants are mailed in.

Additionally, the new database will allow for instant reporting on the exact time that licensing occurs giving us more accurate real time information.

KPM #5	Best Practices - Percent of total best practices met by the Board.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
ORC KPM #4					
Actual	98%	89%	100%	93%	93.75%
Target	100%	100%	100%	100%	100%

How Are We Doing

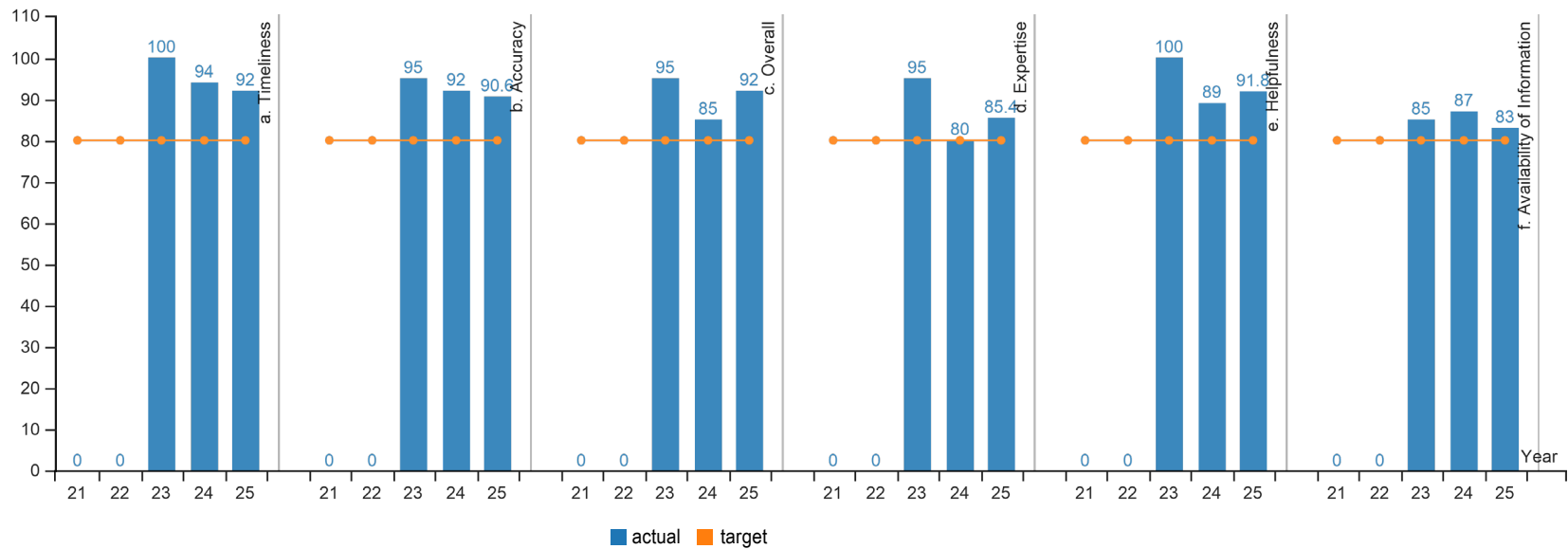
Overall, the commission gave themselves excellent scores.

Factors Affecting Results

During the most recent performance review, one commissioner—who is newly appointed—had not yet participated in the budget process. As a result, he was required to select “No” in response to questions regarding budget review, familiarity with our adherence to accounting rules, and the periodic review of financial information. These responses caused the Commission’s overall score to drop from 100% to 93.75%.

Additionally, the Commission is currently operating with one vacant seat, which further affects the weighted impact of the new commissioner’s scoring. It is also important to note that our Commission contracts with the Department of Administrative Services (DAS) for fiscal services, meaning we are reliant on DAS to carry out and undergo audits of their processes.

KPM #6	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.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2021	2022	2023	2024	2025
a. Timeliness					
Actual	0%	0%	100%	94%	92%
Target	80%	80%	80%	80%	80%
b. Accuracy					
Actual	0%	0%	95%	92%	90.60%
Target	80%	80%	80%	80%	80%
c. Overall					
Actual	0%	0%	95%	85%	92%
Target	80%	80%	80%	80%	80%
d. Expertise					
Actual	0%	0%	95%	80%	85.40%
Target	80%	80%	80%	80%	80%
e. Helpfulness					
Actual	0%	0%	100%	89%	91.80%
Target	80%	80%	80%	80%	80%
f. Availability of Information					
Actual	0%	0%	85%	87%	83%
Target	80%	80%	80%	80%	80%

How Are We Doing

Overall, the Racing Commission is doing very well. Ratings are generally strong.

Factors Affecting Results

Survey Response Findings

One limitation of the 2025 stakeholder survey is that no jockeys completed the survey. Jockey perspectives are a critical part of the racing ecosystem, and their absence creates a meaningful gap in the data. Moving forward, the Commission will make direct, personal outreach to the jockey population a priority to ensure their feedback is represented in future evaluations.

Despite this gap, the survey yielded **broad participation across multiple stakeholder groups**, including ORC staff, commissioners, advanced deposit wagering companies, track staff, owners, trainers, and other government agencies. Most responses reflected **exceptionally positive ratings** (frequently 5 of 5), citing the Commission's responsiveness, professionalism, and inclusiveness. Several comments specifically highlighted the **extraordinary customer service provided by ORC staff**, the success of the **ROAP Accreditation Program School**, and the **Commission's strong collaboration with industry partners**.

A few outlier responses provided constructive feedback, pointing to areas such as:

- **Technology and communication improvements** (e.g., quicker replies on Teams, website organization, and more license information available online).
- **Policy-related concerns** (e.g., wagering access and handling of cancellations due to weather).
- **Resource and funding constraints** (several respondents noted the need for stronger state-level financial support for racing).

Additionally, some responses included extremely low scores (as low as 1 of 5) accompanied by comments that appeared to reflect individual grievances rather than broad trends. These isolated responses contrast with the overwhelming majority of favorable feedback.

n **Summary:** The overall data indicates **high satisfaction and confidence in the Commission**, but also reveals gaps in participation (notably jockeys), opportunities for enhanced **communication and transparency tools**, and the need to remain responsive to both praise and constructive critique.