

Oregon Racing Commission

Information Technology Strategic Plan: 2024 - 2028

FOUNDATION

OUR MISSION

The Oregon Racing Commission is dedicated to promoting the highest standards of safety and integrity within the equine racing industry, both on-ground and online. Our mission is to safeguard the welfare of athletes, both human and equine, with a steadfast commitment to the best interests of our citizenry, licensees, participants, and the economy.

OUR VISION

The Oregon Racing Commission is the go-to source for industry-respected regulations, customer focused processes, athlete safety and welfare and empowered excellence in racing.

OUR CORE VALUES

Safety and Health - Enhance standards for our athletes both equine and human and the wagering public.

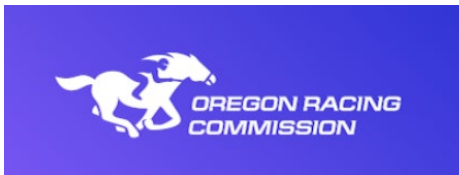
Pari-mutuel Excellence - Ensure sound accountability and control of pari-mutuel system.

Licensing Fairness - Provide fair, neutral regulatory treatment of licensees while providing excellent customer service.

Regulatory Quality - Strive to have regulatory framework that is at least as good or better than the best in similar programs in other states.

Preeminent ADW - To continue holding the primacy of Advanced Deposit Wagering (ADW) licensure.

Transparency – Open and honest communication with those we serve.



STRATEGIC PRIORITIES

GOALS

1. Promote live racing in Oregon to enhance the horse race industry and preserve jobs
2. Ensure the safety and security of humans, equine, wagering community and property
3. Continue to be the leader in licensing and regulating Advance Deposit Wagering (ADW) companies
4. Forward thinking and technologically savvy
5. Increase transparency and access to information

GUIDING PRINCIPLES

Modernize the Experience:

Running outdated applications causes many problems and challenges, and may not align with business goals. Modernization is focused on improving the employee and customer experience.

Innovation and Continuous Improvement:

The organization culture is a catalyst for continuous innovative change, and actively encourages exploration of technology innovation for business benefit.

Transparency in Decisions:

We will be transparent in our decision-making and resource use both internally and

ACTION PLAN

KEY INITIATIVES

Licensing Modernization:

Replace the current un-secure spreadsheet based tracking of licensure with secure cloud based multi-lingual and accessible web-based portal system.

Customer Relationship Management:

Increase self-service resources on the web portal by providing information that is easy to find and accessible to stakeholders while improving commission

Auditing and Reporting Modernization:

Utilize off-the shelf system to produce reports and conduct audits of the pari-mutuel system.

Regulatory Case Management Modernization:

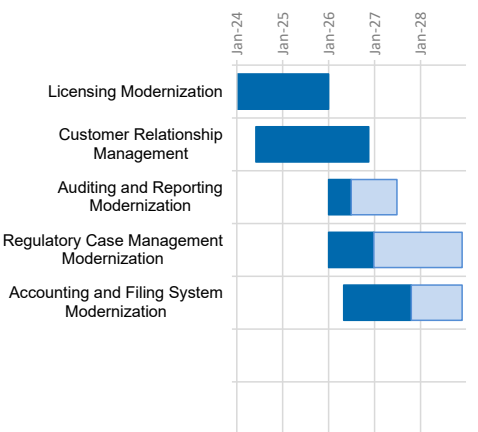
Extend the off-the-shelf Licensing system to track regulatory compliance case investigations eliminating current spreadsheet and office tool processes.

Accounting and Filing System Modernization:

Build upon on the off-the-shelf Licensing platform to incorporate accounting and filing processes to eliminate additional spreadsheet based process.

ROADMAP

5-YEAR PLAN



PERFORMANCE

ALIGNED KEY INDICATORS

License Turnaround:

25% reduction in licensing vetting cycle resulting in \$75,000 per biennial

Excellent Customer Service:

Reduce public records requests buy 50% per annum

Best Practices:

25% reduction in Auditing and Data manual entry time and processing.

Animal Safety:

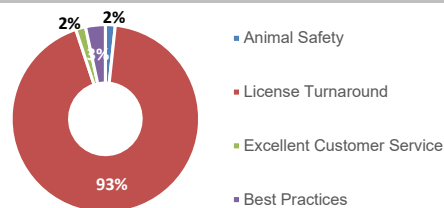
10% reduction in number of dates to complete investigation

Best Practices:

Reduce manual processes and increase useability of filing system

INVESTMENT PORTFOLIO

INVESTMENT LEVEL BY OBJECTIVE



COST PROJECTIONS

