

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 Opportunities

Goals

1. Promote live racing in Oregon to enhance the horse racing 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- **Modernize the Experience:** Running outdated applications causes problems and challenges and may not align with business goals. Modernization is focused on improving 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 externally.

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 processes.

Road Map

5 Year Plan

- Licensing Modernization – January 2024 to January 2026
- Customer Relationship Management – June 2024 to January 2027
- Auditing and Reporting Modernization – January 2026 to June 2027
- Regulatory Case Management Modernization – January 2026 to January 2029
- Accounting and Filing System Modernization – June 2026 to January 2029

Performance

Aligned Key Indicators

- Licensing Turnaround: 25% reduction in licensing vetting cycle resulting in \$75,000 per biennial.
- Excellent Customer Service: Reduce public records requests by 50% per year.
- Best Practices: 25% reduction in Auditing and Data manual entry time and processing.
- Animal Safety: 10% reduction in number of days to complete investigation.
- Best Practices: Reduce manual processes and increase usability of filing system.

Investment Portfolio

Investment Level by Objective

- Licensing Turnaround: 93%
- Best Practices: 3%
- Animal Safety: 2%
- Excellent Customer Service: 2%

Cost Projections

- 2024: \$0
- 2025: \$54,000
- 2026: \$56,000
- 2027: \$58,000

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