

# Oregon Racing Commission

## Information Technology Strategic Plan: 2027 - 2030

### 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-leading regulations, customer focused processes, athlete safety and welfare and empowered excellence in racing.

#### OUR CORE VALUES

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

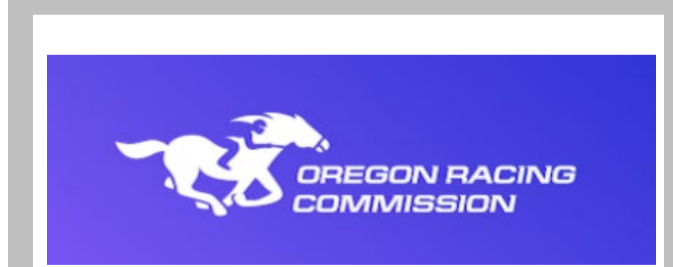
**Public Confidence -**Building and maintaining public confidence in the integrity and credibility of the horse racing industry.

**Integrity -** Provide fair, neutral, impartial regulatory treatment of licensees. Ensuring the honesty and fairness of all participants, ensuring equal opportunities for all.

**Regulatory Excellence -** Ensuring strict adherence by establishing rules and regulations and taking appropriate action against industry violations.

**Transparency –** Providing clear and open communication about rules, regulations, and decision-making processes

**Customer Service -** We strive to provide quick, easy, personalized, and empathetic service to every customer, every time.



### STRATEGIC PRIORITIES

#### GOALS

1. Promote live racing in Oregon to enhance the horse race industry in support of a strong Oregon economy.
2. Ensure the safety and security of humans, equine, wagering community and property.
3. Continue to be the leader in licensing and regulating online wagering.
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Running outdated applications causes many problems and challenges, and may not align with business goals.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

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

**Adherence to Best Practices:**  
Where custom solutions are needed to support the business, all development will follow leading industry practices and processes, including the clear definition of requirements.

**Transparency in Decisions:**  
We will be transparent in our decision-making and resource use both internally and

### ACTION PLAN

#### KEY INITIATIVES

**Gate analysis:**  
Launch Sleip - A tool that scientifically validates equine gate analysis

**Streamline pre-race vet checks:**  
  
Ipads for pre-race checks

**Licensing database:**  
  
Create resources online that provide easy access.

**Implement tools that will provide more time to staff for other tasks:**  
  
Use tools such as AI for proofing, and other relevant duties.

### PERFORMANCE

#### ALIGNED KEY INDICATORS

**Animal Safety:**  
Decrease catastrophic injuries by 5%

**Horse Welfare:**  
  
Decrease positive tests by 5%

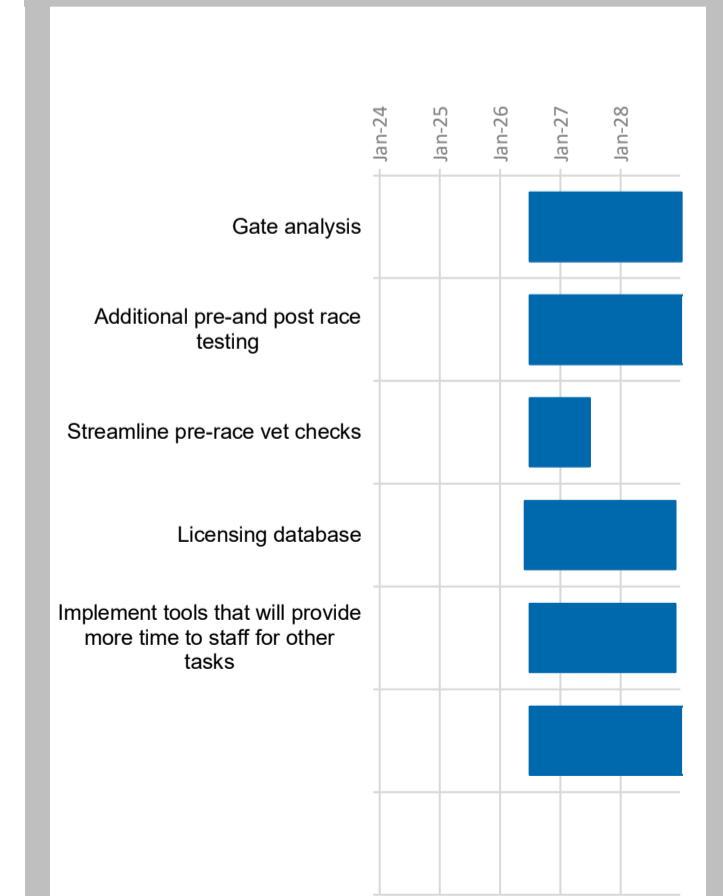
**Equine Safety - injuries:**  
Provides for real time updates which will allow

**Excellent Customer Service:**  
  
Revamp our website, ensure all complies with

**Best Practices:**  
  
Reduce time for administrative processes by 10%

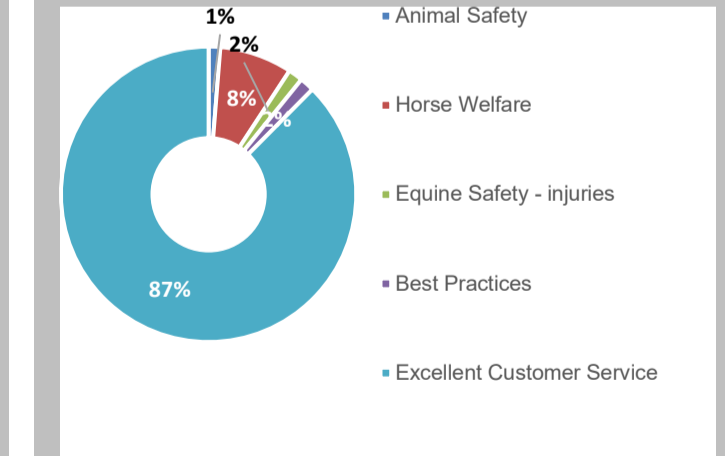
### ROADMAP

#### 5-YEAR PLAN



### INVESTMENT PORTFOLIO

#### INVESTMENT LEVEL BY OBJECTIVE



#### COST PROJECTIONS

