

Oregon Racing Commission Strategic Plan

Background information on methodology to engage interested parties:

The creation of the ORC Strategic Plan was developed through engagement with multiple external interested parties. These include, but are not limited to: Industry associations, other interested associations, other government entities, tribal leaders and their communities, licensees, and professional associations.

VISION, MISSION, AND VALUES & EQUITY STATEMENT

VISION:

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

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.

MOTTO:

Excellence in Racing; Safety First, Integrity Always.

VALUES:

To fulfill our mission, and with an emphasis on technology-driven solutions, we aim to:

Welfare, Health, and Safety:

Prioritizing the health, safety, and well-being of our equine and human athletes through strict regulations and training, while promoting equine care and retirement. Advocating the safety and wellbeing of all other participants and aspects of the racing industry.

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, including trainers, jockeys, licensees, owners, and officials, ensuring equal opportunities for all.

Regulatory Excellence:

Ensuring strict adherence by establishing rules and regulations and taking appropriate action against industry violations.

Continuing to hold primacy of online wagering licensing within the horse racing industry by providing a comprehensive regulatory framework and promoting innovation in a business-friendly environment.

Transparency:

Providing clear and open communication about rules, regulations, and decision-making processes.

Support the Economy:

By regulating and promoting pari-mutuel wagering, we stimulate economic growth, creating jobs and opportunities that benefit both the racing industry and the wider Oregon community.

Customer Service:

We believe that customer service is not just a department, but a culture. We strive to provide quick, easy, personalized, and empathetic service to every customer, every time. We listen to our customers, understand their needs, and offer solutions that work for them. We treat our customers with respect, honesty, and kindness. We are always looking for ways to improve our service and exceed our customers' expectations.

History:

The Oregon Racing Commission is committed to the long-standing tradition of horse racing and recognizes that it is a Cornerstone of our state's history.

EQUITY STATEMENT:

The Oregon Racing Commission has followed with interest the work of the Governor's Office of Diversity and Inclusion/Affirmative Action meeting discussions. As a result, the ORC has confirmed its alignment to intentionally diversify our workforce, operations, and perspectives.

The ORC promotes a culture that fosters and embeds diversity and inclusion throughout its operations, both internally with staff and externally with members of the public, interested parties and/or partners by increasing diverse and multi-cultural perspectives, improving business and service delivery outcomes, increasing certified firm contracting inclusion, improving individual and organizational cultural competences, and improving organizational accountability.

1. CONDUCT A PESTLE ANALYSIS

PESTLE Factor	Analysis
Political (State or federal policy, rules, new laws, and upcoming elections.)	Pressure from certain groups (grey2k. PETA, legislators, anti-gambling entities, tribes, competing gambling options).
Economic (The broad, economic climate we are in, such as inflation rates, interest rates, economic growth, and property prices.)	Our industry tends to do better facing economic concerns.
Social (The population growth rates, cultural aspects, age distribution, and changing social behaviors.)	Skewed towards older demographics and rural communities. Growing interest increasing in Latino communities.
Technological (The availability of technology and rate of technological changes for you and to your customer.)	Database modernization is needed. Staff challenges around tech and tech-skills.
Legal (The laws directly connected to us and our area of activity.)	Regulatory updates (also political)
Environmental (The surrounding environment, weather, natural disasters, geographical position, climate changes, and sustainability.)	Heat, AQI, weather conditions, pollution from the track (e.g.: runoff), preserving open/community spaces

2. SET GOALS AND OBJECTIVES

S.M.A.R.T	Description
Specific	What do you want to achieve? What is the outcome you are wanting?
Measurable	How will you know the goal has been achieved? How will you measure progress?
Achievable	How can we accomplish the goal? What steps or tasks are needed to achieve the goal?
Relevant	Does this goal align with agency strategies? Is this the right time?
Time-Bound	What is the timeframe to achieve the goal? What is the completion date?

Goal #1: Promote live racing in Oregon to enhance all aspects of the horse racing industry in support of a strong Oregon economy.

Outcome(s):

- Monitor and encourage economic growth.
- Support the rural county fair meets.
- Advocate horse racing attributes and benefits to the public.
- Continue to ensure excellent customer service is a priority for all staff.

Goal #2: Ensure the safety and security of humans, equine, wagering community and property.

Outcome(s):

- Reduction in injuries to our equine and human athletes.
- Require our licensees to increase monitoring, awareness of avenues, and resources for responsible wagering.
- Provide and enforce policies and procedures regarding the safety of the participants, licensees and staff.
- Provide opportunities for staff to continue learning and researching the latest industry safety standards.
- Develop relationships with industry experts to maintain alignment with best practices.

Goal #3: Continue to be the leader in licensing and regulating online wagering companies.

Outcome(s):

- Provide a rigorous regulatory framework.
- Ensure business friendly practices with open communication across all industry partners.
- Continue to be the recognized go-to regulator for all online wagering regulatory issues.
- Creating collaborative opportunities for licensees.

Goal #4: Forward thinking and technologically savvy.

Outcome(s):

- Stay up to date on trends and changes in technology.
- Be open to exploring new ideas and business opportunities.
- Ensure that the public faith in the technology we license is sound.

Goal #5: Increase transparency and access to information.

Outcome(s):

- Provide continual training for commissioners and staff on the requirements around transparency .
- Provide opportunities for engagement with the public.
- Regularly meet with interested parties such as legislators, tribes, and associations to educate them and elicit feedback on our operations.
- Provide extensive resources, research, and historical data on our website, for interested parties and industry associates.

3. DEVELOP STRATEGIES



Determine the best course of action to achieve your goals and objectives.

Description
Project #1 Assist with the passage of statutes that will promote rural economic growth.
Project #2 Revamp our rules and policies with the latest science, research, and industry recommendations as it pertains to safety.
Project #3 Increase our facilitation role at the annual Online Forum in 2025 and in 2026 bring in at least two renowned speakers.
Project #4 Modernization of the ORC licensing database
Project #5 Complete revamp of our website

4. CREATE AN ACTION PLAN



Develop an action plan that outlines the specific steps you will take to implement your strategies.

Description	Start Date	End Date	Duration
Project #1 Assist with the passage of statutes that will promote rural economic growth.	10/2023	6/2025	17 months
Project #2	10/2023	ongoing	ongoing

Revamp our rules and policies with the latest science, research, and industry recommendations as it pertains to safety.			
Project #3 Increase facilitation on online wagering forum	2024	ongoing	ongoing
Project #4 Modernization of the ORC licensing database	7/2022	12/2025	4.5 years
Project #5 Complete revamp of our website	2/2024	2/2027	3 years

5. ALLOCATE RESOURCES



Determine the resources, including financial, human, and technological, required to implement your action plan.

Project 1: Need minor resources \$1,000.00 travel, meetings, and handouts.

Project 2: No additional resources needed. This will be managed by ORC staff and industry contacts.

Additional training for staff may be necessary and training is already in the ORC budget.

Project 3: Additional costs budget \$5k

Project 4: Approximate five-year estimate is \$300,000.00. The vast majority of integration and implementation will be absorbed by existing staff. Additional staff may be needed on a short-term contract basis for data entry. This is not expected to exceed \$2,000.00.

Project 5: Minimal additional resources will be needed. We anticipate getting a tutorial for under \$2,000.00 which the agency can absorb.

6. MONITOR AND EVALUATE



Determine how you will continuously monitor your progress and evaluate the effectiveness of your strategies to determine if they need to be adjusted.

Project	Actions & Reviews
Project #1	Regular meetings with interested parties, including but not limited to: Industry and other Interested Associations

Assist with the passage of statutes that will promote rural economic growth.	Legislators Governor's office Tribes Rural Communities Internal quarterly reviews on progress and future actions
Project #2 Revamp our rules and policies with the latest science, research, and industry recommendations as it pertains to safety.	ORC will continue to seek additional training and research to stay informed of the latest science, research, and industry recommendations. Internal quarterly reviews on progress and future actions.
Project #3 Increase facilitation: online wagering forum	Continue to be invaluable to the facilitation of ideas for the industry through leading-edge regulations and solutions.
Project #4 Modernization of the ORC licensing database	Regular reviews with Procurement until a contract has been signed. As a minimum, monthly meetings with the EIS Management team. Internal monthly reviews on progress and future actions. Routine meetings to keep the project on schedule.
Project #5 Complete revamp of our website	Identify the short- and long-term goals no later than February of 2026. 1. Educational Resources and Training Opportunities 2. Informational: all topics related to information. 3. Regulatory: Licensing, Rules and Statutes, FAQ, Public Records, Legislative Bills 4. ADW/Mutuels and Reports 5. Medication/Safety 6. News 7. Tribal Information 8. Historical Staff Training – SharePoint 2016 Identify internal resources by Summer 2025. Internal quarterly reviews on progress and future actions.

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