Oregon Racing Commission
Annual IT Strategic Plan Progress Report 2024–2025

Strategic Progress Narrative: IT Strategic Plan

Over the past year, the Oregon Racing Commission (ORC) has taken decisive strides in the execution of its Information Technology Strategic Plan. Driven by a clear vision for modernizing its infrastructure and improving digital services, ORC launched and advanced several transformative initiatives. These efforts reflect a strong commitment to enhancing public value, aligning with statewide IT directives, and meeting the evolving needs of stakeholders.

At the heart of this progress was close collaboration with the state's Enterprise Information Services (EIS) team and the Assistant Chief Information Officer (ACIO). This partnership ensured that all agency efforts adhered to Oregon's enterprise architecture standards, cybersecurity mandates, and long-term digital strategy.

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Strategic Priorities and Vision
The agency's progress was guided by five strategic objectives:

1. **Licensing Modernization** – Replacing outdated technologies to improve performance, maintainability, and scalability.

2. **Auditing and Reporting Modernization** – Advancing ORC's security requirements for our licensees as well as automate elements of the auditing process through the off the shelf licensing database.

3. **Customer Relations Management** Expanding the availability and quality of online services to better serve licensees and the public.

4. **Regulatory Case Management Including Data Management and Analytics Maturity** Laying the foundation for data-informed decision-making through better integration and analytics capabilities.

   - Operational Efficiency through Process Automation

   - Streamlining internal workflows to reduce manual effort and increase responsiveness.

   - Extend the off-the shelf licensing system to take track regulatory compliance case investigations illuminating current spreadsheets and other manual processes.

5. **Accounting and Filing Modernization** Build upon the off shelf licensing system and filing to illuminate additional spreadsheet processes.

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Measuring Success

Performance metrics underscored the tangible results of these efforts. Key indicators demonstrated strong upward momentum:

- **Licensing/Legacy Modernization:** progressed from _15% to 50%_.
- **Auditing and Reporting Modernization:** _completion_ of a detailed roadmap to enhance compliance.
- **Customer Relationship Management and Online Services Availability:** increased from _45% to 80%_. Expected Fall of 2026.
- **Regulatory Case Management:** from _0% to 40%_ and on track for soft launch at the end of 2025. Full implementation planned in 2028.
- **Accounting and File System Modernization:** Ongoing effort incorporated with the replacement legacy system and scheduled for completion in 2028.

These metrics illustrate the agency's success in shifting from foundational upgrades toward modern and efficient service delivery and data maturity.

Key Initiatives and Status

Several strategic initiatives have brought these outcomes:

Legacy System Replacement Licensing Modernization – Currently in progress, this initiative is laying the groundwork for robust, cloud-ready infrastructure. On track to be completed by end of 2025.

Auditing and Reporting Modernization – An ongoing effort to strengthen cybersecurity practices and align with state and federal standards. Creating an international IT Security Framework for online wagering.
- IS Governance framework approved by the ARCI Committee May of 2025.
- Document storage is supported by legacy system replacement.
- Annual renewals will occur in legacy system replacement.
- Process will reduce spreadsheet currently used for many of these functions.
- Using Power Automate to lesson manual processes.

Customer Relations Management – Continue to provide access to information in multiple ways including online and on ground.
- All signage at track is now in English and Spanish
- Increased the amount of data and organization of our web page to be more user friendly.
- New licensing system will also serve as a Customer Relation Management System.

Regulatory Case Management – Actively ongoing, with early benefits seen in licensing workflows and reporting functions under development.

Accounting and Management System Modernization – In progress, this initiative will provide the tools needed for data-driven oversight and resource planning. This system is scheduled for completion in late 2028.

Resource Allocation

To support this portfolio, ORC allocated resources strategically:

Budget: $219,000 for fiscal year 2024–2025

- Expenditures $13,500
    - Variance due to changes in the time line.

Personnel: Cross-functional teams from IT, Compliance, Senior Leadership, Licensing, and Administration.

Technology: Integrated tools and platforms aligned with state enterprise services.

Risk Management and Mitigation

The agency proactively identified and addressed potential risks:
- Legacy Integration Complexities are being carefully monitored.
- Budget Limitations were mitigated through ROI-based prioritization of initiatives.
- Staff Change Resistance was reduced via targeted training and ongoing support.
- Cybersecurity Threats were countered with regular audits and EIS consultation.
- Policy Shifts were addressed through continuous strategic review and alignment.

Looking Ahead

Building on this year's momentum, ORC's next steps include:
- Finalizing the rollout of the Licensing Portal by Q4 2025
- Expanding the agency's data governance framework
- Conducting a comprehensive risk assessment of remaining legacy systems
- Furthering internal automation to improve staff efficiency
- Continuously monitoring KPMs and gathering stakeholder feedback

Conclusion

The Oregon Racing Commission has demonstrated a thoughtful, results-oriented approach to IT transformation. By focusing on modernization, cybersecurity, service delivery, and analytics, the agency is positioning itself for long-term resilience and public value. The remaining challenges are being tackled with strategic planning, phased implementation, and strong interagency collaboration—ensuring ORC's operations remain secure, efficient, and future-ready.