

# Oregon Racing Commission

## Information Technology Strategic Plan: 2023 - 2027

### FOUNDATION

#### OUR MISSION

To regulate and facilitate all aspects of the pari-mutuel industry in the State of Oregon for the benefit of the citizenry, the licensees, the participants and the economy of the State of Oregon

#### OUR VISION

To be the go-to regulator for integrity, safety and best practices to protect our athletes and the wagering public.

#### OUR CORE VALUES

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

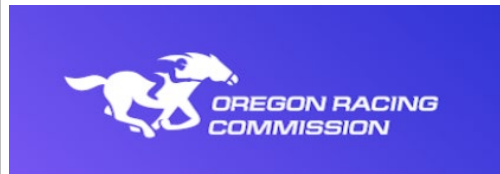
**Pari-mutuel Excellence** - Ensure sound accountability and control of pari-mutuel system.

**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.

**Preminent 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Running outdated applications causes many problems and challenges, and may not align with business goals.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.

##### 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.

##### Business Continuity and Reputation:

Business continuity is a responsibility of the business groups while IT disaster recovery is a shared responsibility among business and technical group, and IT outsourced vendor(s).

##### 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.

##### 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.

##### Customer Relationship Management Modernization:

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

##### Auditing and Reporting Modernization:

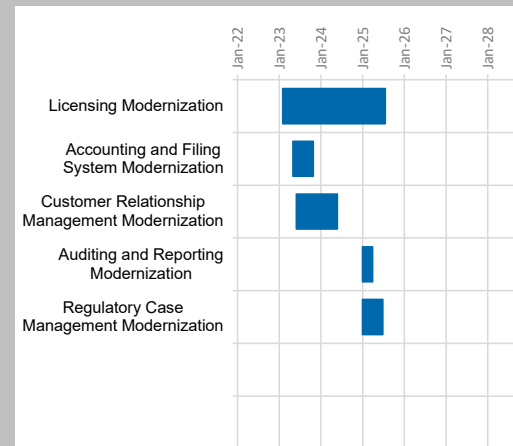
Utilize off-the shelf system to produce reports and conduct audits of the pari-mutuel system.

##### Regulatory Case Management Modernization:

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

### ROADMAP

#### 5-YEAR PLAN



### PERFORMANCE

#### ALIGNED KEY INDICATORS

##### License Turnaround:

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

##### Best Practices:

Reduce manual processes and increase useability of filing system

##### Excellent Customer Service:

Reduce public records requests buy 50% per annum

##### Best Practices:

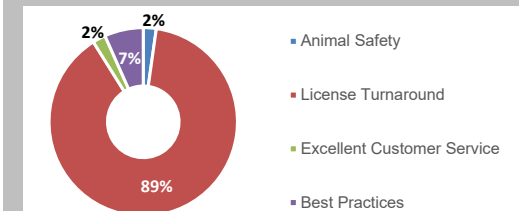
25% reduction in Auditing and Data manual entry time and processing.

##### Animal Safety:

10% reduction in number of dates to complete investigation

### INVESTMENT PORTFOLIO

#### INVESTMENT LEVEL BY OBJECTIVE



#### COST PROJECTIONS

