

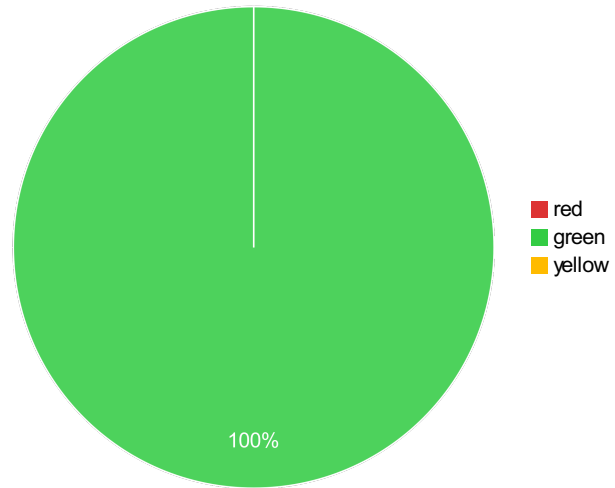
Racing Commission, Oregon

Annual Performance Progress Report

Reporting Year 2019

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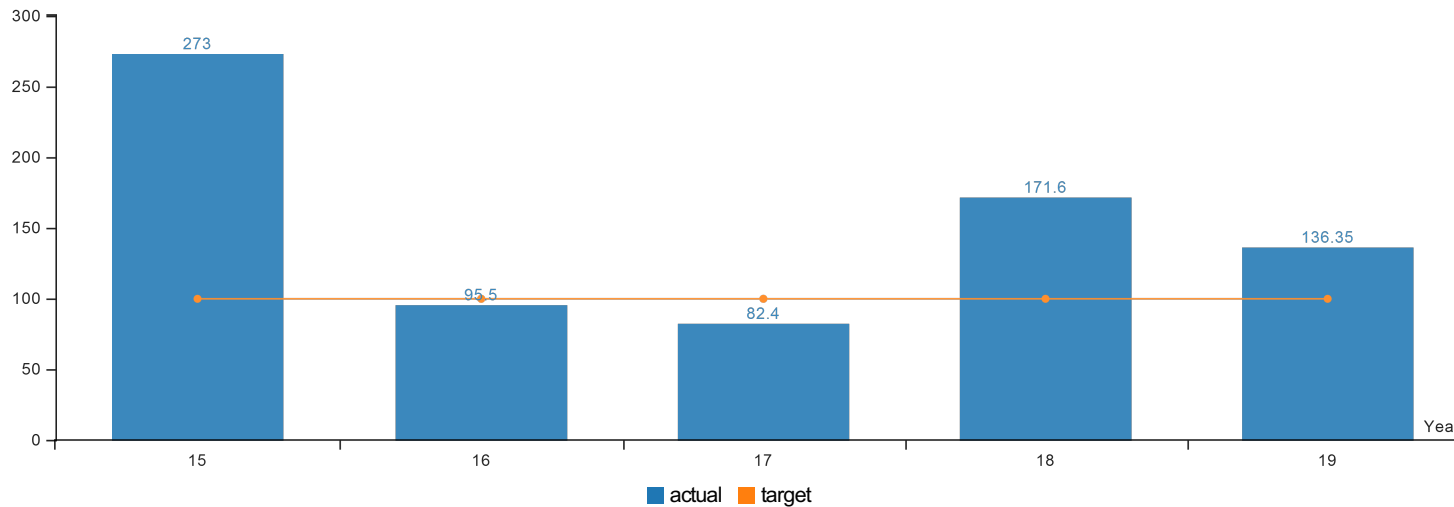
KPM #	Approved Key Performance Measures (KPMs)
1	Animal Safety - Number of horses euthanized by the Oregon Racing Commission veterinarian due to catastrophic injury occurring during racing per every 1,000 starters. The target represents 1.5 horses per every 1,000 starters. Results in 2018 represented 0.874 per 1,000 starters.
2	License Turnaround Time - Average number of work days from receipt of a complete individual application and questionnaire to conclusion of a criminal background check.
3	Excellent Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
4	Best Practices - Percent of total best practices met by the Board.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	100%	0%	0%

KPM #1	Animal Safety - Number of horses euthanized by the Oregon Racing Commission veterinarian due to catastrophic injury occurring during racing per every 1,000 starters. The target represents 1.5 horses per every 1,000 starters. Results in 2018 represented 0.874 per 1,000 starters.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
ORC KPM #1					
Actual	273%	95.50%	82.40%	171.60%	136.35%
Target	100%	100%	100%	100%	100%

How Are We Doing

The Oregon Racing Commission continues to see a downward trend in catastrophic equine injuries.

Oregon's target is no more than 1.5 horses euthanized per 1,000 starters; the rate for FY 2019 was 1.1. That is below the national average of 1.68 horses euthanized per 1,000 starters.

Out of a total of 3,621 starters for FY 2019, at the commercial meet and five summer meets, four horses suffered catastrophic injuries and were euthanized.

Totals are shown in percentages.

1.5 = 100% of goal

1.1 = 136.35% of goal

Factors Affecting Results

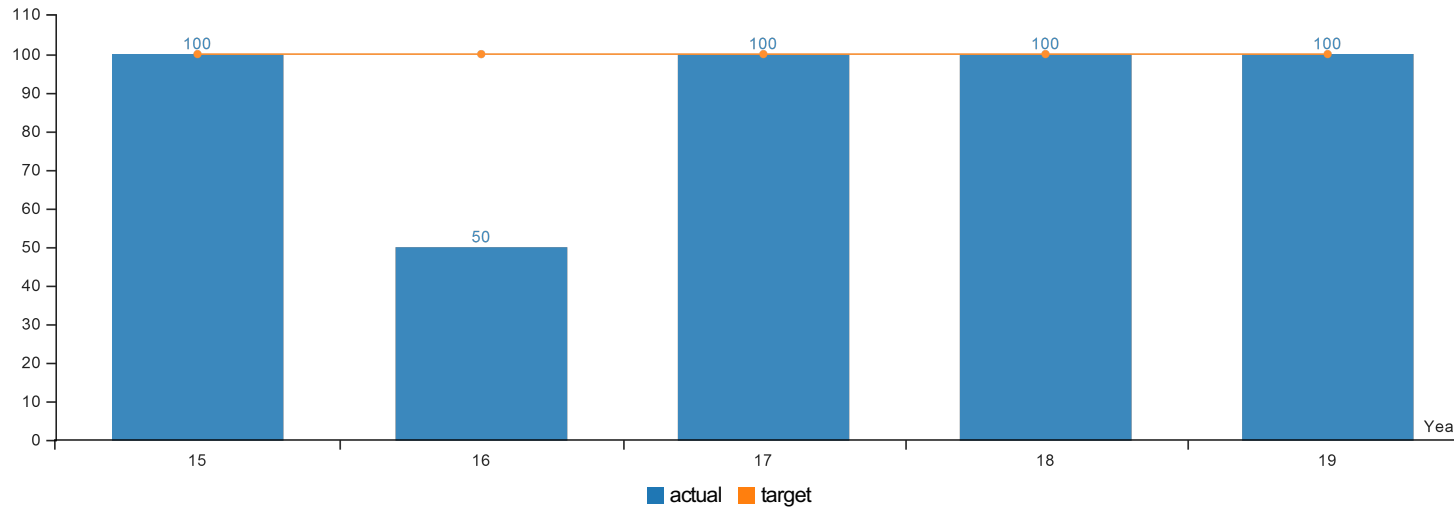
A variety of factors affect racing injuries, including: condition of the race horse, training methods, race track surface, medications, jockey skill and racing luck. Reducing equine injuries is a continuing focus of the Oregon Racing Commission. During fiscal 2019, the ORC veterinarian inspected a random sampling of horses on the morning of each race day; in September 2019, the Commission increased these inspections during the commercial meet to include all horses competing each day, an industry best practice. Medication reforms have been enacted that bring the

ORC into alignment with other jurisdictions in an effort to provide safe, therapeutic medication levels consistent with best industry practices. The ORC has hired a track consultant to assist with fair meets in maintaining a safe, consistent track surface.

With a new commercial meet beginning in Grants Pass in September 2019, the ORC is monitoring safety initiatives at the track, including improvements to the racing surface, installation of a safety rail and initiation of monthly safety committee meetings.

KPM #2	License Turnaround Time - Average number of work days from receipt of a complete individual application and questionnaire to conclusion of a criminal background check.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
ORC KPM #2					
Actual	100	50	100	100	100
Target	100	100	100	100	100

How Are We Doing

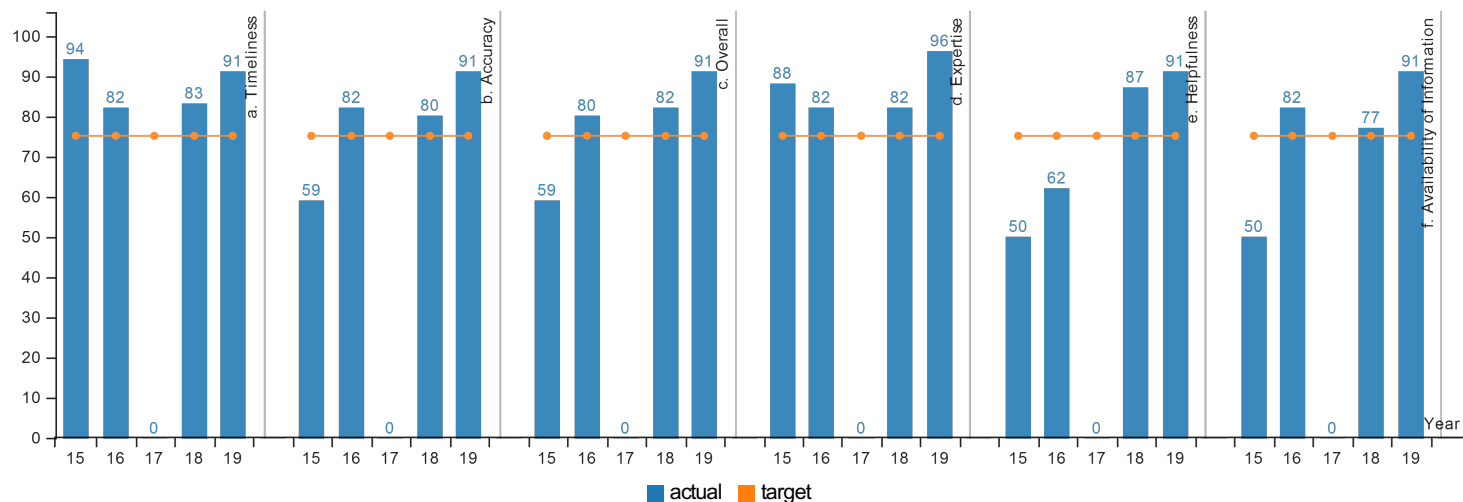
The Oregon Racing Commission's Licensing Office has a target of issuing licenses within five days of receipt. The office generally issues licenses the same day as received, unless staff is out of town or on vacation. The office meets its target of five days.

Factors Affecting Results

Efficiencies in the allocation of staff time have allowed additional staff hours to be dedicated to processing licenses. Cross-training also has provided better coverage.

Changes in staff workload, depending on the racing schedule, and applicants who require extensive background checks understandably can take more time to process.

KPM #3 Excellent Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
 Data Collection Period: Jul 01 - Jun 30



Report Year	2015	2016	2017	2018	2019
a. Timeliness					
Actual	94%	82%	No Data	83%	91%
Target	75%	75%	75%	75%	75%
b. Accuracy					
Actual	59%	82%	No Data	80%	91%
Target	75%	75%	75%	75%	75%
c. Overall					
Actual	59%	80%	No Data	82%	91%
Target	75%	75%	75%	75%	75%
d. Expertise					
Actual	88%	82%	No Data	82%	96%
Target	75%	75%	75%	75%	75%
e. Helpfulness					
Actual	50%	62%	No Data	87%	91%
Target	75%	75%	75%	75%	75%
f. Availability of Information					
Actual	50%	82%	No Data	77%	91%
Target	75%	75%	75%	75%	75%

How Are We Doing

The Oregon Racing Commission is exceeding targets in all categories. In an optional "comments" section, respondents to a survey praised the staff's professionalism, knowledge and helpfulness. Comments included: "I have dealt with a number of regulators and I have been so pleasantly surprised by the level of professionalism and open-mindedness of ORC. I have found the regulatory process ... very efficient, yet thorough." Another respondent praised the "very experienced staff" that is "ALWAYS available and willing to help."

Our success continues to hinge on collaboration with stakeholders. We continually reach out to, and work with, the Oregon Horsemen's Benevolent & Protective Association, the Oregon Quarter Horse Racing Association, the Oregon Thoroughbred Owners & Breeders Association, and the Advance Deposit Wagering (ADW) companies. We also actively engage with fair managers to provide safe, entertaining and exciting horse races and pari-mutuel wagering at the Eastern Oregon Livestock Show in Union, the Grants Pass race meet, the Crooked River Roundup in Prineville, and the Tillamook and Harney county fairs. Collaborative efforts extend to setting policy through our administrative rules process and cross-training staff.

One survey commenter noted minor challenges with the website. A website redesign is planned for fiscal 2020.

Factors Affecting Results

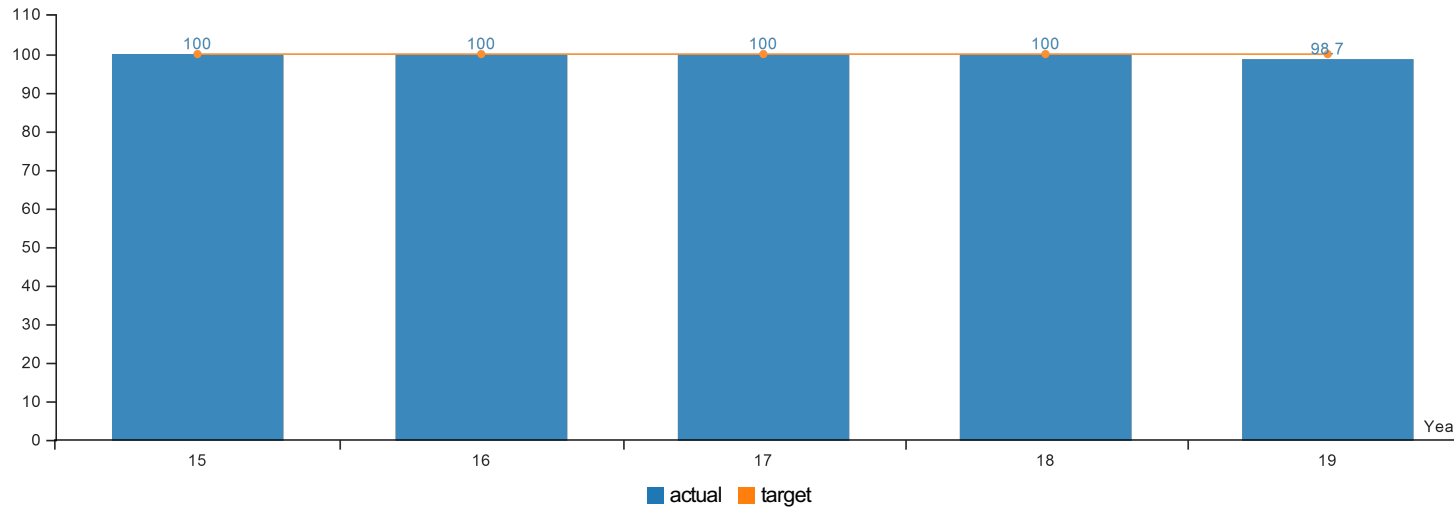
The Oregon Racing Commission seeks responses to its online survey by sending an email to everyone on our list of stakeholders, and asking industry groups -- the Oregon Horsemen's Benevolent & Protective Association, the Oregon Quarter Horse Racing Association, and the Oregon Thoroughbred Owners & Breeders Association -- to ask that their members to fill out the survey, run through SurveyMonkey.

The survey is also available in hard copy near the licensing desk at the summer race meets, with a box available to submit them. For the first time this year, the hard-copy survey was made available in Spanish, and as part of the redesign of the ORC website, it will be available in Spanish and English there.

Because of the voluntary nature of the response, the sample is not scientific.

KPM #4	Best Practices - Percent of total best practices met by the Board.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
ORC KPM #4					
Actual	100%	100%	100%	100%	98.70%
Target	100%	100%	100%	100%	100%

How Are We Doing

All best practices for fiscal year 2019 were met; however, one Commissioner urged more active Commission participation in development of agency goals.

Factors Affecting Results

The best practices are part of the Commissioners' oversight of the staff and Commission's work.