Oregon Lottery

IT Strategic Plan FY 24 - FY 27

May 2025

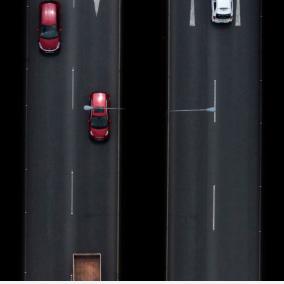
Tiffany Corbett, Assistant Director for Business Services



Agenda

- 01 Lottery Overview
- Lottery's Strategy
 (Enterprise, Business and near-term objectives)
- IT Strategy
 (Foundation, Capabilities and Strategic Themes)
- IT Roadmaps and Communications (4 year and 1 year Roadmap, comms)





01 Lottery Overview







Operate a lottery with the highest standards of security and integrity to earn maximum profits for the people of Oregon commensurate with the public good.

Oregon Lottery Mission

Lottery Overview

Leadership

5-member commission directs the activities of the Lottery including rules for security and integrity of operations.

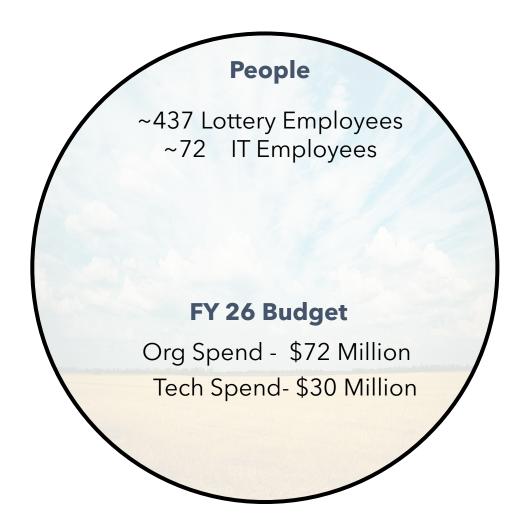
Director, appointed by Governor, serves as Chief Administrator of the Lottery in accordance with state law, administrative rules and under guidance of Commission.

What We Sell

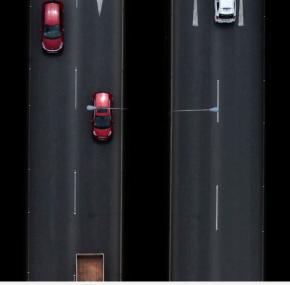
Lottery games are fun entertainment; dream of winning is exciting, and Lottery dollars help create a better Oregon.

Locations

Salem - Head Quarters, Prize Payment Center Wilsonville - Prize Payment Center Multiple Depots & Data Centers Across State







Lottery's Strategy (Enterprise , Business and near-term objectives)





Lottery Enterprise Strategy (2024-2027)

MISSION EXCELLENCE

- Master the Fundamentals
- Address Deferred Maintenance
- Continuous Improvement

- ✓ Mission excellence enables us to meet state forecast commitments and prepare for the future
- ✓ Our business and operating models require a secure, technology-driven organization
- We need to address deferred maintenance costs now and plan for operating cost increases
- Business demand will continue to evolve; our strategy and financial planning approach must follow





Lottery Business Strategy (2024-2027)

IT Strategy is <u>focused</u> on executing to business priorities

Business Unit	Key Technology Initiatives		
Operations	Continually enhance player, retailer with operational excellence improvements enabled by modern digital technologies		
Business Services	Digitization of ERP, HR, Procurement and IT Systems with streamlined services improving employee productivity and experience		
Security	Bolster security posture with improvements in remediating biennial security findings, physical building security, disaster recovery and business continuity capabilities		
Strategy Office	Strategic partnership on the portfolio supported through Enterprise Architecture, governance frameworks, and scalable data platforms.		



Near Term IT Focus Objectives



STRATEGY OFFICE

Strategic partnership on the portfolio supported through Enterprise Architecture, governance frameworks, and scalable data platforms.

- Establish Data Governance
- Retailer Partner Management operations support



BUSINESS SERVICES

Empower Finance, HR, and procurement with streamlined operations and scalable digital solutions leveraging IT capabilities

- Deliver ERP Workflow Efficiencies
- Transition to Payroll Bi-weekly Pay Schedule
- Modernize Contract Lifecycle Management



BUSINESS OPERATIONS

Optimize infrastructure through system upgrades. Ensure agility & alignment with long term growth objectives.

- Migrate to IGT Mobile App
- Launch Powerball Double Play
- Deliver Year 2 Lumen/ SDWAN
- Modernize Warehouse Operations



SECURITY

Ensure the organization remains secure, compliant, and prepared for the future.

- Deliver Biennial Security Review with measured improvements
- Maturing Business Continuity Planning



Current Challenges for OSL IT

Improve IT operating model

1

The current operating model is out of date and needs adjustment to better support enterprise priorities

Drive Decisions With Data

Limited use of analytics and lack of data centric mindset to leverage data driven insights and make informed business or operational decisions.

Decrease Technical Debt

3

Continue to develop Architecture Governance and IT Portfolio Management to identify and mitigate growth of technical debt

Optimize Talent Pipeline

Identify the right IT skills and capacity for pivoting to IT support model which optimizes Vendor engagement

Strengthen Strategic Partnerships



IT needs to transition from firefighter to Strategic Business Partner due to resource availability, lack of centralized governance and right IT talent



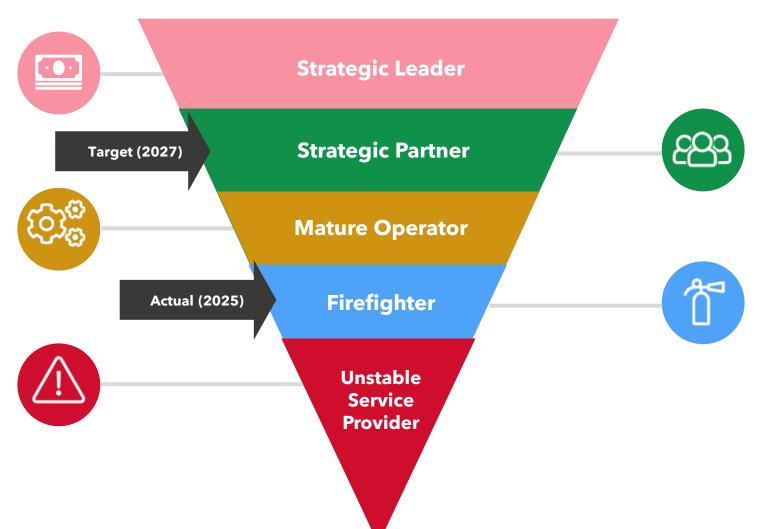
OSL IT Growth Target

IT aspires to be a **Strategic Partner** in 2027 and **Mature Operator** by 2026

Technology Innovation to help business expand, increase revenue or discover new "growth" opportunities

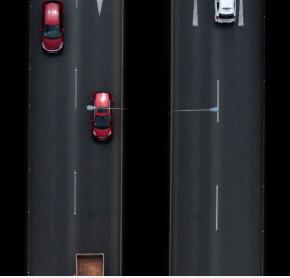
Strong and Consistent IT
Delivery; Somewhat Proactive,
Standardize Service Delivery;
Establish data driven
mechanisms and Architecture
Governance

Inability to provide reliable support to Business stakeholders



Thought leader for Business representing technology implication in early stages with proactive planning; Data driven decision making for IT Portfolio

Stable IT Delivery to business stakeholders; Reactive not Proactive planning and delivery strategy. Immature Architecture Governance

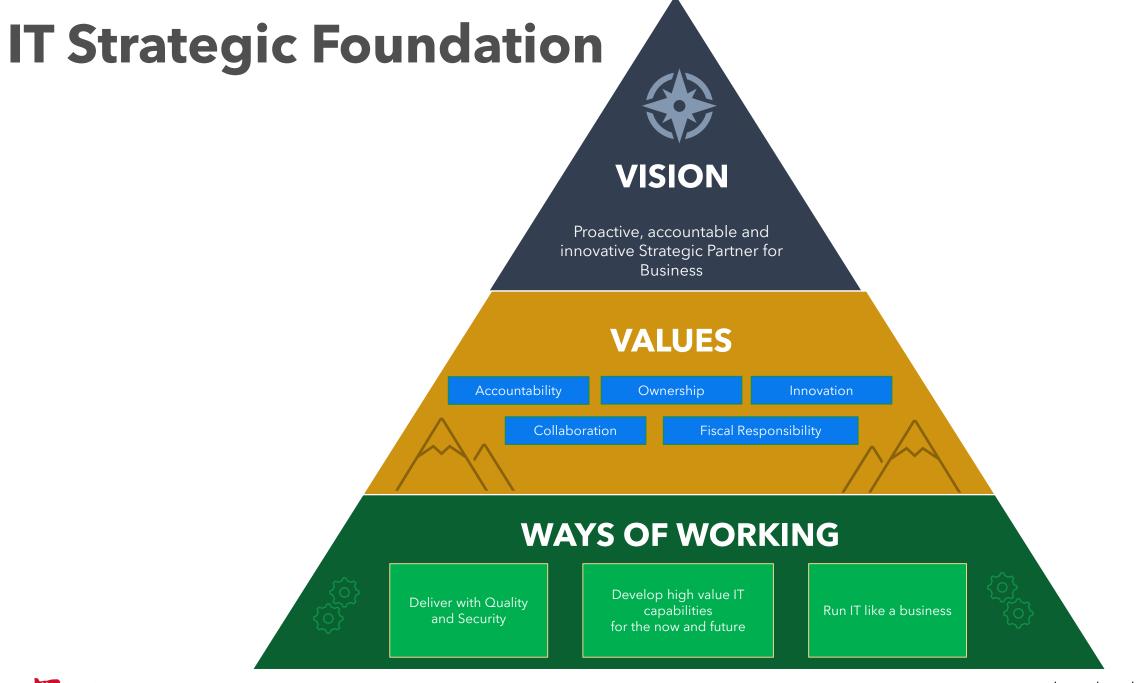




IT Strategy (Foundation, Capabilities and Strategic Themes)



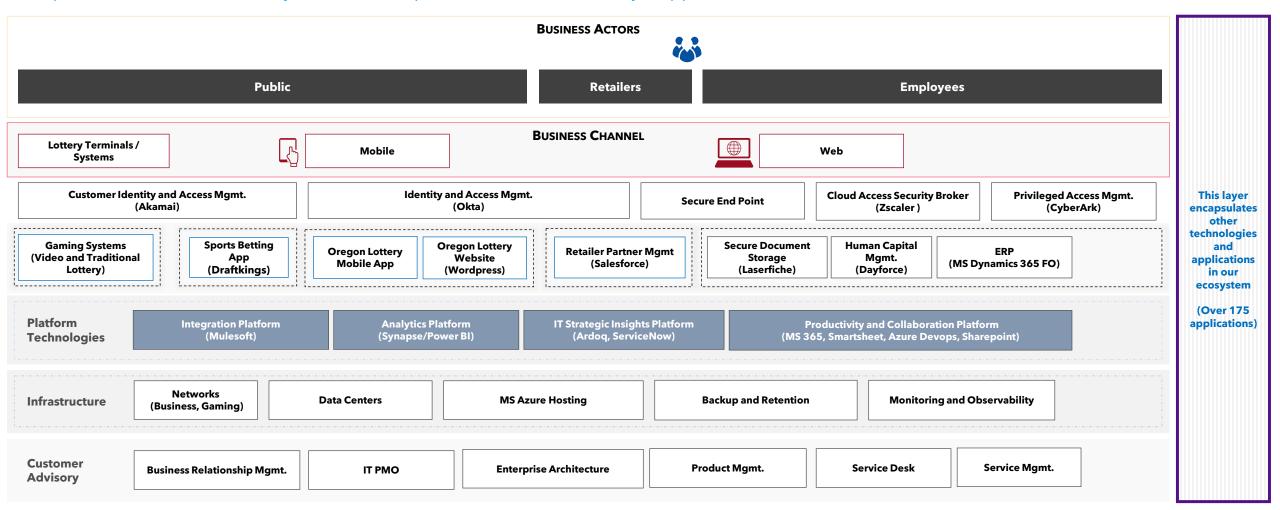






Technology Ecosystem

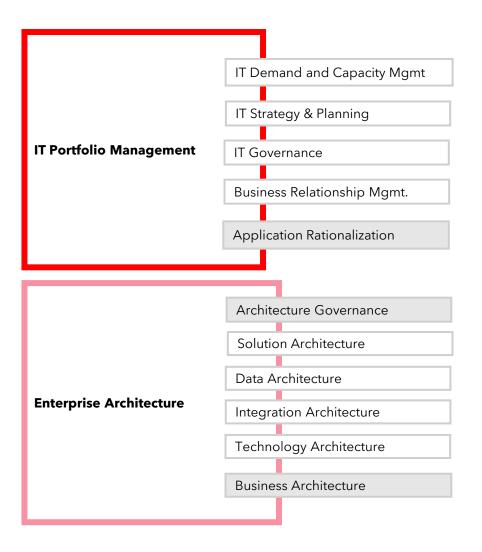
A simplified version of Tech ecosystem (not comprehensive but covers major apps)

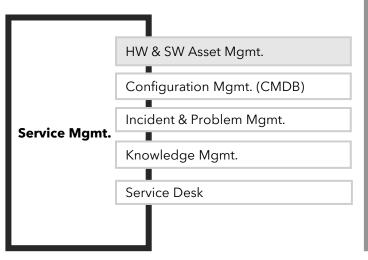


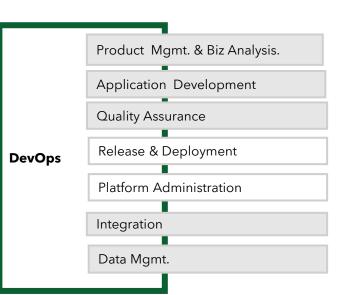


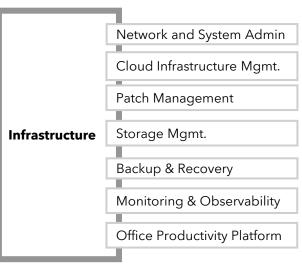
IT Capabilities Overview

Broad IT Capabilities that can scale to OSL Business and Run IT like a Business









IT 4 Year Strategic Themes

Overarching focus areas that guide IT's strategy and decision-making to help align teams, initiatives, and resources toward achieving long-term goals.

- Multi modal Delivery Models
- IT Portfolio Management
- Program and Product Management
- IT Strategic Sourcing





- Strengthen Core Service Management
- Service Desk Support
- Gaming and Business Infrastructure
- IT Financial Management
- Knowledge and Value Stream Mgmt.

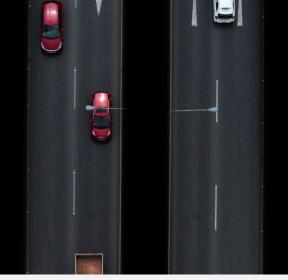
- Application Portfolio Optimization
- IT Strategy and Insights
- Pilot emerging technologies
- Architecture Governance





- Establish Application Development
- Standardize Data and Integration Systems
- Automated and Streamlined Testing
- Optimize DevOps







IT Roadmaps and Communications

(4 year and 1 year Roadmap, comms)





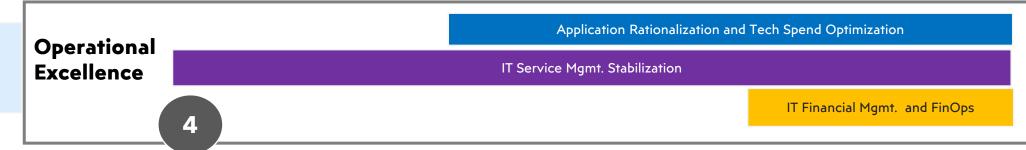
IT 4 Year Roadmap In addition to serving business needs directly, IT anticipates, plans and mature below broad capabilities for projected future needs

Address Deferred

Continuous **Improvement**

FY25 Business Outcomes \$27.9m \$28.8m **FY26 FY27** \$30.4m **Modern Digital Communications** • Improve quality and consistency of **Modernize** IT Initiatives lowering risk of delays **Delivery** and minimizing budget variance IT Governance and Portfolio Mgmt. Standardization IT Strategy Identify technical debt, right skills Enterprise Architecture and IT Governance and capabilities and guide optimal and Architecture alignment of IT investments to Al Evaluation and Strategy business objectives Optimize Application Development Practice Enable Business to advance their **Application** Data Mgmt. Support capabilities to operate efficiently **Development** with agility by customizing modern platforms to specific Lottery needs Integrations and API Standardization 3

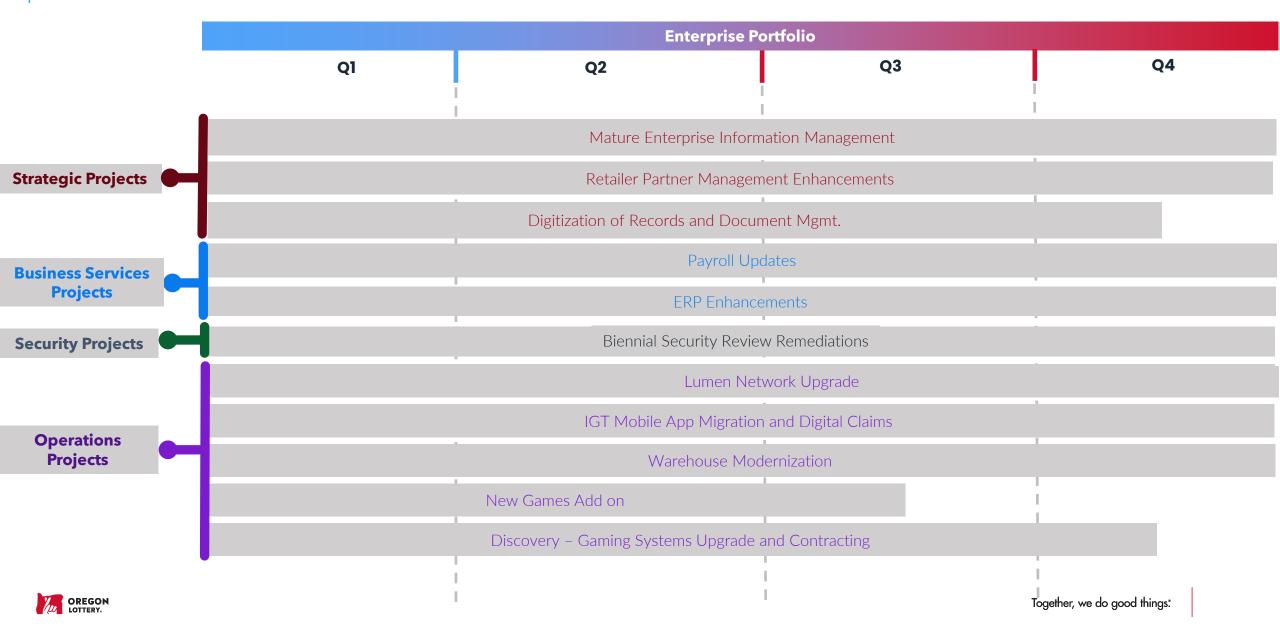
• Reduce total cost of ownership and drive operational savings through streamlined processes and reporting.





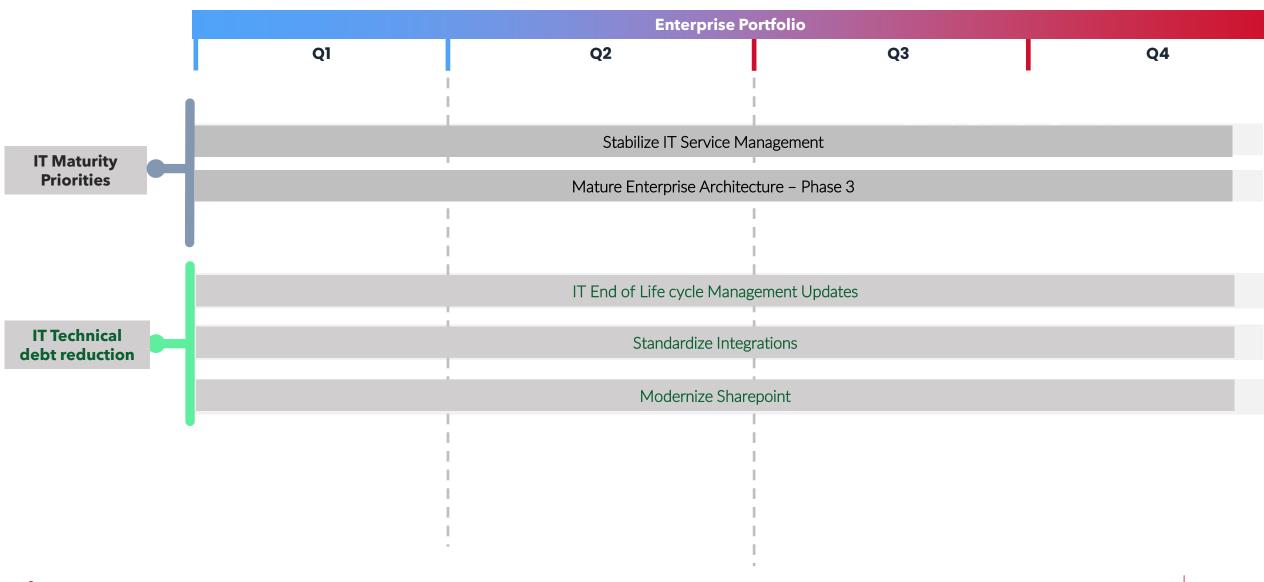
Enterprise Roadmap - FY26

Top Business Initiatives



Enterprise Roadmap - FY26

Technology Dependencies and Enterprise Priorities





Top Metrics / KPIs





Operational Excellence & Cost Efficiency

Reduce Operating cost by 10% through streamlined contracting, application rationalization and service management





Enhance Application Development

Establish standardized and sustainable development resourcing and capabilities and reduce TCO by 15%

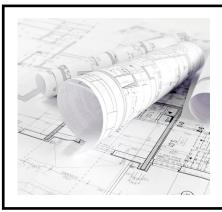




Modernize Delivery

Reduce budget variance to 10% on Enterprise projects with standardized IT PMO



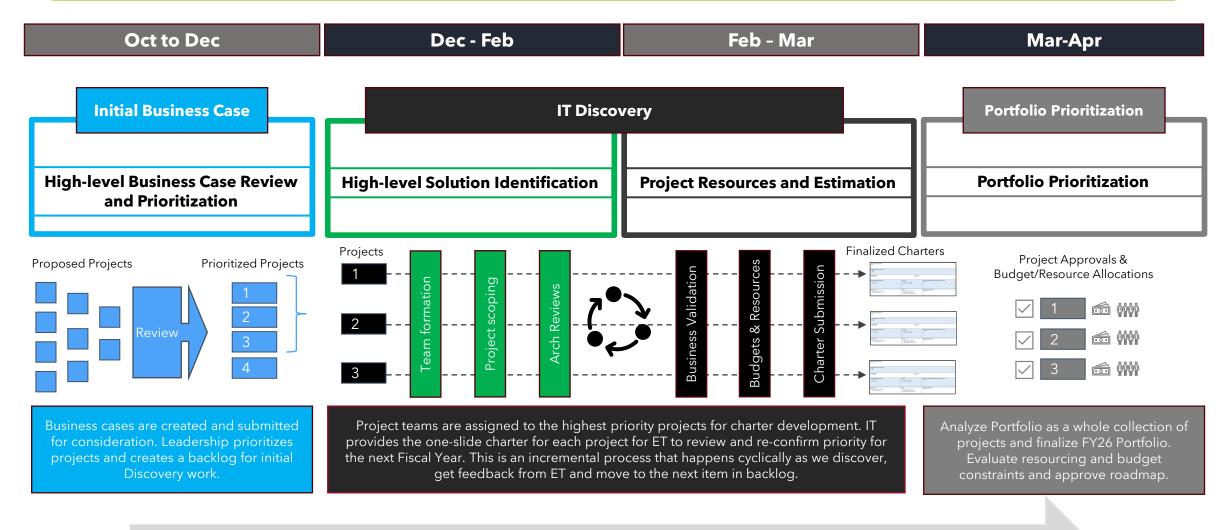


IT Strategy and Architecture

90% of initiatives go through governance to mitigate risk and reduce total cost of ownership



IT Governance - Annual Portfolio Refresh Strategy



Increasing levels of project delivery confidence

Increasing clarity on scope, timelines, budget, risks



IT Strategic Plan Communication

Along with annual strategic review with the Executive Team, quarterly IT portfolio assessments will be conducted to update progress, validate priority, and reallocate IT resources. Updates to the strategic plan will be provided with the following methods and channels:

Audience	Key Points	Feelings	Actions
IT Staff	Prioritizing operational excellence enhances employee experience by optimizing workflows, boosting productivity, and fostering a positive work environment.	Inspired, motivated, collaborative	Conversate, iterate, leverage data, investigate, learn
Business Partners	Operational excellence and modernizing IT foundations ensures streamlined processes, cost savings, and agility, empowering businesses to adapt quickly in a rapidly changing landscape.	Confidence, reassurance, enthusiasm	Engage, collaborate, embrace, give feedback, follow process.

Communication Channels & Leaders

Town Hall

Team Workshops

Dashboard

AD Quarterly Chat

IT Governance

IT Management

Program Management

Assistant Director





Thank You

