

# Oregon Lottery

## IT Strategic Plan FY 24 - FY 27

May 2025

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Business Services



# Agenda

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Lottery Overview

02

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

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IT Strategy  
(Foundation, Capabilities and Strategic Themes)

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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

#### VALUES

Fairness | Integrity | Security | Honesty

# Lottery Overview

## Leadership

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

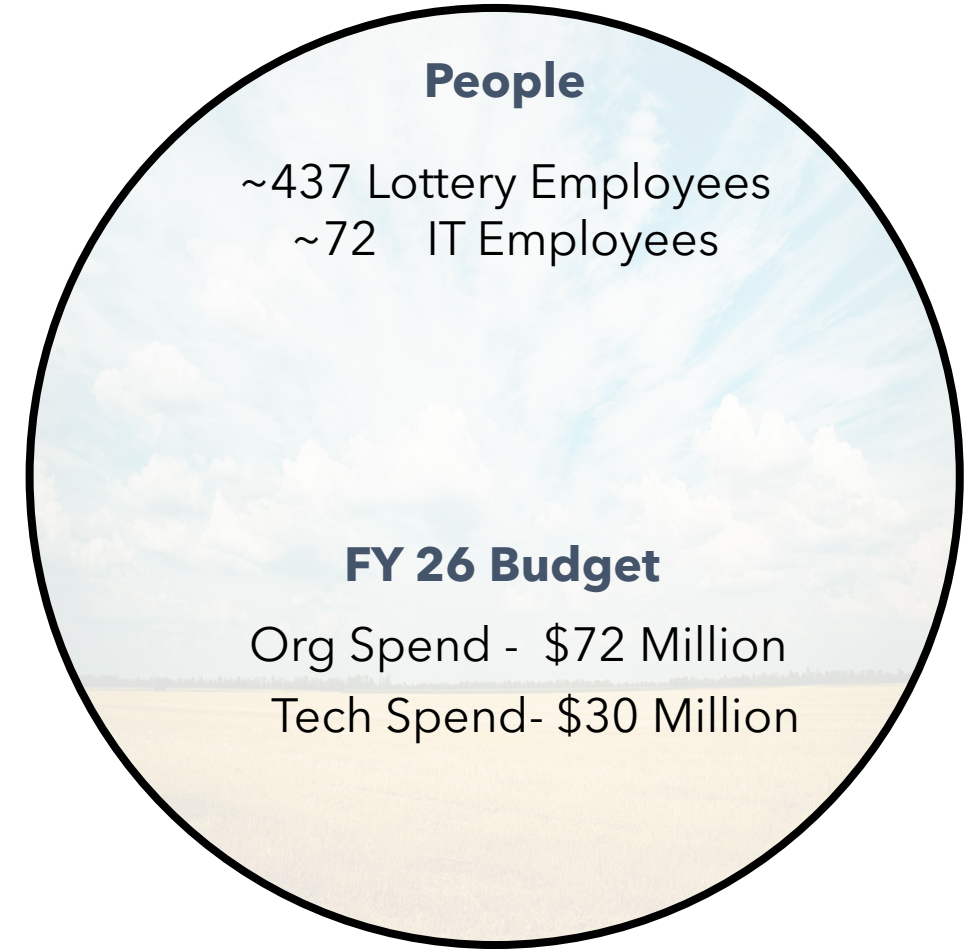
Director, appointed by Governor, serves as Chief Administrator of the Lottery in accordance with state law, administrative rules and under guidance of Commission.

## 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





# 02

## 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

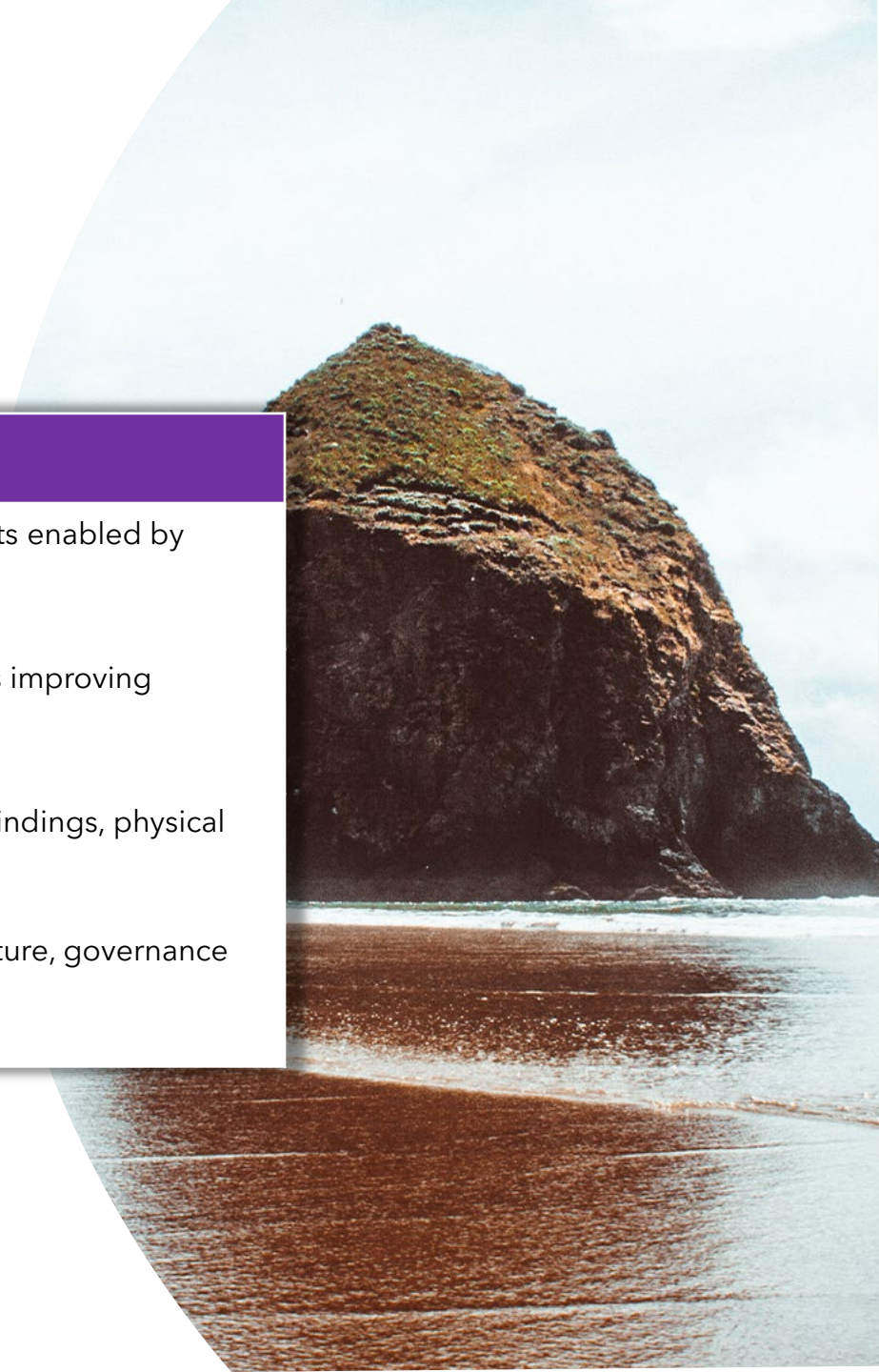


# Lottery Business Strategy

(2024-2027)

IT Strategy is focused 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 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

## 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

## SECURITY

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

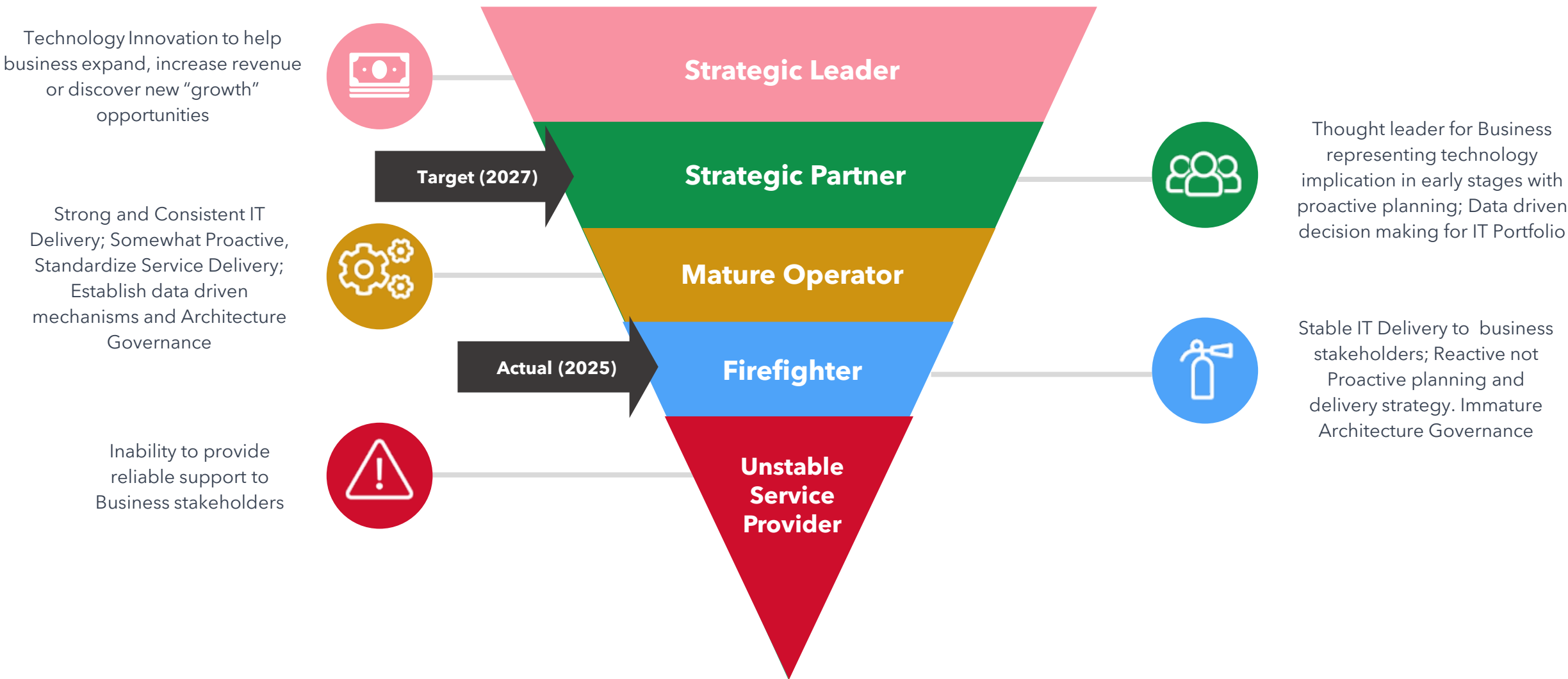
- Deliver Biennial Security Review with measured improvements
- Maturing Business Continuity Planning

# Current Challenges for OSL IT



# OSL IT Growth Target

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



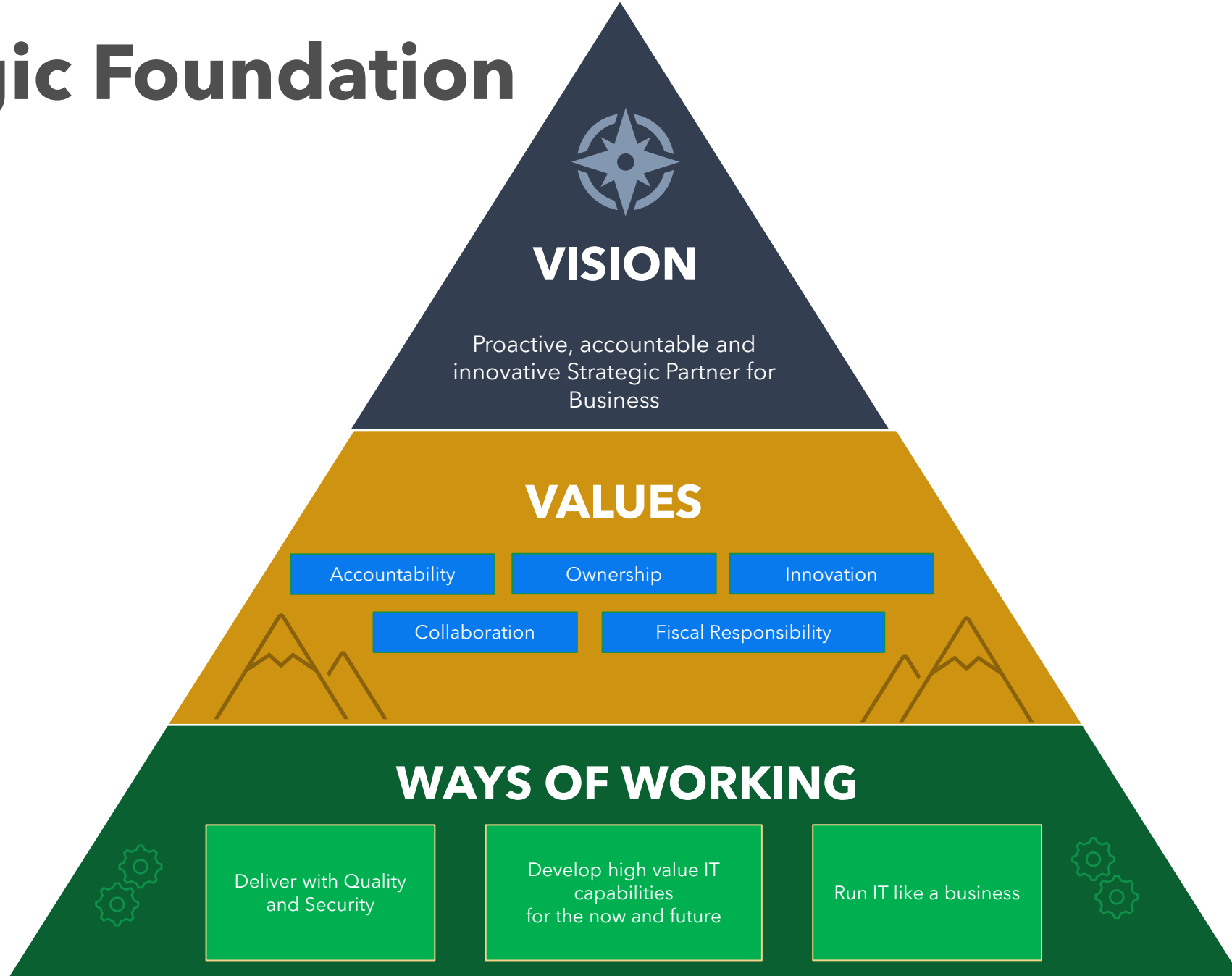


## IT Strategy

(Foundation, Capabilities and Strategic Themes)

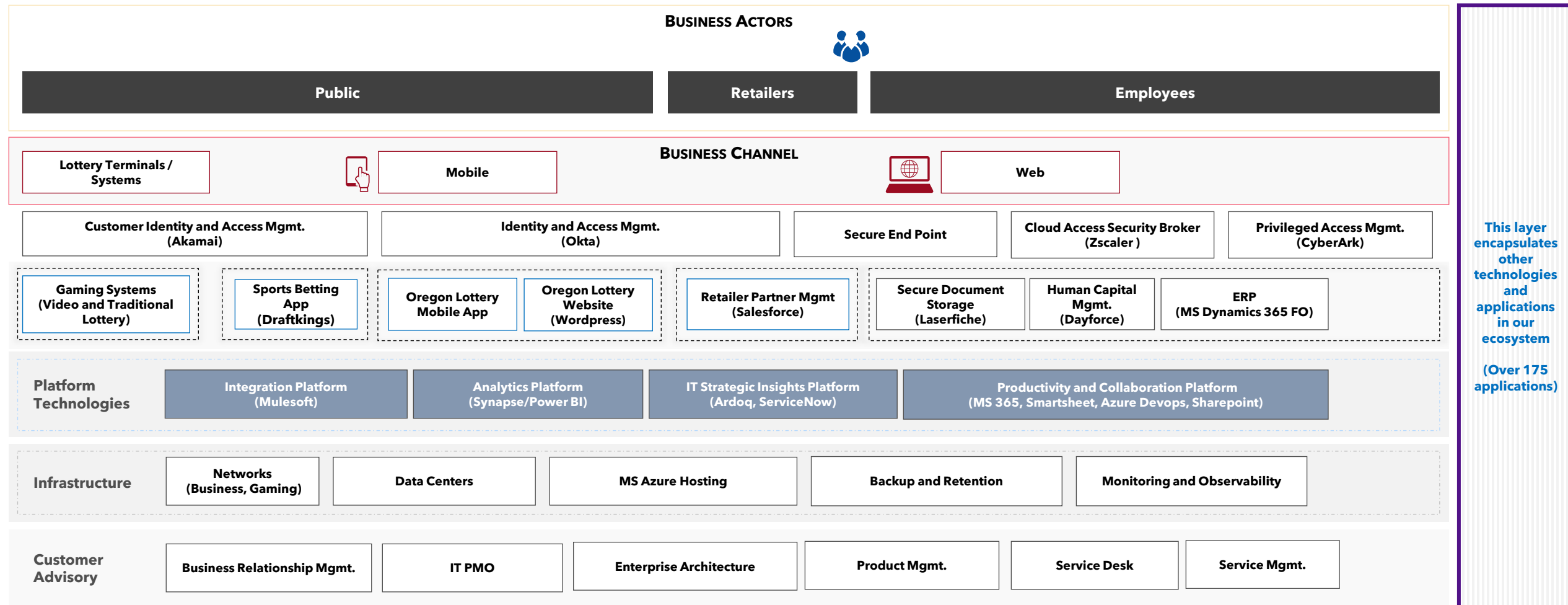


# IT Strategic Foundation



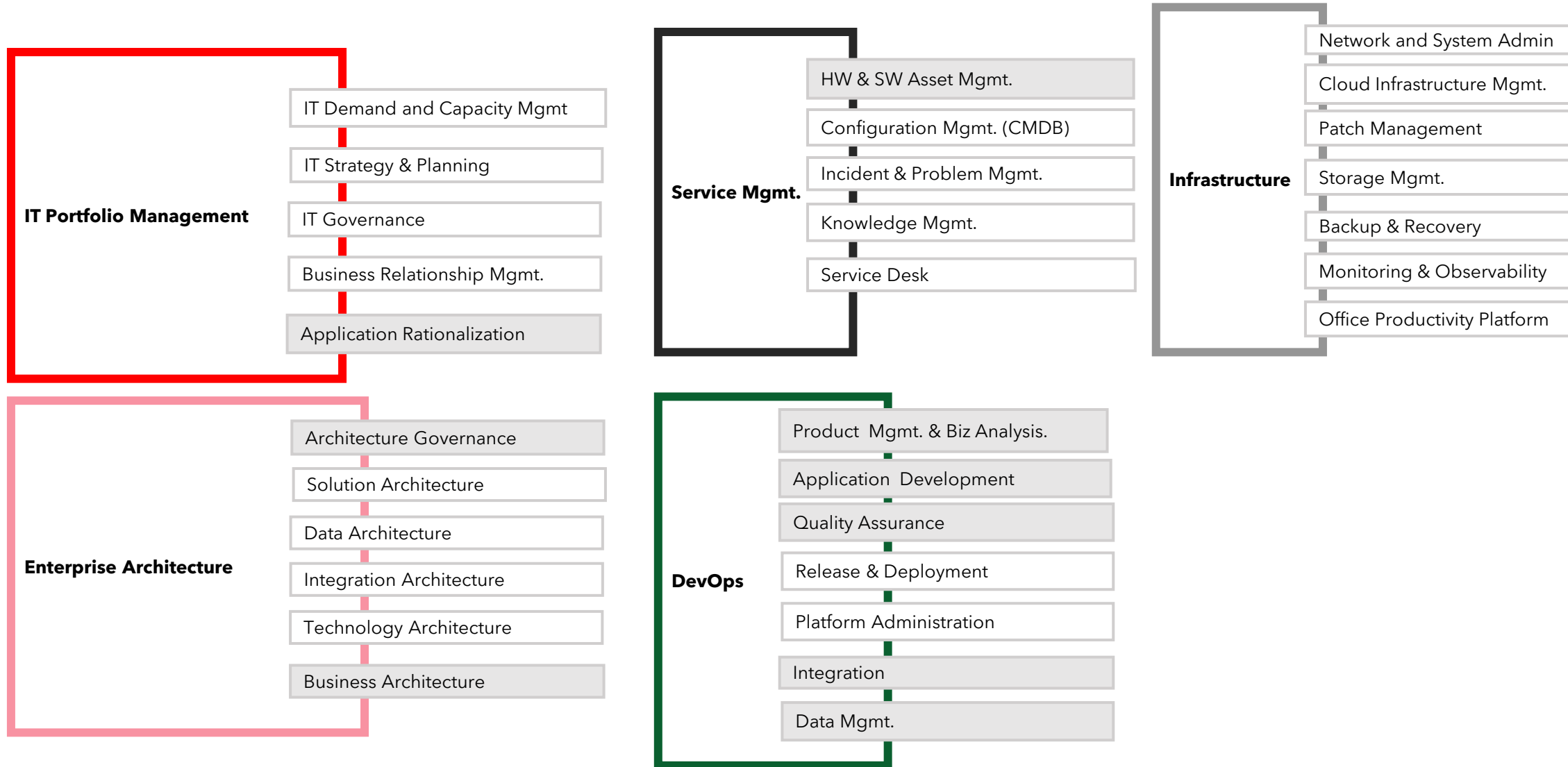
# Technology Ecosystem

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

## MODERNIZE DELIVERY

1



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

## IT STRATEGY AND ARCHITECTURE

2



## OPERATIONAL EXCELLENCE (COST, RISK, EFFICIENCY)

4



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

## PLATFORM APP DEVELOPMENT CAPABILITIES

3



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

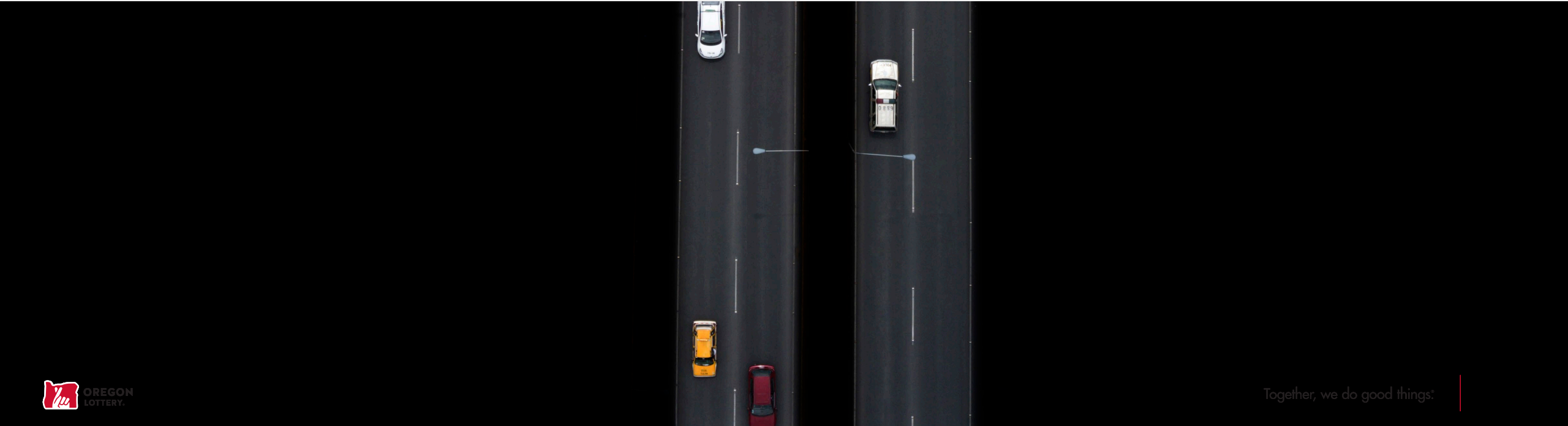




04

# IT Roadmaps and Communications

(4 year and 1 year Roadmap, comms)



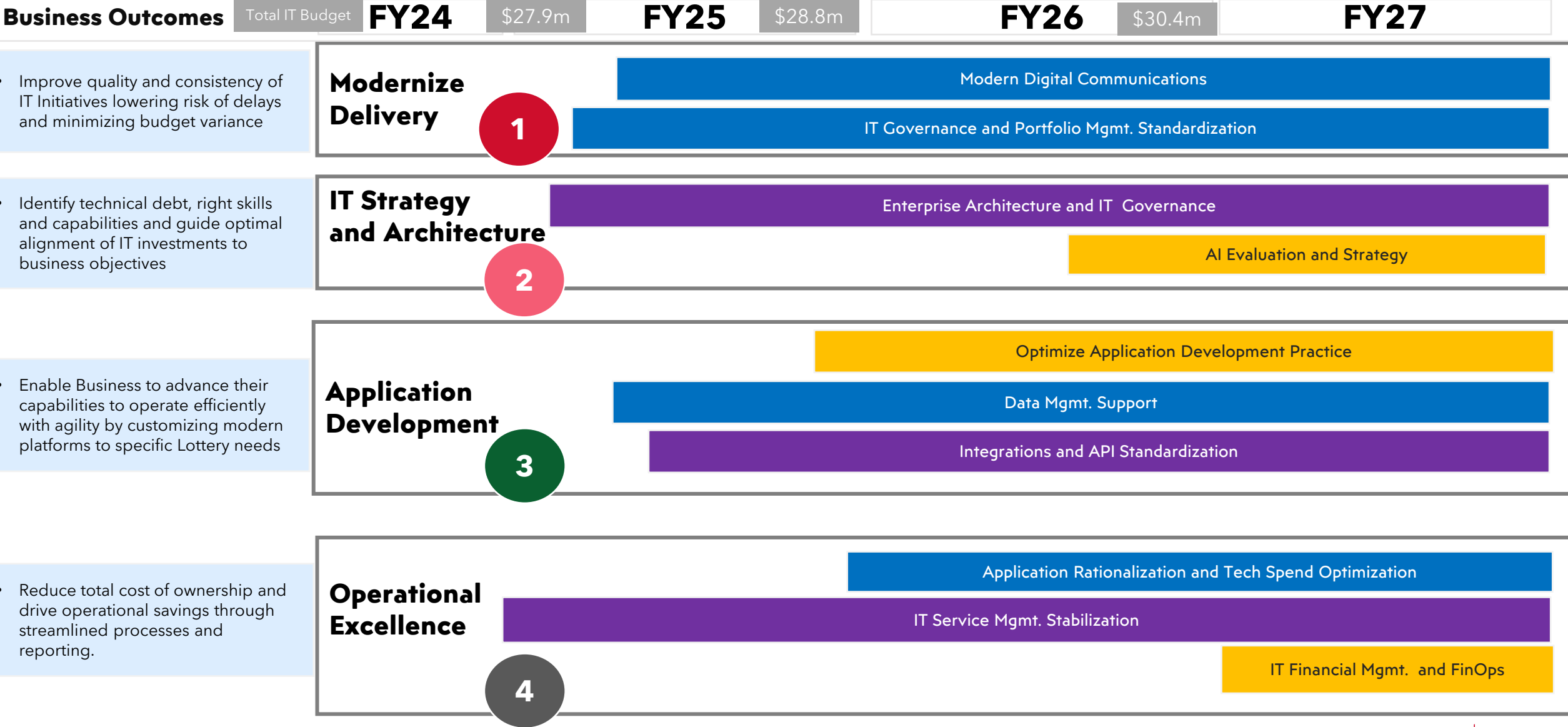
# IT 4 Year Roadmap

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

Address Deferred Maintenance

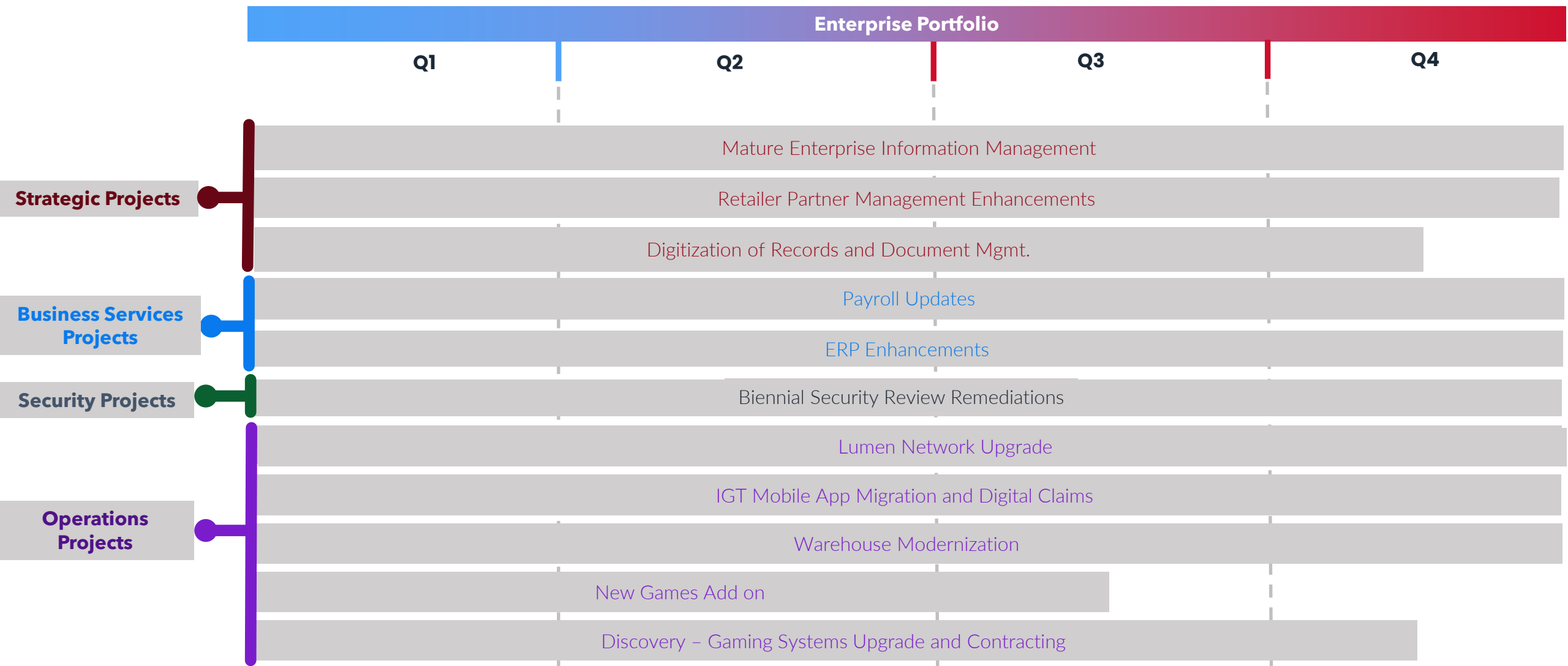
Master Fundamentals

Continuous Improvement



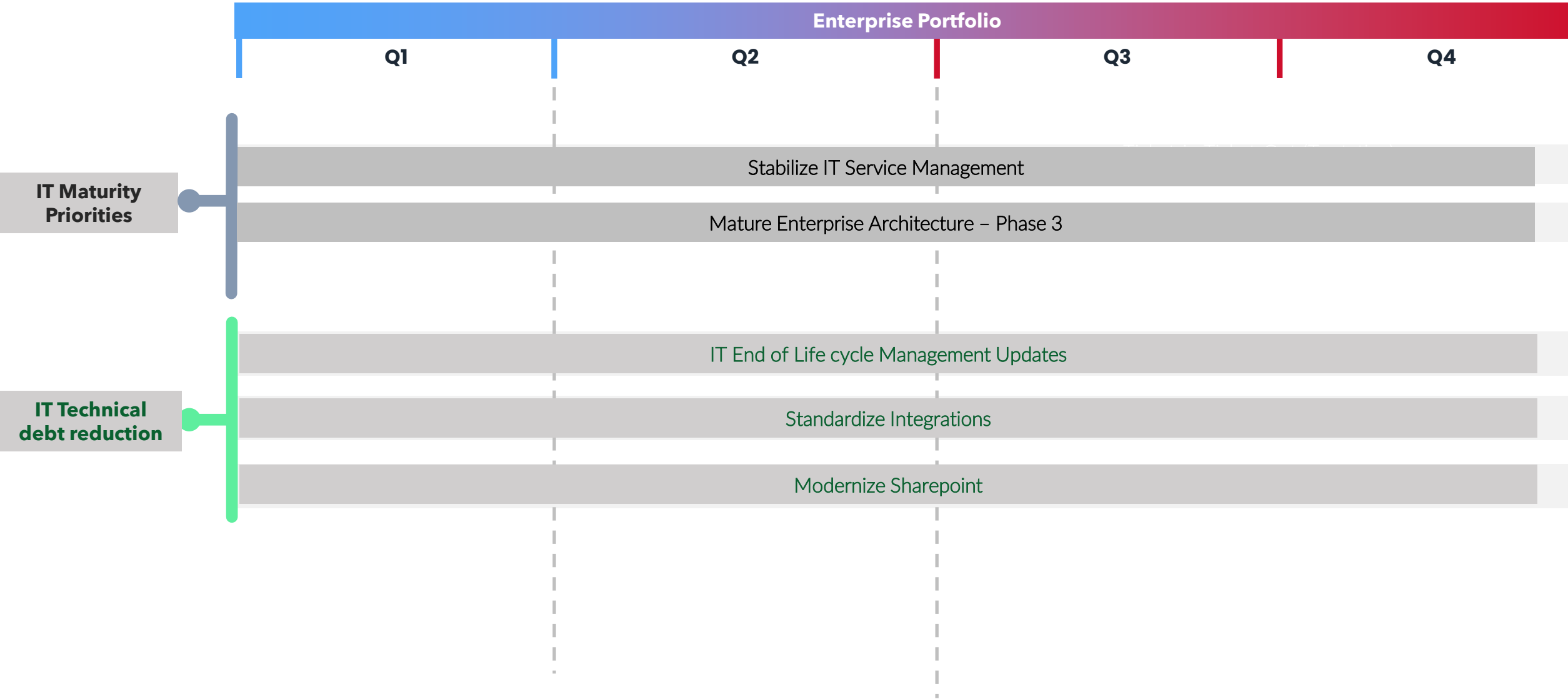
# Enterprise Roadmap - FY26

Top Business Initiatives



# Enterprise Roadmap - FY26

Technology Dependencies and Enterprise Priorities





# Top Metrics / KPIs

10%



## Operational Excellence & Cost Efficiency

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

15%



## Enhance Application Development

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

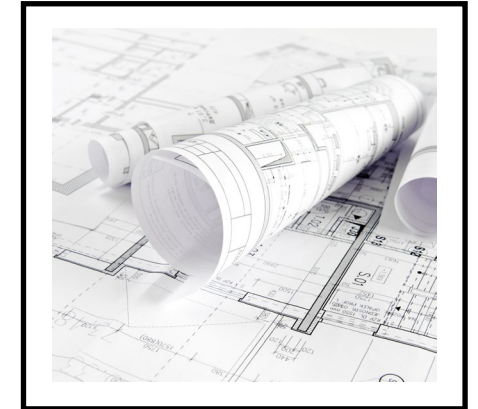
10%



## Modernize Delivery

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

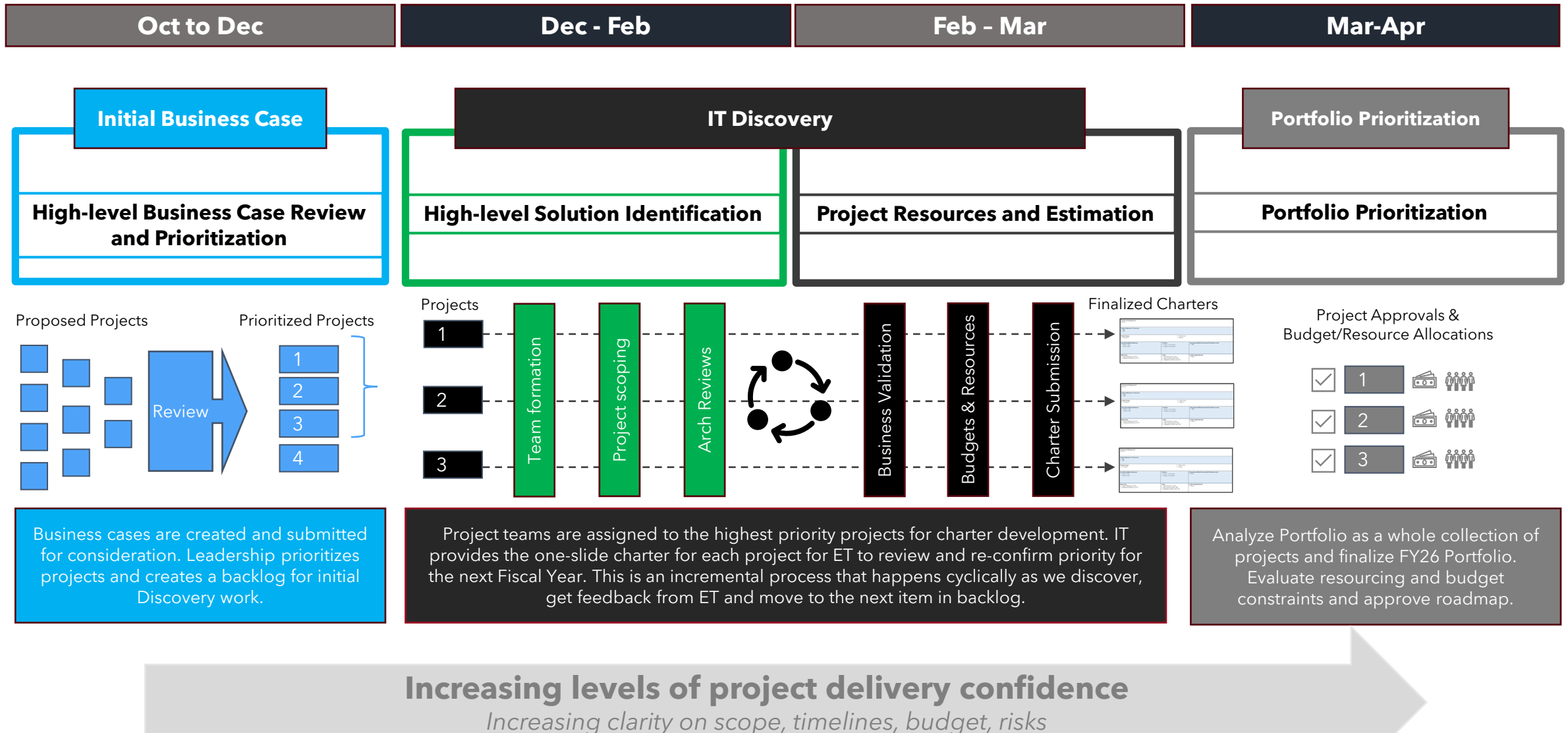
90%



## 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



# 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



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LOTTERY®**

Together, we do good things.