



CAMP: CANNABIS & ALCOHOL MANAGEMENT PROGRAM

State: Oregon

Agency: Oregon Liquor and Cannabis Commission (OLCC)

Award Category: Modernization

Oversight: Large, Oversight Level 3

Project Dates: May 2022 – January 2026

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EXECUTIVE SUMMARY:

The Cannabis and Alcohol Management System (CAMP) was developed to enhance service delivery for external customers, strengthen data security, and improve internal operational efficiencies throughout the OLCC. Since the end of prohibition, OLCC processes for alcohol licensing application collection and license approvals had changed only minimally - operations were conducted via manual and entirely paper-based processes. Information was hand-keyed into multiple systems and spreadsheets, resulting in diminished data integrity. The systems that existed were woefully outdated, fragmented, and lacked a single, reliable source of truth. When cannabis was legalized in 2015, the state took the opportunity to roll out cannabis licensing via an online system. As regulations were rapidly changing, an agency vendor built a customized cannabis solution, which was updated later to incorporate marijuana worker permits and alcohol service permits. With limited time to plan and architect the system thoroughly, it was clear the agency needed to pivot in order to provide the best customer experience for applicants, licensees, and permittees. By moving to a Commercial Off the Shelf (COTS) solution, OLCC streamlined customer access to their license and permit records by consolidating related information under a single online account, accessible through an easy-to-use customer portal.

IDEA:

WHAT PROBLEM OR OPPORTUNITY DOES THE PROJECT ADDRESS?

Prior to implementation of the CAMP system, OLCC's licensing, permitting, compliance and administrative hearings operations relied on nearly a dozen disconnected internal and vendor systems, as well as hundreds of spreadsheets. The agency was heavily reliant on decades old, internally built legacy systems, each requiring constant maintenance and patching. Many of the systems lacked reliable auditing capabilities, creating the need for each division to maintain multiple spreadsheets of data for agency-wide analysis and oversight. Critical information (e.g., investigation status and license history) was siloed, creating visibility gaps for staff, increased risk of missing or overlooked data during complex compliance investigations, and delaying fulfillment of routine public record requests. Alcohol license and renewal application processes were entirely paper-based, requiring customers to submit sensitive information and payments (check or cash) through the mail or by in-person delivery. Marijuana licensing, marijuana permitting, and alcohol permitting was managed using an online system that had a significant number of defects and was unable to evolve at the same pace as marijuana-related legislation. The online platform only accommodated desktop screen sizes.

The opportunity was clear: deliver a single digital system that unifies workflows, enables online payments, provides real-time data visibility for staff and the public, provides customer access across multiple device types, and ensures the OLCC's ability to support its mission and the State of Oregon.

WHY DOES IT MATTER?

The Oregon Liquor and Cannabis Commission is the state's third highest revenue generating agency and a major contributor to the state's General Fund, supporting local government programs, mental health services, and addiction services.

According to Travel Oregon, the hospitality industry brings in more than \$14 billion in tourism-related revenue, supporting more than 121,000 jobs. Businesses with alcohol licenses range from wineries and breweries to restaurants and food carts, making Oregon a travel destination. The addition of legalized cannabis has also increased Oregon's appeal through "canna-tourism." Ensuring businesses are properly licensed and staff are trained to follow state laws is essential to supporting Oregon's success as a tourism destination. The CAMP system provides OLCC with modern tools needed to efficiently issue licenses and permits, supporting Oregon businesses.

WHAT MAKES IT DIFFERENT?

The success of the CAMP project was a combined effort by OLCC staff, the solution vendor, and agency stakeholders. While the agency relied heavily on its staff to ensure the system's functionality was aligned with existing business processes and future needs, the OLCC looked to license and permit customers as the subject matter experts throughout the design, testing, implementation and stabilization phases of the project. System demonstrations were held to solicit licensee input during the customer-facing portal designs of both marijuana and alcohol licensing. The open dialogue fostered between the OLCC and its customers proved to be invaluable (e.g., confusion with online access codes for marijuana licensees) and directly informed improvements that, once implemented, benefited both marijuana and alcohol licensing.

OLCC remained focused on its customers when designing training materials and user guides. The OLCC's Licensing division spent countless hours creating and testing user manuals, online training materials, video tutorials, and conducting live, web-based Q&A sessions, all to ensure a positive customer experience.

WHAT MAKES IT UNIVERSAL?

Legacy Modernization: CAMP replaced the legacy systems that previously supported OLCC's alcohol and cannabis licensing, permitting, and compliance activities - consolidating them into a single, modern, streamlined system. With modernization, applicants can now pay for applications, licenses, permits, and fines online. Additionally, they have visibility into their application and license/permit history, receive electronic notifications to ensure deadlines are not missed, and have access to an online platform that is fully functional on mobile devices.

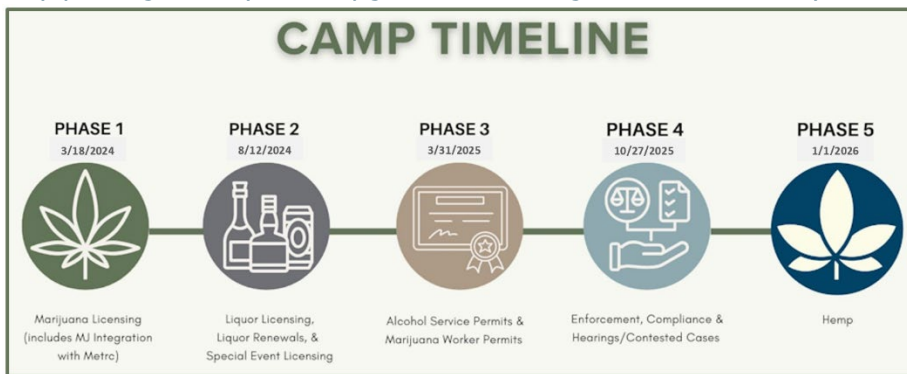
Customizable: The solution OLCC purchased for the implementation of CAMP had out-of-the-box base system functionality, as well as customizable workflows. These workflows can be changed, updated, and maintained by OLCC's staff, eliminating the need for future vendor intervention and additional costs. The agency's IT staff ensure the system is updated to accommodate process changes such as the addition of new license types and required documents, updates to templates, and changes to routing procedures for work processes and approvals. Since the hand-off of system maintenance from the solution vendor, OLCC staff have successfully added Liquor Store Agents and Bottle Bill Redemption Centers to CAMP, two license types not previously managed in any of the agency's legacy systems. CAMP's flexibility, and the ease with which agency staff can make adjustments to the solution, allows OLCC business processes to remain aligned with future statutory and rule changes while maintaining existing staffing levels.

Data Management and Analytics: Because licensing, permitting, and compliance information is all housed within a singular system, management and analysis of the data has drastically improved, compared to the processes required when using legacy systems. The new database is implemented using the Oracle platform, which allows for ingest of the data into the OLCC's data lake, providing for a robust and comprehensive cross-divisional reporting model. Power BI has recently been implemented as the agency's data visualization tool, which works seamlessly across various databases such as Oracle and Microsoft SQL.

Secure and Reliable: OLCC's licensing and compliance divisions handle Criminal Justice Information Services (CJIS) data and level 3 personally identifying information (PII). CAMP is hosted by the vendor on Microsoft's government community cloud to ensure the highest level of security. OLCC has enabled role-based access and audit trails to ensure the security of all confidential information. Additionally, OLCC has implemented Azure B2C and OAuth sign-on for its external customers (applicants, licensees,

and permittees) who access the CAMP system via the public-facing portal. Each license account is assigned a secure access code that can be reset, should unauthorized access be suspected, and access level assignment options are available to prevent co-applicants from gaining access to each other's PII.

Budget/Cost Control: OLCC was able to complete the entirety of the CAMP project, from planning to implementation, within the prescribed budget. The vendor contract was written to include an extended warranty period that covered the base, out-of-the-box, system functionality. The OLCC has a two-year warranty package for system upgrades or change orders that may be needed.



IMPLEMENTATION

WHAT WAS THE ROADMAP?

The Cannabis and Alcohol Management Program (CAMP) is one of two within OLCC's Enterprise Modernization Program. CAMP was designed to address insufficient, inefficient, and disjointed legacy Marijuana and Liquor licensing and compliance systems. The project was delivered in phases, aligned by business area, to ensure effective implementation and complete functionality.

OLCC used an iterative approach for each implementation phase of the project, building on lessons learned for subsequent phases. Modular processes were designed to accommodate change and the need for faster system development. Incremental phases sliced the system functionality into smaller increments. Within each increment, a slice of functionality would be delivered through cross-discipline work, moving from requirements gathering through deployment.

This strategy ensured scalability for the rapidly evolving cannabis industry and flexibility to accommodate statutory changes. CAMP reached full implementation on January 1, 2026, delivering a unified system for case management, historical business change auditing, visibility into compliance history by staff, as well as a robust self-service portal for licensees, permittees, and applicants.

WHO WAS INVOLVED?

Solution Vendor: Computronix (CX), the solution vendor, documented functional and system requirements and conducted design sessions that mapped OLCC processes to the solution's base-functionality, and identified areas where gaps existed and custom designs were required. Prior to go-live for each of the five implementation phases, CX supported agency staff to correct system defects identified during User Acceptance Testing (UAT). CX trained agency staff on back-end and customer-facing portals, implemented design changes, and continue to provide support for system stabilization.

OLCC Staff: Staff from nearly every department within the agency contributed to the success of CAMP, many of whom dedicated thousands of working hours to the project while still performing their standard duties. These Subject Matter Experts (SMEs) were instrumental in the project during requirement gathering, where their expertise was used prior to the vendor solicitation process, to

design sessions with the solution vendor where they provided details on current work processes and insights on improvements. SMEs were relied upon during extensive testing of the staff/back-end and customer/public-facing portals. This group of individuals developed dozens of user guides and tutorials to help the agency's customers transition to the new system, and they were responsible for the creation of more than one hundred Standard Operating Procedures (SOPs) to for use by customer support staff. CAMP would not have happened if it weren't for the combined effort of OLCC's Alcohol Licensing and Permitting, Server Education, Marijuana Licensing and Permitting, Alcohol and Marijuana Compliance, Administrative Hearings, Retail Services, Financial Services, Information Technology, HEMP, Cannabis Packaging and Labeling, and Bottle Bill divisions.

Vendor Partners: Resource Data (RDI) documented business requirements and test scripts, facilitated testing sessions, and managed system defects during testing. Gartner, the agency's quality and risk management vendor, provided QA oversight by conducting routine stakeholder interviews and providing feedback to OLCC for corrective actions.

External Stakeholders: At the start of the project, OLCC held multiple informational sessions to create awareness and collect initial feedback from external customers and stakeholders (legislators, liquor store agents, server education providers, permit holders and licensees) to solicit feedback on what they would like to see in a new system and identify pain-points with current processes. During the design phases, representatives from the alcohol and marijuana industries were included in live system demonstrations. Licensees participated in customer portal testing and training and worked with OLCC and solution vendor staff to resolve issues. Licensees and permittees were engaged with targeted emails, banners on the agency's website, training materials and videos, and providing details about the customer support call center that would be available to assist during the transition to CAMP.

Internal Stakeholders: Before CAMP was CAMP, it was known as Marijuana and Liquor Licensing and Compliance (MLLC). Shortly after a solutions vendor was selected, the OLCC's Communications team began a system naming initiative to create excitement throughout the agency. Staff submitted names and then voted to determine the top three submissions. Shortly thereafter, and Cannabis and Alcohol Management Program (CAMP) was born. In addition to being given the opportunity to name the system, OLCC leadership worked to keep things fun and interesting for staff while acknowledging the tremendous amount of work being done.

- CAMP logo creation and distribution
- UAT scavenger hunts with CAMP themed awards
- Phase end CAMP themed recognition awards
- Train the Trainer sessions
- UAT test sessions
- Creation of Standard Operating Procedures (SOPs)

HOW DID YOU DO IT?

Resources (Human, Time, Financial): CAMP touched many divisions and required years of dedication from staff in the Licensing, Compliance, Cannabis Packaging and Labeling, Bottle Bill, and Retail Services divisions. In addition to business unit personnel, the OLCC's IT division provided technical contributors including three OLCC IT PMO staff, the agency's CIO (executive sponsor), a technical lead, three data & analytics staff, and a systems architect for integrations. The Financial Services division ensured compliance amid online payments and cash acceptance for cannabis. The Public Safety Director served as business owner with three leaders to maintain consistency across the five implementation phases of the project.

The project began in May of 2022. Initially, CAMP was to consist of four implementation phases, with completion planned for mid-2025. A fifth phase was added for Hemp, following changes made during the 2025 legislative session, extending the project's final phase go-live date to January 1, 2026.

\$8.8M in bond funding covered the solution vendor, all five implementation phases, as well as professional services (iQMS, testing and OCM). Non-bondable expenses totaled \$2.1M. As of April 1, 2026, approximately \$11,000 remained available for three additional change orders, allowing CAMP to be delivered within the prescribed budget.

Technical Architecture (Security, Accessibility, Resilience): CAMP is built on Computronix POSSE, an N tier, multi-tier, web application, backed by an Oracle database. Web/presentation servers, application servers, and the database tier are separated, with load balancing, reverse proxy, and DMZ/firewall protection to ensure consistent availability. Typical deployments include dual external web servers for public interfaces and a production/standby/UAT Training stack for staff users. POSSE Cloud is optimized per client load and operates at an average of 20% capacity to absorb peaks. Integrations leverage modern APIs (Service, JavaScript add on, Python, Database) enabling real time or batch exchange without modifications to source code. Backups follow the 3 2 1 strategy (three copies, two local devices, one remote DR site). The public portal is compliant with WCAG 2.0 Level AA for accessibility.

Data Conversion: Each implementation phase required data identification, mapping, and testing to ensure continuity and full retirement of legacy systems. Migrated datasets included: marijuana licenses/pending applications; liquor licenses/pending applications; marijuana worker permits/pending applications; alcohol service permits/pending applications; active compliance investigations; active administrative hearings cases.

IMPACT

WHAT DID THE PROJECT MAKE BETTER?

CAMP significantly improved OLCC's service delivery to external customers and drastically decreased manual processes, inefficiencies, and system vulnerabilities within the agency. With license, permit, and compliance data now maintained in a single solution, related records are digitally linked, reducing search times, expediting customer service, and improving cross-departmental communications.

CAMP data is ingested into the agency's data lake, allowing for comprehensive analysis and detailed reporting. OLCC has implemented Power BI as its reporting and dashboard platform; interactive dashboards for commonly requested Level 1 data can now be made available for public access, increasing transparency and customer service levels; internal reports and dashboards are available for staff, supported by role-based security controls that ensure appropriate access levels.

CAMP's platform is fully accessible, ensuring compliance with the Americans with Disabilities Act. The customer web portal is fully responsive for mobile, tablet, and desktop viewing, and the online platform empowers users who rely on immersive/screen readers and browser-enabled translation services. Online accounts are accessible 24-7, a tremendous benefit for those working in the alcohol and marijuana industries. Applicants, licensees, and permittees have full visibility into their account details, including application history. Automated email reminders are sent for permit and license renewals, making it easier for users to stay on track and meet deadlines. Feedback from licensees and permittees has confirmed noticeable reduction in paperwork, clearer timelines, and faster online end-to-end interactions.

CAMP allows the OLCC to accurately manage records for hundreds of thousands of licenses, permits, compliance investigations, and administrative records:

- 2,600 marijuana licenses
- 18,000 alcohol licenses
- 49,000 marijuana worker permittees
- 169,000 alcohol service permittees
- 9,100 compliance investigations
- 2,400 administrative cases

HOW DO YOU KNOW?

CAMP streamlined workflows across all major licensing, permitting, and compliance related processes. Compliance work is now managed in the same system as all related licensing data, eliminating visibility gaps and ensuring thorough and accurate investigations. Online application submission and digital license/permit issuance processes have greatly reduced the agency's dependency on paper, decreased postage related expenses, and increased security of customers' PII. OLCC has seen a substantial and measurable improvement in process efficiency and accuracy, as evident by current processing times:

- Alcohol license application processing: Reduced from 81 days to 28 days
- Alcohol service permit application processing: Reduced from one month to less than a week
- Alcohol license payment processing: Reduced from 100% manual to 98% digital
- Marijuana license application processing: Reduced from 4-5 months to just over 2 months
- Marijuana worker permit application processing: Reduced from 27 days to 4 days
- Routine public record request fulfillment: Reduced from 15 days to 5 days

WHAT NOW?

CAMP is maintained through monthly production support releases to ensure timely corrections to defects and implementation of needed change requests. The platform has already been expanded to track contracts with liquor agents and alcohol education providers, and was recently configured to include HEMP registry as required by legislation passed in 2025. CAMP's configurability will allow existing staff to make system adjustments, without incurring additional fees, as future process changes occur.

The Distilled Spirits Supply Chain (DSSC) project, the second in the agency's EMP, is currently in development. DSSC will use modern technology and the D365 platform to transform and digitize the state's management, control, purchasing and accounting of distilled spirits. An API is currently being developed that will enable CAMP to seamlessly share all alcohol licensing data with the DSSC system, improving coordination and enhancing visibility across Oregon's distilled spirits program.

Additional enhancements currently in development for CAMP include:

- Integrated distilled spirits, licensing, and public safety reports and dashboards in Power BI
- Additional functionality to support the agency's Financial Services division
- A self-service tool, available directly within CAMP, for ad-hoc reporting