

# Oregon Liquor and Cannabis Commission Strategic Plan Annual Progress Report

June 1, 2026

## Executive Summary:

This Annual Assessment Report addresses the initiatives and metrics identified in 2025 refreshed IT strategic plan in retrospective. There have been many successes in the last year and a half particularly regarding OLCC's modernization efforts. OLCC has been engaged in modernization projects across the agency for several years. Modernization milestones include:

- The Cannabis and Alcohol Management Program (CAMP) has completed successful phased implementation with the final phase 5 for Hemp going live January 1, 2026.
- The Distilled Spirits Supply Chain (DSSC) project has finalized the design phase and moved into development with a planned go live date of February 1, 2027. OLCC continues engagement with partners at EIS Strategy & Design, Cyber Security Services, EIS P3, EIS DCS, Resource Data, Inc., Gartner, and the solution vendor, Accenture.

As OLCC continues to modernize systems and address deficiencies, we aim to become an Organizational Partner by 2028 to align the strategic use of technology with agency goals. This time last year, we felt we were still in Firefighter mode, however, with the successful implementation of CAMP and other accomplishments we've achieved bring us within the Trusted Operator target. By actively decommissioning applications no longer needed from the CAMP implementation, there are fewer moving parts to monitor and increased reliability to data and processes for our end users. When DSSC goes live, OLCC will have more than 40 unique outdated applications that can be decommissioned, most of which are 20-40 years old. Until that time, the fragility of the current state AKA "spaghetti monster" remains a battle that IT staff must engage to keep the distilled spirits portion of our agency in operation. These systems require manual manipulation at least once per week. Additionally, OLCC IT has implemented a data lake and has taken in data from CAMP, the Oregon Privilege Tax Online system, the Cannabis Tracking System, and soon to include DSSC. In June 2026, we will finish migration from Tableau to Power BI. Connecting Power BI to the data lake creates a single, scalable source of truth that brings together data from across OLCC divisions while enabling fast, flexible, real-time analytics for the whole agency.

## Strategic Objectives:

In 2025, OLCC identified five IT strategic objectives:

- Workforce Empowerment

- Stakeholder Relationship Improvement
- IT Operational Excellence
- Infrastructure and Systems Modernization
- Compliance with Legislative Mandates

While we continue to focus on improving in these cornerstone areas, there has been progress made specifically in the following areas:

- **Workforce Empowerment:** IT management continue to provide learning and development opportunities for staff to strengthen OLCC’s succession planning initiatives. Training opportunities have been made available to staff to learn new skills and/or get certified in existing skill sets. For example, OLCC has a Pluralsight account that covers a wide variety of courses that can be tailored for a specific learning path. OLCC purchased a Microsoft Unify plan to help the Research and Analytics team transition to Power BI. There is a small team of people who have been training for Team Dynamix, OLCC’s new ticketing system that will have rolled out late summer 2026. These folks will serve as “train the trainers” for the rest of OLCC. Lastly, the Information Assurance team has engaged in several training courses supported by the state to improve our security posture and understanding of new technology, including AI.
- **Stakeholder Relationship Improvement:** Through lessons learned from the OPTO project and the CAMP project, staff are applying best practices to bolster stakeholder engagement on the DSSC project. In addition to holding regular stakeholder meetings with liquor store agents, OLCC’s Communications Director is leading an Organizational Change Management (OCM) effort for successful adoption. OLCC has training services in the solution vendor contract that will include, job aids, user guides, video tutorials, webinars, roadshows, and inviting liquor store employees to participate in testing. Another area of improvement includes OLCC’s establishment of an external-facing Call Center to specifically help Licensees, Permittees, Liquor store agents, applicants, consultants, and suppliers to navigate OLCC’s new online systems. The Call Center will be staffed 8am to 11pm 7 days per week by OLCC employees who can provide real-time assistance through screensharing and access to the various solutions. We believe providing this level of support will decrease the time it takes for a customer to reach resolution on issues and ultimately improve their adoption of the new systems.
- **Infrastructure and Systems Modernization:** As OLCC is in the midst of an enterprise modernization, the benefits of the CAMP project have been realized, resulting in:
  - Alcohol license processing: 81 days → 28 days
  - Service permit processing: 1 month → 1 week
  - Alcohol payment processing: 100% manual → 98% digital
  - Cannabis license processing: 4-5 months → ~2 months
  - Marijuana worker permit processing: 27 days → 4 days
  - Routine public record request fulfillment: 15 days → 5 days

With the DSSC project scheduled for go live in February 2027, we anticipate the following:

- Replace at least 30 segregated systems seamlessly integrated into a single system
- Decrease in manual communication processes by 50%

- Reduce manual manipulation of data and paperwork to exceptions only or less than 10%
- Elimination of redundant spreadsheets by 75%
- System(s) downtime will be decreased by 75% from the current downtime rate
- Improve visibility into upcoming specials or price changes for liquor store owners.
- Less administrative reconciliation by hand, which means the agency can close out the financial books sooner and remit payments to states, cities, and counties faster than 35 days

Several outdated and unsupported applications have been decommissioned with the CAMP solution in production. Once the DSSC solution is tested, validated, and in production, many more applications will be ready for decommissioning. Through the construction of the new warehouse in Canby, Oregon, OLCC will see a digital transformation with a new conveyance system, server room, switches, audio/visual, and networking connectivity to improve performance and enhance security. As part of this effort, OLCC is taking the opportunity to make improvements to infrastructure, converting several physical servers to VM. The main server room to support OLCC’s distribution center and statewide offices will reside at the new Canby facility beginning summer 2026.

- **Compliance with Legislative Mandates:** Following last legislative session, the CAMP solution proved to be flexible in accommodating several changes in statutes and subsequently in rules. Due to the design of the underlying architecture, it is much faster to address and implement changes than to develop a custom application. In many cases, OLCC staff can make changes to configuration without the need for a change request, funding, or a ticket to the solution vendor.
- **IT Operational Excellence:** While the agency has seen vast improvement during the CAMP project, continued improvement will be realized in the digitization and automation of the DSSC solution. The OLCC held the IT Governance committee (ITGC) kickoff meeting April 14, 2026, with a scheduled cadence of quarterly meetings to follow. The (ITCG) will cover data governance, cyber security governance, project governance, and general technology governance.

## Metrics and Targets:

The baseline for Workforce Empowerment in 2023, was 3.59 with an increase in 2024, to 3.85 and in the most recent Gallup survey increasing to 4.14 for the IT department. The questions that scored the highest were “In the last seven days, I have received recognition or praise for doing good work.”, “My manager, or someone at work, seems to care about me as a person” and “In the last six months, someone at work has talked to me about my progress.”

In Stakeholder Relationship Improvement, we have implemented the ability for liquor licensees to pay by credit card. OLCC went from 100% manual liquor license payments to 98% online payments by credit, debit, or ACH payment.

For IT Operational Excellence, OLCC’s goal is to replace at least 30 of the 45 existing segregated systems that will be combined into a single DSSC solution. OLCC will provide an update on this target following the final implementation of DSSC. Sixteen separate standalone applications have been or are in the process of being decommissioned since the final implementation of CAMP.

OLCC's target of 30% reduction in investigation times for Compliance with Legislative Mandates will be measured in OLCC's final Benefits Management Validation Report. The report will be released nine months following go-live to provide ample data with which to assess. Since phase 3 of CAMP went into production, a significant decrease in license and permit application processing across all areas has been measured: Cannabis Licensing 50% reduction, Alcohol Licensing 70% reduction, Marijuana Worker Permits 85% reduction, and Alcohol Service Permits 75% reduction.

The identified target for Infrastructure and Systems Modernization is a reduction of system down time for the OLCC distribution center by 75%. Achieving this goal will be determined by the successful implementation of the DSSC solution and the conveyance system in the new Canby warehouse.

## Initiatives:

Rapid modernization across all program areas has resulted in growing pains and learning opportunities. Details of the initiatives or projects undertaken to support the strategic objectives. Including updates on the status of each initiative, any challenges encountered, and how they are being addressed.

- **Implement CAMP Online Application:** The CAMP project has successfully implemented all four of the original phases on time and on budget. A fifth phase was added during implementation stemming from a statutory change for Hemp. Phase five went into production on January 1, 2026. Learning from the Oregon Privilege Tax Online (OPTO) project, there has been a significant amount of stakeholder engagement which has resulted in a positive experience for both OLCC staff and the agency's external users. Upon the very first go-live, feedback was solicited from power users within the cannabis industry. These users provided great suggestions on how to further improve the system for clarity and ease of use. After implementing the changes, this made the roll out of liquor licenses and permits even smoother.
- **DSSC: New WMS, financial services, ordering and inventory software:** The DSSC project contract was executed April 8, 2025, to originally include Warehouse Management System, Enterprise Resource Planning, and Point of Sale at liquor stores. Near the end of contract negotiation, it came to OLCC's attention that the solution needed to be hosted on premises at the state data center or within the state's Microsoft tenant. This decision prompted OLCC to reevaluate how non-distilled spirits data sold in liquor stores and through the point-of-sale system would be managed. After months of engagement with EIS, Microsoft, and the solution vendor, it was evident that there was no clear path forward to use D365 as a POS system in liquor stores that would meet the vast diversity of liquor store needs as well as remove OLCC's involvement in their non-distilled spirits business. As a result, OLCC decided to pivot away from the D365 POS, removing it from scope. OLCC is currently exploring options for point of sale. The interim plan is to continue the FTP integration with legacy POS until an alternative is solidified. The project is currently in the development phase with several items being redesigned as part of the removal of the D365 POS. The solution is planned to go live in February 2027, in conjunction with the completion of the conveyance system in the Canby warehouse.

- **Build New Warehouse & Conveyor System:** The IT department is very engaged with Cumming Group, the Owner’s Representative for the warehouse construction project. Regular sessions are held to identify low voltage, server room, and network connectivity needs among others. The new server room will have modern hardware and easily accessible cable/wiring throughout the building. The general contractor, JE Dunn has hired DMW&H as a subcontractor to implement the conveyance system. OLCC is working closely with Cyber Security Services, Department of Justice, and DAS Procurement Services to ensure security measures and contractual agreements are in place. It is worth noting that the conveyance system software will be hosted on premises and will only contain level 2 data.
- **Procure a Cannabis Tracking System (CTS):** The agency’s contract with the current CTS vendor has expired and entered special procurement for extension while a new procurement can take place. OLCC’s Project Management Office has engaged in developing stage gate 1 project artifacts.

## Resource Allocation:

The OLCC is a small agency with roughly 350 employees in total. Personnel right sizing has been a struggle since the beginning of 2019 with the OPTO project and continues today. Since the change in leadership at the OLCC, we have received funding from the legislature for limited duration staff to serve in double-fill positions (two people in one position) to build capacity of staff to concentrate on project work while not letting their daily tasks slide.

As an “other funded” agency and the third-largest revenue producing agency in the state, OLCC is in a better position to receive project funding than general funded agencies. The projects remain within the governance of the legislative process and budget approval. OLCC was granted bonded funds in the 2021-2023, and 2023-2025 biennia, which unused funds have been requested to be rolled over into the 2025-2027 biennium. Additional funding provided in the Governor’s Recommended Budget was approved by the legislature to complete the CAMP and DSSC projects as well as fund staffing for the external-facing Call Center.

OLCC’s technology at the new warehouse will be modernized and up to date. In a parallel effort, the agency’s primary server room will reside at Canby equipped with new hardware. OLCC is engaged with Enterprise Information Services (EIS)/Data Center Services (DCS) to host the DSSC solution in the Microsoft Azure cloud using Microsoft SQL as a Service, in alignment with the state’s cloud-forward approach.

## Risks & Mitigation Strategies:

The largest risk among the modernization projects is the capacity of staff to complete the overlapping projects. The mitigation strategy included staff augmentation with limited duration positions to create the ability for permanent staff to dedicate time to the successful implementation of the projects.

Another risk that impacts the IT strategic objectives is turnover among staff. Single layer resources create a big risk for the project, if that resource were to be on extended leave or separated service with the agency. Documenting processes and having a desk manual as well as cross-training staff are all mitigation strategies shared with cross-functional teams.

Ensuring that the multiple contractors and subcontractors working on the DSSC project maintain forward momentum and maintain schedule is paramount in order to avoid delays or change orders. The OLCC has been communicating schedule updates frequently as well as ensuring vendors have the information needed to meet deadlines.

The DSSC architecture is unconventional and new to many EIS and OLCC staff. While they are eager to jump in and assist, not having done the tasks before can result in repeated tasks and unforeseen blockers. Leaning on Microsoft and Accenture who have experience with the solution has mitigated some of the issues. Enhanced and regular communication with EIS partners alerts OLCC to potential issues sooner so that they can be addressed.

## Next Steps:

The current ongoing major projects are well aligned with OLCC's Agency Strategic Plan. As the CAMP project rolls off the stabilization period, this project will be removed from future updates. The 2025 IT strategic plan places emphasis on customer service to OLCC customers and external-facing customers. This is supported by the establishment of the OLCC's external-facing Call Center to provide technical assistance to OLCC's public stakeholders such as licensees, permittees, liquor stores, and suppliers.

The DSSC project is currently undergoing a technical architectural assessment via EIS Strategy and Design to ensure that the solution architecture is sound and well documented per the 2024 CIO approval letter dated January 9, 2024. This assessment will further contribute to the overall efficiency and effectiveness of OLCC's IT computing infrastructure.

The Information Assurance Team meets twice a month to make progress toward updating several outdated written policies to keep current with existing technology needs.

## Conclusion:

The IT division is focusing on providing excellent customer service as a support department. Understanding that for many new hires, their first impression of the agency comes from how they are onboarded by IT. To enhance this experience, staff documented an onboarding process that improves customer experience as well as streamlines workflows for IT staff. Another area that has had significant attention is that of information assurance and improving the agency's cyber security posture. In 2025, a new hire has been onboarded as the Access and Identity Administrator and has implemented many new standards such as quarterly access audits and improvements to Active Directory. Additionally, OLCC has filled the Cybersecurity Analyst position who has made significant improvements to OLCC's tenable monitoring and reducing vulnerabilities. The 2025 IT

Strategic Plan has a stronger focus on shoring up OLCC's cyber security posture as well as providing excellent customer service in addition to completing the modernization projects. We look forward to continuing our strategic journey in 2026 and beyond and supporting the mission, vision, and values of our OLCC Agency through excellence in IT service.