OREGON LIQUOR & CANNABIS COMMISSION

AGENCY REQUEST BUDGET

2023 - 2025

BUDGET NARRATIVE

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CERTIFICATION

I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the accuracy of all numerical information has been verified.

OREGON LIQUOR & CANNABIS COMMISSION

AGENCY NAME

9079 SE McLoughlin Blvd., Milwaukie, Oregon

AGENCY ADDRESS

SIGNATURE

Paul Rosenbaum - Commission Chairman

TITLE

Notice: Requests of agencies headed by a board or commission must be approved by official action of those bodies and signed by the board or commission chairperson. The requests of other agencies must be approved and signed by the agency director or administrator.

_X_ Agency Request

_____ Governor's Budget

____ Legislatively Adopted

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HB 5018 A BUDGET REPORT and MEASURE SUMMARY **Carrier:** Rep. Leif

Joint Committee On Ways and Means

Action Date:	06/16/21
Action:	Do pass with amendments. (Printed A-Eng.)
House Vote	
Yeas:	11 - Bynum, Drazan, Gomberg, Leif, McLain, Nosse, Rayfield, Sanchez, Smith G, Sollman, Stark
Senate Vote	
Yeas:	12 - Anderson, Frederick, Girod, Golden, Gorsek, Hansell, Johnson, Knopp, Lieber, Steiner Hayward, Taylor, Thomsen
Prepared By:	Tamara Brickman, Department of Administrative Services
Reviewed By:	Michelle Deister, Legislative Fiscal Office

Oregon Liquor Control Commission
2021-23

Budget Summary*

	2019-21 Legislatively Approved Budget[1]	2021 - 23 Current Service Level	2021-23 Committee Recommendation	Committee Change from 2019-21 Leg. Approved	
				$ Change	% Change
Other Funds Limited	$ 258,548,499	$ 267,933,012	$ 292,967,965	$ 34,419,466	13.3%
Other Funds Cap. Improvements	$ 377,943	$ 237,745	$ 237,745	$ (140,198)	-37.1%
Total	$ 258,926,442	$ 268,170,757	$ 293,205,710	$ 34,279,268	13.2%

Position Summary

Authorized Positions	365	363	383	18
Full-time Equivalent (FTE) positions	362.29	361.00	380.50	18.21

[1] Includes adjustments through January 2021

Summary of Revenue Changes

The Oregon Liquor Control Commission's (OLCC) main sources of revenue are the sale of distilled spirits, privilege taxes on malt beverages and wines, and licenses and fees. All revenue received by OLCC is Other Funds. Based on the updated gross sales forecast by OLCC for 2021-23 of $1,639,500,798 (including $41.3 million in per-bottle surcharge revenue), this recommendation results in an estimated balance for distribution pursuant to ORS 471.810 of $616.1 million. This results in the following estimated distribution amounts (after adjusting for additional bottle surcharge revenue and agency ending balance of $1.5 million):

- General Fund: $351.3 million
- Cities: $110.8 million
- City Revenue Sharing: $77.5 million
- Counties: $55.4 million
- Mental Health: $20.3 million
- Oregon Wine Board: $745,172

OLCC allocates marijuana licensing fee revenue to support a portion of agency administration, support services, and overhead expenditures in the Administration and Support Services Division. This budget recommendation assumes 26% of such expenses will be supported by recreational marijuana licensing fees, while 7% will be supported by medical marijuana licensing fees. This recommendation includes adoption of a new compensation formula to retail agents and distillery agents, for which additional expenditure limitation is incorporated in Policy Packages 108 and 110.

Summary of Transportation and Economic Development Subcommittee Action

OLCC's mission is to support businesses, public safety, and community livability through education and the enforcement of liquor and marijuana laws. OLCC is the agency responsible for regulating the sale and service of alcoholic beverages in Oregon. OLCC administers the state's Liquor Control Act and regulates the production, processing, and sale of recreational marijuana in Oregon through the Control, Regulation, and Taxation of Marijuana and Industrial Hemp Act. The agency also regulates the production, processing, and sale of medical products sold to Oregon Medical Marijuana Program (OMMP) cardholders in OLCC licensed marijuana retail shops. Oregon is one of 17 control states where the state maintains the exclusive right to sell packaged distilled spirits. The business of OLCC takes place in communities throughout the state.

The Subcommittee recommended a budget of $293,205,710 Other Funds expenditure limitation and 383 positions (380.50 FTE). This represents an increase of 13.2% from the 2019-2021 legislatively approved budget. The agency position count is increased by 18 positions (18.21 FTE) from the 2019-2021 legislatively approved budget.

Distilled Spirits Program

The Distilled Spirits Program (DSP) makes distilled spirits available for sale by the bottle through liquor stores run by independent, contracted business people (liquor agents), appointed by the liquor Commissioners in a competitive process, which balances customer service, access, and revenue generation. The program regulates legal and responsible sales through the liquor stores. In addition, distilled liquor is available for sale in distillery tasting room outlets. The program centrally purchases, warehouses, and distributes distilled spirits to Oregon's liquor stores and also oversees liquor agents.

The Distilled Spirits program is supported revenue from liquor sales, license fees and fines, server education fees, taxes on malt beverages and wines (Privilege Tax), and miscellaneous income. ORS 471.805 directs the OLCC to distribute available money to the state General Fund, cities, counties, and Mental Health. The Subcommittee recommended a budget of $33,857,162 Other Funds expenditure limitation and 77 positions (77.00 FTE). The Subcommittee recommended the following package:

Package 107: Distribution Center Equipment Replacement. This package provides $270,000 in expenditure limitation for OLCC to replace aging equipment necessary for conducting warehouse/distribution center work. Equipment to be replaced includes fork lifts, order pickers, and batteries. Replacement of this equipment ensures health and safety of distribution center workers, and ensures demand is met for shipping, receiving and replenishment.

Public Safety Services Program

The Public Safety Services (PSS) Program regulates the manufacture, distribution, and sale of alcoholic beverages and provides management of personnel who oversee the production, processing, and sale of recreational marijuana. This program focuses on ensuring the legal sale of alcohol and marijuana, service of alcohol to responsible adults, and minimizing alcohol and marijuana-related public safety risks. This program

implements all fundamental agency responsibilities and strategies related to licensing, education, and enforcement. A primary mission for this work is to prevent the sale of alcohol and marijuana to minors. In addition, the program provides oversight for 2,267 marijuana licenses including producers, processors, wholesalers, retailers, laboratories, and 56,650 marijuana worker permittees. To ensure statewide reach, the program has five regional offices (including its headquarters in Milwaukie) and eight satellite offices.

The PSS program is funded through Other Funds revenue received by OLCC through liquor sales, alcohol and marijuana license fees and fines, server permits and marijuana worker permit fees, taxes on malt beverages and wines (Privilege Tax), and miscellaneous income. The Subcommittee recommended a budget of $29,751,161 Other Funds expenditure limitation and 116 positions (114.00 FTE). The Subcommittee recommended the following packages:

Package 204: Alcohol Compliance & Licensing Staff. This package includes two permanent management positions (2.00 FTE) for OLCC's public safety division: A Medford Regional Office manager, to supervise both marijuana and alcohol regulatory positions; and an assistant licensing manager for alcohol licensing. Funding is also included to provide for 10 temporary positions related to minor decoy operations. OLCC has a persistently high position turnover among its licensing and enforcement staff, due to growth in the recreational marijuana program. Once existing vacancies are filled, the agency will be more accurately able to assess the number of additional positions - if any - needed to meet its public safety and licensing performance measure targets and workload needs. The agency can return to the February 2022, or a subsequent Emergency Board, with a request for positions based on demonstrable remaining workload needs. The package includes additional expenditure limitation of $683,758 Other Funds.

Package 205: Administrative Hearings Case Presenters. This package provides resources for four permanent positions (4.00 FTE) to assist OLCC in addressing a backlog of cases, which escalated with growing field compliance and citation of marijuana licensees. OLCC requires additional case presenters to adjudicate these cases and handle the processing of violations resulting from the growing number of licensing and enforcement staff. The backlog compromises the agency's ability to process cases in a timely manner. Additional expenditure limitation in the amount of $1,052,348 Other Funds is associated with this package.

Administration and Support

The Administration and Support Services Program provides the infrastructure to achieve the liquor commission policy direction and for OLCC programs to provide services to its customers and stakeholders. Functions include setting and implementing policy; providing public information; internal and external communications; hiring staff; providing fiscal accountability and recordkeeping; administering privilege tax collection; providing information technology services; stewardship of facilities; business continuity; internal auditing; staff training; labor relations; commodity purchasing; personal property control; building and equipment leasing; motor pool management; physical plant and building maintenance; mailroom services; and central supplies. OLCC engaged in a partial reorganization of its structure during the 2019-21 biennium, and created a new division within the Administration and Support Services program called the Policy, Analysis, Communication, and Education Division (PACE). The PACE program is designed to streamline and lead improvements to agency-wide policy, analysis, communication, and education services. PACE replaces the former division of Administration and Support Services known as Management Consulting.

The Administration and Support program is funded through Other Funds revenue received by OLCC, derived through the sale of distilled spirits, license fees from alcohol and marijuana, penalties, transfers from the Marijuana Administrative Fund, privilege tax paid on the sales of beer and wine and other miscellaneous sources. The Subcommittee recommended a budget of $32,910,552 Other Funds expenditure limitation and 90 positions (90.00 FTE). The Subcommittee recommended the following packages:

Package 090: Analyst Adjustments. This package eliminates two positions (2.00 FTE) that have been vacant an extended period of time. The positions are an Administrative Specialist 2 position (1500018) and an Information Systems Specialist 4 position (2600687). The package has the effect of adjusting Other Funds expenditure limitation downward by $360,905.

Package 099: Microsoft Consolidation. Microsoft 365 is being consolidated within the Office of the State Information Officer at the E5 level of service. This cost will be built into the State Government Service Charge for every agency as a cost increase for the 2021-23 biennium. This package makes a corresponding reduction to the agency base budget in an amount equivalent to what agencies should be paying in the current 2019-21 biennium for Microsoft 365 at the E3 level of service. The consolidation results in a reduction to Other Funds expenditure limitation of $256,766. OLCC may require additional expenditure limitation to support its transition to a consolidated Microsoft 365 environment. Once these costs are calculated and assessed within the context of available expenditure limitation, the OLCC can, if necessary, request this limitation during the February 2022 legislative session or at a subsequent Emergency Board meeting.

Package 302: Human Resources Staffing. This package includes four permanent Human Resource Analyst 2 positions (4.00 FTE), three of which will manage standard HR functions (including leave, benefits, safety, labor relations, classification and compensation analyses) but with a particular emphasis on recruitments. The remaining position will function as a full-time dedicated trainer, whose efforts will be focused on establishing training programs for managers (many of whom have been internally promoted but have no formal supervisory training), cross training curricula to maximize efficiencies within divisions, and supporting diversity and inclusion efforts within OLCC. The package results in additional Other Funds expenditure limitation of $1,009,200 Other Funds.

OLCC has made significant improvements to its marijuana licensing renewals process; however, a moratorium on processing new producer license applications is still in place. A full complement of agency personnel, properly on-boarded, is expected to help ease backlogs in this division, as well as maintain sufficient staffing in the warehouse. Distribution center (warehouse) staffing has been erratic since the outbreak of COVID-19, with a higher percentage of employees in this division utilizing leave, or temporary workers not reporting at all in some cases. As of May, 2021, OLCC had 56 vacant positions, or 15% of its current service level total. Investment in employee recruitment and retention efforts will ensure the agency is able to fully leverage its existing position authority and meet its performance measure targets in the areas of licensing, enforcement, and distribution.

Package 303: Information Services Management & Support. This package includes a permanent Administrative Specialist 2 position (1.00 FTE) to support the division, and a permanent Principal Executive Manager D position (1.00 FTE) serving a Project Management function as Office and Vendor Relationship Manager. This package provides additional assistance for its Enterprise Modernization program, currently underway and with the goal of replacing insufficient, outdated and unsupported technology. This has been a multi-year, multi-project effort. The Office of Information Services operates with no administrative support. Given the number of IT planning and modernization projects underway, the division requires a dedicated position to coordinate the needs and activities related to project completion, as well as manage relationships and responses to multiple quality assurance and IT vendors. Additional Other Funds expenditure limitation of $522,397 is associated with this package.

Package 306: Liquor Auditor & Payroll Contracting. This package provides the Financial Services Division with a permanent liquor auditor position (1.00 FTE) to address issues related to significant growth (20%) in the number of liquor stores that have opened since expansion began in 2017. This package also proposes to contract payroll services with the Department of Administrative Services. Additional Other Funds expenditure limitation of $394,185 is associated with this package.

Package 311: Privilege Tax Subscription Services. This package provides $1,110,000 in additional Other Funds expenditure limitation for subscription and maintenance costs for the online privilege tax system, which allows wine and beer licensees subject to privilege taxes to file reports online and make payments. The system was funded in 2019 and will be operationally completed in the 2021-23 biennium.

Package 801: LFO Analyst Adjustments. This package reclassifies two positions based on position reviews approved by the Department of Administrative Services Chief Human Resource Office, to resolve work out of class issues and allow OLCC to utilize existing position authority to greater effect. The reclassifications upgrade a Public Affairs Specialist 3 to a Principal Executive Management E to manage OLCC's communications group, and an Accountant to a Principal Executive Manager E to reflect supervisory duties related to managing financial services operations. Additional Other Funds expenditure limitation of $50,976 is associated with this package.

Recreational Marijuana Program

The Recreational Marijuana Program is responsible for enforcing regulations relating to producers, wholesalers, processors, retailers, laboratories, marijuana worker permits, and research certificates with an emphasis on voluntary compliance. The program also manages compliance and enforcement of a product tracking system, which is required to be used by licensees to track all marijuana and marijuana products from plant viability to final sale to the consumer. Additionally, the program is responsible for implementation of a marijuana worker permitting program for all recreational marijuana businesses, and to conduct investigations, inspections, seizures, and detect and deter violations related to OLCC-licensed marijuana facilities. The program maintains a focus on preventing intentional diversion from the OLCC licensed marijuana facilities to the black market, regulation of all marijuana products sold in OLCC retail stores, labeling and packaging

compliance for both recreational and medical marijuana, assisting in the development of testing requirements and standards for product testing, and working with the Department of Revenue to reconcile product movement with taxes paid.

The Recreational Marijuana Program is solely funded with Other Funds revenues from license and application fees for marijuana related businesses. The Subcommittee recommended a budget of $23,477,207 Other Funds expenditure limitation and 79 positions (78.50 FTE). The Subcommittee recommended the following packages:

Package 088: September 2020 Emergency Board. This package biennializes the costs of a permanent position (1.00 FTE) the OLCC received during the September 2020 Emergency Board meeting, adding $208,241 Other Funds expenditure limitation.

Package 409: Marijuana Licensing Specialists. This package adds $1,840,000 Other Funds, and includes an additional six permanent regulatory specialists (6.00 FTE) and two permanent licensing investigator positions (2.00 FTE) to keep up with the demand for complex change requests in business and ownership structures, and in added endorsements requested more than 2,000 active marijuana licensees with annual renewals. As of April, the backlog in license applications awaiting processing stood at 577 (down from 1,100 in August of 2020), and 4,527 worker permits in process. The growth in hemp related operations is driving the need for the two additional investigatory positions.

Package 413: CBD Inhalant Regulation. The package includes two permanent positions: A Compliance Specialist 3 position and an Administrative Specialist 2 position at a cost of $346,147 Other Funds. These positions are assumed to start in January of 2022 and budgeted at 0.75 FTE each, although they will be permanent full-time positions.

This package assumes the passage of Senate Bill 96 (2021). SB 96 gives OLCC authority to regulate CBD vaping products. Currently, OLCC, the Oregon Health Authority and the Oregon Department of Agriculture cooperate on the regulation of various cannabis product value-chains in Oregon. Marijuana and hemp products intended for human consumption are tested for THC and CBD levels and the presence of certain solvents or pesticides. However, once hemp has been tested and converted into industrial hemp products, there is no longer any tracking or regulation of the product on its path to final consumers. This package, along with SB 96, allows OLCC to coordinate, manage, and facilitate product testing.

Package 801: LFO Analyst Adjustments. This package transfers $487,897 in Marijuana licensing revenue to the Department of Agriculture (ODA) to support that agency's pesticide regulation program. ODA regulates the sale and use of pesticides and fertilizers in Oregon, and cannabis grown in Oregon is considered an agricultural crop by ODA. It is illegal to use pesticides on cannabis that are not on an approved guide list for this crop. Required product testing in labs that indicates the presence of a prohibited pesticide are referred to ODA for further investigation and follow up.

The ODA pesticide program is supported by fees paid by licensed applicators and dealers, and a small amount of Federal Funds. ODA reports that its pesticide testing program gets about 90 cases per year referred from the OLCC. All such referrals require a site visit, and, if a full investigation is warranted may require about 40 hours of work that could include interviews, detainment of crops, development of a product sampling plan, and maintenance of case files. An educational case involves less work, a standard settlement agreement, and documented follow-up to ensure the grower is meeting terms. ODA has unresolved cases dating as far back as 2017, and cites cannabis case referrals as among the reasons for the difficulty getting caught up. This package is sufficient to support two ODA positions (absent capital outlay costs), and is included for the 2021-23 biennium only. The marijuana program currently also supports -- through a revenue transfer -- a permanent position, a natural resource specialist 4, at ODA with the title of Cannabis Policy Coordinator, at a cost of $305,175 for the 2021-23 biennium. While cross-agency collaborations regarding cannabis are important for the health and safety of consumers and Oregonians generally, a transparent way of identifying and prioritizing partnerships of this type, and determining whether and how to fund existing collaborations and future proposals, is merited. The Subcommittee approved the following budget note:

Budget Note

The Oregon Liquor Control Commission is directed to inventory existing and anticipated regulatory efforts and services involving recreational and medical marijuana licensees that are delivered cooperatively through other state agencies, but receive or request marijuana licensing revenue to fund costs. These efforts may include (but may not necessarily be limited to) agricultural and crop-related policy development, pesticide labeling and investigation, lab testing of licensee products performed by state regulatory entities, enforcement activities, and public health-related issues. As part of its evaluation, the OLCC is expected to develop narrow criteria for what activities in other agencies have a direct correlation to cannabis licensees, and for which financial support may be sought. OLCC will report to the Joint Committee on Ways and Means prior to the conclusion of the 2021-23 biennium describing the following:

- All existing cross agency partnerships that are currently supported by OLCC marijuana licensee revenue, including the amount supported by licensees and recipient agency contributions to those efforts;
- Requested but as yet unfunded cross-agency initiatives to date (including contributions to those efforts by affected agency parties);
- The extent to which OLCC believes it would be helpful to designate some amount of licensee fees for such efforts;
- Options for identifying -- with the assistance of licensee stakeholders -- transparent funding mechanisms for existing and potentially future efforts, including suggested amounts; and
- Suggested criteria for inclusion of such activities in future agency budget requests.

The Joint Committee on Ways and Means recommends that the OLCC biennially review intergovernmental agreements with agencies and entities with which it transfers revenue or contracts for services supported by marijuana revenue, evaluate the extent to which those arrangements require ongoing support, and include this information in OLCC's budget request document.

The package also reclassifies two positions based on position reviews approved by the Department of Administrative Services Chief Human Resource Office, to resolve work out of class issues and allow OLCC to utilize existing position authority to greater effect. The reclassifications result in $40,272 in additional Other Funds expenditure limitation to fund the upgrade an Operations and Policy Analyst 3 position to an Operations and Policy Analyst 4, reflecting additional duties as the senior policy advisor for the recreational marijuana program; and reclassification of a Principal Executive Manager D position to a Principal Executive Manager E, reflecting a supervisory role of additional positions, tasked with performance analysis and management, packaging and laboratories, and analysis of data associated with the METRC system.

Agents Compensation Program

The Agent Compensation Program contains the funds OLCC distributes to liquor agents to operate the stores and a commission for sales in distillery tasting room outlets. OLCC contracts with individual and private business people to operate exclusive and nonexclusive liquor stores and distillery tasting rooms around the state to make distilled spirits available in a managed and socially responsible manner. These independent contractors (called liquor agents) receive funds from which they pay all store expenses, including rent, utilities, store fixtures, remodeling, moving, and staffing costs. From the net, they fund their own salary and any benefits or retirement savings.

The Agent Compensation Program is funded solely from liquor revenues received by OLCC. The Subcommittee recommended a budget of $166,885,952 Other Funds expenditure limitation and no positions within this budget structure. The Subcommittee recommended the following packages:

Package 108: Agent Compensation Formula. This package is the result of work asked of the agency to update the compensation rates for liquor store agents. In 2019-21, the agency worked with liquor store agents to examine the current liquor store agent compensation formula, which has remained relatively unchanged since 1986. This package updates the compensation formula to increase the number of compensation classes from six to ten and includes retail lease and wage escalators to reflect costs in various regions of the state. An additional $13,500,000 in Other Funds expenditure limitation is included to accommodate the changes in the compensation formula.

Package 110: Distillery Agent Compensation. This package reflects changes to the compensation rates for distillery agents. In 2019, the funding for distillery agents who sell only products they manufacture out of tasting rooms was separated from liquor agents to acknowledge the differences between the business models. At that time, no changes were made to the formula. This package reflects a proposal crafted in 2020 in cooperation with distillery agents. It changes the distiller compensation formula to 45% commission on the first $250,000 in sales from all tasting rooms connected to a distiller and 17% for all sales over $250,000. SB 316 (2021) mirrors statutory language for the formula and this package assumes the passage of SB 316 (2021). An additional $3,500,000 in additional expenditure limitation is included in the budget to accommodate this compensation formula change.

Package 801: LFO Analyst Adjustments. This package adjusts expenditures for store operating expenditures based on an updated sales forecast release subsequent to the Governor's Budget.

As in previous biennia, sales in excess of forecasts may require the agency to seek additional expenditure limitation for this purpose from the legislature or emergency board.

Medical Marijuana Program

The Medical Marijuana Program resulted from the passage of Senate Bill 1057 (2018), which requires Oregon Medical Marijuana Program (OMMP) medical marijuana grow sites, with more than two patients, and OMMP processors and retailers, to be tracked by OLCC's cannabis tracking system. OLCC was given the responsibility to administer the tracking and to perform inspections to assure OMMP marijuana is properly accounted for.

The Medical Marijuana Program is funded solely from marijuana tax dollars and fees paying for OMMP tracking program expenses. The Subcommittee recommended a budget of $6,085,931 Other Funds expenditure limitation and 21 positions (21.00 FTE). The Subcommittee recommended the following package:

Package 090: Analyst Adjustments. This package eliminates two positions (2.00 FTE). The positions being eliminated have been vacant for more than six months and are two Regulatory Specialists (6000163, 6000176) and result in a reduction in Other Funds expenditure limitation of $377,080.

Capital Improvements

The Capital Improvements program provides for stewardship of OLCC's building and grounds. OLCC owns its main office and distribution center complex on McLaughlin Blvd., in Milwaukie. OLCC's distribution center encompasses the warehouse connected to the main office building and a second warehouse on Millport Road, which was acquired in 2007. The entire campus houses approximately 219 employees; and 109 employees are located in 13 different leased field offices.

Funding for Capital Improvements is derived through revenues from the sale of distilled spirits, license fees from alcohol and marijuana and penalties, privilege tax paid on the sales of beer and wine, and other miscellaneous sources. The Subcommittee recommended a budget of $237,745 Other Funds expenditure limitation and no positions.

Summary of Performance Measure Action

See attached Legislatively Adopted 2021-23 Key Performance Measures form.

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

Oregon Liquor Control Commission
Tamara Brickman - (971) 719-3492

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS LIMITED	OTHER FUNDS NONLIMITED	FEDERAL FUNDS LIMITED	FEDERAL FUNDS NONLIMITED	TOTAL ALL FUNDS	POS	FTE
2019-21 Legislatively Approved Budget at Jan. 2021*	$ -	$ -	$ 258,926,442	$ -	$ -	$ -	$ 258,926,442	365	362.29
2021-23 Current Service Level (CSL)*	$ -	$ -	$ 268,170,757	$ -	$ -	$ -	$ 268,170,757	363	361.00
SUBCOMMITTEE ADJUSTMENTS (from CSL)									
SCR 84500-001 - Distilled Spirits									
Package 107: Distribution Center Equipment									
Capital Outlay	$ -	$ -	$ 270,000	$ -	$ -	$ -	$ 270,000		
SCR 84500-002 - Public Safety Services Program									
Package 204: Alcohol Compliance & Licensing Staff									
Personal Services	$ -	$ -	$ 576,538	$ -	$ -	$ -	$ 576,538	2	2.00
Services and Supplies	$ -	$ -	$ 53,320	$ -	$ -	$ -	$ 53,320		
Capital Outlay	$ -	$ -	$ 53,900	$ -	$ -	$ -	$ 53,900		
Package 205: Administrative Hearings Case Presenters									
Personal Services	$ -	$ -	$ 914,908	$ -	$ -	$ -	$ 914,908	4	4.00
Services and Supplies	$ -	$ -	$ 106,640	$ -	$ -	$ -	$ 106,640		
Capital Outlay	$ -	$ -	$ 30,800	$ -	$ -	$ -	$ 30,800		
SCR 84500-003 - Administration and Support									
Package 090: Analyst Adjustments									
Personal Services	$ -	$ -	$ (360,905)	$ -	$ -	$ -	$ (360,905)	-2	-2.00
Package 099: Microsoft 365 Consolidation									
Services and Supplies	$ -	$ -	$ (256,766)	$ -	$ -	$ -	$ (256,766)		
Package 302: Human Resources Staffing									
Personal Services	$ -	$ -	$ 871,760	$ -	$ -	$ -	$ 871,760	4	4.00
Services and Supplies	$ -	$ -	$ 106,640	$ -	$ -	$ -	$ 106,640		
Capital Outlay	$ -	$ -	$ 30,800	$ -	$ -	$ -	$ 30,800		

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS LIMITED	OTHER FUNDS NONLIMITED	FEDERAL FUNDS LIMITED	FEDERAL FUNDS NONLIMITED	TOTAL ALL FUNDS	POS	FTE
Package 303: Information Services Management & Support									
Personal Services	$ -	$ -	$ 453,677	$ -	$ -	$ -	$ 453,677	2	2.00
Services and Supplies	$ -	$ -	$ 53,320	$ -	$ -	$ -	$ 53,320		
Capital Outlay	$ -	$ -	$ 15,400	$ -	$ -	$ -	$ 15,400		
Package 306: Liquor Auditor & Payroll Contracting									
Personal Services	$ -	$ -	$ 195,430	$ -	$ -	$ -	$ 195,430	1	1.00
Services and Supplies	$ -	$ -	$ 191,055	$ -	$ -	$ -	$ 191,055		
Capital Outlay	$ -	$ -	$ 7,700	$ -	$ -	$ -	$ 7,700		
Package 311: Privilege Tax Subscription Services									
Services and Supplies	$ -	$ -	$ 1,110,000	$ -	$ -	$ -	$ 1,110,000		
Package 801: LFO Analyst Adjustments									
Personal Services	$ -	$ -	$ 50,976	$ -	$ -	$ -	$ 50,976	0	0.00
SCR 84500-004 - Recreational Marijuana Program									
Package 088: September 2020 Emergency Board									
Personal Services	$ -	$ -	$ 208,241	$ -	$ -	$ -	$ 208,241	1	1.00
Package 409: Marijuana Licensing Specialists									
Personal Services	$ -	$ -	$ 1,565,120	$ -	$ -	$ -	$ 1,565,120	8	8.00
Services and Supplies	$ -	$ -	$ 213,280	$ -	$ -	$ -	$ 213,280		
Capital Outlay	$ -	$ -	$ 61,600	$ -	$ -	$ -	$ 61,600		
Package 413: CBD Inhalant Regulation									
Personal Services	$ -	$ -	$ 294,547	$ -	$ -	$ -	$ 294,547	2	1.50
Services and Supplies	$ -	$ -	$ 51,600	$ -	$ -	$ -	$ 51,600		
Package 801: LFO Analyst Adjustments									
Personal Services	$ -	$ -	$ 40,272	$ -	$ -	$ -	$ 40,272	0	0.00
SCR 84500-005 - Agents Compensation Program									
Package 108: Agent Compensation Formula									
Services and Supplies	$ -	$ -	$ 13,500,000	$ -	$ -	$ -	$ 13,500,000		
Package 110: Distillery Agent Compensation									
Services and Supplies	$ -	$ -	$ 3,500,000	$ -	$ -	$ -	$ 3,500,000		
Package 801: LFO Analyst Adjustments									
Services and Supplies	$ -	$ -	$ 1,502,180	$ -	$ -	$ -	$ 1,502,180		

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS LIMITED	OTHER FUNDS NONLIMITED	FEDERAL FUNDS LIMITED	FEDERAL FUNDS NONLIMITED	TOTAL ALL FUNDS	POS	FTE
SCR 84500-006 - Medical Marijuana Program									
Package 090: Analyst Adjustments									
Personal Services	$ -	$ -	$ (377,080)	$ -	$ -	$ -	$ (377,080)	-2	-2.00
TOTAL ADJUSTMENTS	$ -	$ -	$ 25,034,953	$ -	$ -	$ -	$ 25,034,953	20	19.50
SUBCOMMITTEE RECOMMENDATION *	$ -	$ -	$ 293,205,710	$ -	$ -	$ -	$ 293,205,710	383	380.50
% Change from 2019-21 Leg Approved Budget	0.0%	0.0%	13.2%	0.0%	0.0%	0.0%	13.2%	4.9%	5.0%
% Change from 2021-23 Current Service Level	0.0%	0.0%	9.3%	0.0%	0.0%	0.0%	9.3%	5.5%	5.4%

*Excludes Capital Construction Expenditures

Legislatively Approved 2021 - 2023 Key Performance Measures

Published: 6/15/2021 11:50:46 AM

Agency: Liquor Control Commission, Oregon

Mission Statement:

Support businesses, public safety and community livability through education and the enforcement of liquor and marijuana laws.

Legislatively Approved KPMs	Metrics	Agency Request	Last Reported Result	Target 2022	Target 2023
1. Sales to Minors - Percentage of licensees who refuse to sell to minor decoys.		Approved	84%	90%	90%
2. RATE OF SECOND VIOLATION - Percentage of licensees detected to have violated a liquor law in a second, separate, incident occurring within 2 years after the year of the first violation.		Approved	4.40%	12%	12%
3. Licensing Time - Average days from application receipt to license issuance.		Approved	85	75	75
4. 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.	Expertise	Approved	82%	85%	85%
	Helpfulness		83%	85%	85%
	Availability of Information		64%	85%	85%
	Overall		74%	85%	85%
	Timeliness		67%	85%	85%
	Accuracy		77%	85%	85%
5. OLCC Rate of Return - Net OLCC distribution divided by actual expenses.		Approved	$2.61	$2.50	$2.50
6. Best Practices - Percent of total best practices met by the Board.		Approved	95%	100%	100%
7. Sales to Minors- Recreational Marijuana - This measure is the rate at which licensees refuse to sell marijuana products to minor decoys.		Approved	90%	90%	90%
8. Time to license- marijuana - Average days to license completed marijuana applications.		Approved	195	85	85

LFO Recommendation:

The Legislative Fiscal Office recommends key performance measures as presented.

The Legislative Fiscal Office notes that should the Joint Ways and Means Subcommittee on Capital Construction approve additional warehouse capacity and IT infrastructure, any resulting increases to agency efficiency and sales (and thus, the rate of return) over time, it will take several years before these improvements are online and being utilized by the agency; in the short term (2021-23 biennia) the OLCC may fall slightly short of its rate of return measure target (KPM #5).

SubCommittee Action:

The Subcommittee recommended approval of the Key Performance Measures and Targets as presented.

HB 5006 A BUDGET REPORT and MEASURE SUMMARY **Carrier:** Rep. Rayfield

Joint Committee On Ways and Means

Action Date:	06/24/21
Action:	Do pass with amendments. (Printed A-Eng.)
House Vote	
Yeas:	10 - Bynum, Drazan, Gomberg, Leif, McLain, Nosse, Rayfield, Sanchez, Sollman, Stark
Exc:	1 - Smith G
Senate Vote	
Yeas:	12 - Anderson, Frederick, Girod, Golden, Gorsek, Hansell, Johnson, Knopp, Lieber, Steiner Hayward, Taylor, Thomsen
Prepared By:	Julie Neburka, Legislative Fiscal Office
Reviewed By:	Laurie Byerly and Theresa McHugh, Legislative Fiscal Office

Emergency Board
2021-23

Various Agencies
2021-23

Public Defense Services Commission
2019-21

HB 5006A (extract)
Page 2 of 79:

Budget Summary	2019-21 Legislatively Approved Budget	2021-23 Committee Recommendation	Committee Change
Emergency Board			
General Fund - General Purpose		$ 50,000,000	$ 50,000,000
General Fund - Special Purpose Appropriations			
State Employee Compensation		$ 198,000,000	$ 198,000,000
Non-State Employee Compensation		$ 20,000,000	$ 20,000,000
Family Treatment Court Programs		$ 10,000,000	$ 10,000,000
Pre-trial Release (SB 48)		$ 2,500,000	$ 2,500,000
State Response to Natural Disasters		$ 150,000,000	$ 150,000,000
Transforming Justice Initiative		$ 10,000,000	$ 10,000,000
Department of Early Learning and Care		$ 5,130,265	$ 5,130,265
Dental Rates		$ 19,000,000	$ 19,000,000
OHA/DHS Caseload Costs		$ 55,000,000	$ 55,000,000
Essential Workforce Health Care Program		$ 30,000,000	$ 30,000,000

ADMINISTRATION PROGRAM AREA

Page 3 of 79:

Budget Summary	2019-21 Legislatively Approved Budget	2021-23 Committee Recommendation	Committee Change
Oregon Liquor Control Commission			
Other Funds		$ 27,639,318	$ 27,639,318
Other Funds Debt Service		$ 7,547,093	$ 7,547,093

Oregon Liquor Control Commission

To finance construction of a new liquor distribution center and headquarters facility, the Subcommittee approved the cost of bond issuance and 2021-23 debt service for the Oregon Liquor Control Commission (OLCC) as follows:

- For purchase of land and warehouse construction, $632,735 Other Funds expenditure limitation for cost of issuance and $3.4 million Other Funds expenditure limitation for debt service.
- For information technology systems for licensing, enforcement, and distribution center sales and inventory management, $390,000 Other Funds expenditure limitation for cost of issuance, and $3.2 million Other Funds expenditure limitation for debt service.
- For an order fulfillment and conveyor system, $175,000 Other Funds expenditure limitation for cost of issuance and $896,730 Other Funds expenditure limitation for debt service.

The cost of the new facilities is estimated to total $89.5 million. Bond authorization is provided in SB 5505 for the acquisition of property and construction of a new liquor distribution center and headquarters facility ($52.5 million); a new distribution center sales and inventory management information technology system ($27 million); and a conveyor and order fulfillment system for the new facility ($10 million). Expenditure limitation for the land and construction and the conveyor system is included in SB 5506, the Capital Construction bill.

OLCC has been working with the Capitol Projects Advisory Board and the Department of Administrative Services on due diligence related to facility replacement and property acquisition. A market evaluation is scheduled to occur in the autumn of 2021, final site selection is projected to occur in April of 2022, and construction is anticipated to be completed in 2024.

The Subcommittee provided the following instruction to OLCC:

BUDGET NOTE

Prior to disposition of its existing properties adjacent to McLoughlin Boulevard in Milwaukie, the Oregon Liquor Control Commission is directed to report to the Joint Committee on Ways and Means on plans for the sale and disposition of its existing distribution center, office headquarters, and Milport Road warehouse. The report shall include information on the zoning of the properties, submitted offers, real estate fees and commissions paid to contractors and real estate professionals engaged, conditions of sale, and listing price of the properties. In addition, the OLCC shall report on the new warehouse and headquarters location, purchase price, construction and relocation schedule; its interim operations plan including new leases and estimated costs; an overview of measures the agency will take to minimize disruption to licensees, contract liquor agents, and other stakeholders; and a summary of efforts to secure financial systems and data during the transition.

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SB 5505 A BUDGET REPORT and MEASURE SUMMARY **Carrier:** Sen. Girod

Joint Committee On Ways and Means

Action Date:	06/24/21
Action:	Do pass with amendments. (Printed A-Eng.)
Senate Vote	
Yeas:	12 - Anderson, Frederick, Girod, Golden, Gorsek, Hansell, Johnson, Knopp, Lieber, Steiner Hayward, Taylor, Thomsen
House Vote	
Yeas:	10 - Bynum, Drazan, Gomberg, Leif, McLain, Nosse, Rayfield, Sanchez, Sollman, Stark
Exc:	1 - Smith G
Prepared By:	Jean Gabriel, Department of Administrative Services
Reviewed By:	Amanda Beitel, Legislative Fiscal Office

Various
2021-23

Budget Summary

None.

Summary of Capital Construction Subcommittee Action

Senate Bill 5505 limits the maximum amount of bonds and third party financing agreements state agencies may issue and the amount of revenue state agencies may raise from such issuance. The proceeds from the issuance of bonds are included as revenues in agency budgets. This bill also allocates the federal tax-exempt private activity bond volume cap allowed under the Internal Revenue Code of 1986, as amended, to certain state agencies and the Private Activity Bond Committee established in ORS 286A.615.

The Subcommittee approved bond authorizations in Senate Bill 5505 for the following purposes:

General Fund Obligations

1. The Subcommittee approved Article XI-G general obligation bond authority of $120,000,000 to fund grants to Public Universities and Community Colleges to finance six new capital projects for Public Universities, six new capital projects for Community Colleges, and five reauthorized capital projects approved during previous legislative sessions for Community Colleges. The proceeds of the bonds will be used to provide grants through grant programs administered by the Higher Education Coordinating Commission (HECC). Projects are described later in this report.

2. The Subcommittee approved Article XI-H general obligation bond authority of $10,300,000, which includes $10,000,000 in net proceeds and $300,000 for costs of issuing the bonds, for the Department of Environmental Quality (DEQ) to finance pollution control facilities or related activities. Net proceeds will replenish DEQ's Industrial Orphan Site Account, which is used to investigate and cleanup highly contaminated sites.

3. The Subcommittee approved Article XI-M general obligation bond authority of $111,300,000, which includes net proceeds of $110,000,000 and $1,300,000 for costs of issuing bonds and approved Article XI-N general obligation bond authority of $50,750,000, which includes net proceeds of $50,000,000 and $750,000 for costs of issuing bonds. The proceeds of the Article XI-M bonds will be used to provide grants for seismic rehabilitation of public education buildings, and the proceeds of the Article XI-N bonds will be used to provide grants for seismic rehabilitation of emergency services buildings through grant programs administered by the Oregon Business Development Department.

4. The Subcommittee approved Article XI-P general obligation bond authority of $126,090,000, which includes $125,000,000 in net proceeds and $1,090,000 for costs of issuing bonds, to fund matching grants to school districts for capital costs including construction, improvement, or remodel of facilities and acquisition of equipment through the Oregon School Capital Improvement Matching program administered by the Oregon Department of Education.

5. The Subcommittee approved General Fund supported Article XI-Q general obligation bond authority of $1,254,710,636 to finance the capital costs of projects for real or personal property owned or operated by the state. The projects and agencies are listed below, with the exception of HECC; projects funded by grants from the HECC to Public Universities are described later in this report.

   - Department of Revenue, Electronic Valuation Information System: approved $4,245,000 Article XI-Q bonds to finance $4,157,000 of project costs and $88,000 for costs of issuing the bonds. The project is to implement a new property tax appraisal information system to modernize and replace current disparate systems and tools that are used to manage the property valuation processes.

   - Oregon Military Department, Ashland Armory Service Life Extension: approved $5,480,000 Article XI-Q bonds to finance $5,373,235 of project costs and $106,765 for costs of issuing the bonds. The project is for design and construction of additions and alterations to the Ashland Armory, including seismic upgrades. The improvements will bring the facility into conformance with current building code and will include replacing mechanical, electrical, and plumbing systems as well as remodeling existing classrooms, administrative space, latrines, showers, equipment storage areas, kitchen, and assembly hall areas. In addition, the project will include emergency enhancements and replacement of failed paving areas and replacement of existing site lighting, landscaping, and fencing.

   - Oregon Military Department, Corvallis Armory Service Life Extension: approved $4,375,000 Article XI-Q bonds to finance $4,317,605 of project costs and $57,395 for costs of issuing the bonds. The project is for design and construction of additions and alterations to the Corvallis Armory, including seismic upgrades. The improvements will bring the facility into conformance with current building code and will include replacing mechanical, electrical, and plumbing systems as well as remodeling existing classrooms, administrative space, latrines, showers, equipment storage areas, kitchen, and assembly hall areas. In addition, the project will include emergency enhancements and replacement of failed paving areas and replacement of existing site lighting, landscaping, and fencing.

   - Oregon Military Department, Resiliency Grant Fund: approved $10,210,000 Article XI-Q bonds to finance $10,000,000 of project costs and $210,000 for costs of issuing the bonds. The bond proceeds will be used to purchase emergency preparedness equipment, which will be owned by the Oregon Military Department and distributed to local governments and other federal tax- exempt qualified recipients through the Office of Emergency Management State Preparedness and Incident Response Equipment Grant (SPIRE) program. A maximum of $2,000,000 may be spent on urban search and rescue preparedness equipment.

- Oregon Military Department, Washington County Readiness Center: approved $5,410,000 Article XI-Q bonds to finance $5,300,000 of project costs and $110,000 for costs of issuing the bonds. The project is to construct a new National Guard Readiness Center in Washington County for the training, administrative and logistical needs of the Oregon Army National Guard as a replacement for the Hillsboro Armory. The project includes construction as well as providing utility services, information systems, fire detection and alarm systems, hazardous materials abatement and disposal, roads, walks, curbs, gutters, storm drainage, parking areas, and site improvements. The bond proceeds will be used as matching funds for a federal grant.

- Oregon State Police, Central Point Office Expansion: approved $34,435,000 Article XI-Q bonds to finance $33,961,269 of project costs and $473,731 for costs of issuing the bonds. The project is to remodel and expand the Central Point Office facility to add space for the forensic lab, evidence, medical examiner and patrol functions. In addition, the project includes modernizing the existing space and adding two auxiliary buildings.

- Oregon State Police, Springfield Forensic Lab and Medical Examiner's Office: approved $62,710,000 Article XI-Q bonds to finance $61,982,733 of project costs and $727,267 for costs of issuing the bonds. The project is for the design and construction of a new forensic lab and medical examiner facility in Springfield.

- Oregon State Police, Springfield Patrol Area Command Office: approved $14,490,000 Article XI-Q bonds to finance $14,261,687 of project costs and $228,313 for costs of issuing the bonds. The project is for the design and construction of a new command office facility in Springfield, including a warehouse for storage.

- Department of Corrections, Capital Improvement and Renewal: approved $70,745,000 Article XI-Q bonds to finance $70,000,000 of project costs and $745,000 for costs of issuing the bonds. The project is to address capital improvements at multiple facilities, including replacement or improvement of roofs, HVAC, hardscaping, plumbing, electrical systems, communication and security systems, and other building elements.

- Department of Corrections, Electronic Health Records: approved $13,635,000 Article XI-Q bonds to finance $13,400,000 of project costs and $235,000 for costs of issuing the bonds. The project is to acquire and implement an information technology solution to track the health care records of adults in custody. The solution will replace paper based tracking and may be a commercial off-the-shelf system or a software as a service system. The bond proceeds will be used for costs that are eligible to be capitalized, which may include software acquisition or licensing, software configuration and interfaces, coding, hardware, installation to hardware, and testing.

- Department of Corrections, Off-Net Telephone Infrastructure: approved $3,825,000 Article XI-Q bonds to finance $3,770,433 of project costs and $54,567 for costs of issuing the bonds. The project is to design, purchase, and implement a centralized Voice over Internet Protocol (VoIP) communications system for use in multiple institutions to replace outdated legacy telephone systems.

- Oregon Youth Authority, Camp Riverbend Dorm Renovation: approved $6,975,000 Article XI-Q bonds to finance $6,867,101 of project costs and $107,899 for costs of issuing the bonds. The project involves capital improvements to renovate and expand two living units and supporting spaces at the Camp Riverbend Youth Transitional Facility, including the Riverbend building and the Hilgard building.

- Oregon Youth Authority, Capital Improvements: approved $11,060,000 Article XI-Q bonds to finance $4,152,319 of reauthorized projects costs plus $6,742,239 of new project costs and $165,442 for costs of issuing the bonds. The project involves capital improvements to permanent structures and fixtures at multiple facilities to address needs identified by the Facility Condition Assessment completed on OYA facilities.

- Oregon Youth Authority, Control Room Renovations: reauthorized $1,300,000 Article XI-Q bonds to finance $1,195,000 of project costs and $105,000 for costs of issuing the bonds. The project involves capital improvements to renovate the control rooms at the Rogue Valley, Eastern Oregon and Oak Creek Youth Correctional Facilities.

- Oregon Youth Authority, JJIS IT System Modernization: approved $7,870,000 Article XI-Q bonds to finance $7,756,531 of project costs and $113,469 for costs of issuing the bonds. The project is to modernize the Juvenile Justice Information System (JJIS) to replace the current legacy system with a web-based case management information technology solution.

- Oregon Youth Authority, MacLaren Infirmary and Pharmacy Renovation and Expansion: reauthorized $1,720,000 Article XI-Q bonds to finance $1,679,000 of project costs and $41,000 for costs of issuing the bonds. The project involves capital improvements to renovate and expand the infirmary, clinic and pharmacy at the MacLaren Youth Correctional Facility to meet operational needs.

- Oregon Youth Authority, MacLaren West Cottages Renovations: approved $20,795,000 Article XI-Q bonds to finance $12,478,547 of reauthorized project costs plus $8,000,000 of new project costs and $316,453 for costs of issuing the bonds. The project involves capital improvements to renovate and remodel multiple living units on the west side of the campus at MacLaren Youth Correctional Facility.

- Oregon Youth Authority, Oak Creek Medical and Dental Clinic Renovations: reauthorized $710,000 Article XI-Q bonds to finance $675,385 of project costs and $34,615 for costs of issuing the bonds. The project involves capital improvements to remodel and expand the medical and dental clinic at the Oak Creek Youth Correctional Facility, including addressing needs identified by the Facility Condition Assessment completed on OYA facilities.

- Oregon Youth Authority, Rogue Valley Facility Improvements: reauthorized $7,110,000 Article XI-Q bonds to finance $6,974,243 of project costs and $135,757 for costs of issuing the bonds. The project involves capital improvements to renovate and remodel four living units at the Rogue Valley Youth Correctional Facility.

- Oregon Youth Authority, Tillamook Dorm Renovation: approved $10,495,000 Article XI-Q bonds to finance $10,279,899 of project costs and $215,101 for costs of issuing the bonds. The project involves capital improvements to renovate and remodel two living units and supporting spaces at the Tillamook Youth Correctional Facility.

- Oregon Youth Authority, Tillamook Medical and Dental Renovations: reauthorized $690,000 Article XI-Q bonds to finance $652,775 of project costs and $37,225 for costs of issuing the bonds. The project involves capital improvements to remodel and expand the medical and dental clinic at the Tillamook Youth Correctional Facility to meet operational needs.

- Oregon Health Authority, Oregon State Hospital Salem Well Water Treatment Facility: approved $4,555,000 Article XI-Q bonds to finance $4,492,750 of project costs and $62,250 for costs of issuing the bonds. The project is to construct a well water treatment facility and potable water storage tank to provide a backup water supply for the Oregon State Hospital in Salem to be used in the event of disruption or contamination of the city water supply.

- Oregon Health Authority, Oregon State Hospital Salem/Junction City Automated Dispensing Cabinets: approved $3,555,000 Article XI-Q bonds to finance $3,500,000 of project costs and $55,000 for costs of issuing the bonds. The project is to replace approximately 40 automated medication dispensing cabinets deployed throughout patient care areas on the Salem and Junction City campuses of the Oregon State Hospital. The project includes replacement of the computers in each cabinet.

- Higher Education Coordinating Commission, FAMIS System Replacement: approved $5,105,000 Article XI-Q bonds to finance $5,000,000 of project costs and $105,000 for costs of issuing the bonds. The project is to acquire and implement an information technology system to replace the existing Financial Aid Management Information System (FAMIS) that is used for administration of financial aid programs.

- Oregon Department of Education, Oregon School for the Deaf ADA Restrooms: approved $1,065,000 Article XI-Q bonds to finance $1,024,625 of project costs and $40,375 for costs of issuing the bonds. The project is to improve Americans with Disabilities Act (ADA) accessibility in restrooms throughout the Oregon School for the Deaf campus.

- Oregon Department of Education, Oregon School for the Deaf Fire Alarm System Replacement: approved $3,145,000 Article XI-Q bonds to finance $3,091,923 of project costs and $53,077 for costs of issuing the bonds. The project is to replace the fire alarm system throughout the Oregon School for the Deaf campus.

- Oregon Department of Education, Oregon School for the Deaf Windows Upgrade: approved $1,425,000 Article XI-Q bonds to finance $1,383,452 of project costs and $41,548 for costs of issuing the bonds. The project is to replace windows with energy efficient windows in facilities at the Oregon School for the Deaf.

- Oregon Department of Forestry, Capital Improvements: approved $2,464,209 Article XI-Q bonds to finance $2,431,809 of project costs and $32,400 for costs of issuing the bonds. The project involves making capital improvements to address deferred maintenance at various facilities.

- Oregon Department of Forestry, Toledo Facility Replacement Phase II: approved $1,136,227 Article XI-Q bonds to finance $1,115,640 of project costs and $20,587 for costs of issuing the bonds. The project is to replace the Unit Office Facilities Compound located in Toledo and relocate it to a more centrally located area that will be outside of the mapped tsunami inundation zone.

- Oregon Parks and Recreation Department, State Parks Capital Improvement and Renewal: approved $50,750,000 Article XI-Q bonds to finance $50,000,000 of project costs and $750,000 for costs of issuing the bonds. The project is to finance the capital costs of making improvements to facilities in multiple Oregon state parks. The project includes improvements or replacements to facilities and related infrastructure such as buildings, water systems, septic and sewer systems, electrical systems, restroom and shower facilities, as well as modernizing and expanding campgrounds.

- Oregon Department of Fish and Wildlife, Capital Improvement and Renewal: approved $5,105,000 Article XI-Q bonds to finance $5,000,000 of project costs and $105,000 for costs of issuing the bonds. The project involves making capital improvements to replace buildings and address deferred maintenance at various facilities.

- Oregon Housing and Community Services, Local Innovation and Fast Track (LIFT) Housing and Permanent Supportive Housing: approved $413,490,000 Article XI-Q bonds to finance $410,000,000 of project costs and $3,490,000 for costs of issuing the bonds. The bond proceeds will be used to acquire, construct, remodel, repair, equip or furnish real property in which the department will

take an operational or ownership interest to provide affordable housing for Oregonians with low income and citizens in historically underserved communities and communities of color, as well as affordable housing that will be combined with tenancy supports and other services for low income citizens with high needs, including persons with disabilities and persons coming out of chronic homelessness. The authorization includes up to $60,000,000 to fund qualified LIFT Rental applications from the 2021 Notice of Funding Availability period that did not receive funding due to inadequate resources. This will expedite the delivery of 635 affordable homes in Tillamook, Salem, Umatilla, Lincoln City, Tigard, and Portland.

- Oregon Judicial Department, Benton County Courthouse: approved $20,730,000 Article XI-Q bonds to finance $20,383,129 of project costs and $346,871 for costs of issuing the bonds. The project is to construct a new facility to replace the Benton County Courthouse. Proceeds will be deposited in the Oregon Courthouse Capital Construction and Improvement Fund (OCCCIF) to support state matching funds for the project.

- Oregon Judicial Department, Clackamas County Courthouse: approved $95,400,000 Article XI-Q bonds to finance $94,500,000 of project costs and $900,000 for costs of issuing the bonds. The project is to construct a new facility to replace the Clackamas County Courthouse. Proceeds will be deposited in the OCCCIF to support state matching funds for the project.

- Oregon Judicial Department, Crook County Courthouse: approved $11,885,000 Article XI-Q bonds to finance $11,700,000 of project costs and $185,000 for costs of issuing the bonds. The project is to construct a new facility to replace the Crook County Courthouse. Proceeds will be deposited in the OCCCIF to support state matching funds for the project.

- Oregon Judicial Department, Linn County Courthouse: approved $16,110,000 Article XI-Q bonds to finance $15,900,000 of project costs and $210,000 for costs of issuing the bonds. The project is to construct a new facility to replace the Linn County Courthouse. Proceeds will be deposited in the OCCCIF to support state matching funds for the project.

- Oregon Judicial Department, Supreme Court Building Renovation: approved $21,950,000 Article XI-Q bonds to finance $21,700,000 of project costs and $250,000 for costs of issuing the bonds. The project is to renovate the Oregon Supreme Court building, including seismic updates, energy efficiency improvements, and various systems and safety upgrades.

- Legislative Administration Committee, Document Publishing and Management System: approved $4,310,000 Article XI-Q bonds to finance $4,250,000 of project costs and $60,000 for costs of issuing the bonds. The project is to develop and implement a document publishing and management software system.

Dedicated Fund Obligations

6. The Subcommittee approved a $180,000,000 authorization to the Department of Veterans' Affairs for issuance of Article XI-A general obligation bonds to finance farm and home loans to veterans.

7. The Subcommittee approved Article XI-F(1) general obligation bond authority of $114,505,000 to fund loans to Public Universities through the Higher Education Coordinating Commission to finance three capital projects. The projects are described later in this report.

8. The Subcommittee approved a $10,000,000 authorization to the Department of Environmental Quality for issuance of Article XI-H general obligation bonds to finance pollution control facilities or related activities. Bond proceeds are used as matching funds for federal Clean Water State Revolving Fund (CWSRF) capitalization grants and provide low-cost loans for the planning, design or construction of projects that prevent or mitigate water pollution.

9. The Subcommittee approved a $50,000,000 authorization to the Housing and Community Services Department for issuance of Article XI- I(2) general obligation bonds to provide financing for multi-family housing for the elderly and for disabled persons.

10. The Subcommittee approved Article XI-Q general obligation bond authority of $224,634,564 to finance all or a portion of the following projects:

    - Department of Administrative Services, Executive Building Interior and Seismic Renovation: approved $45,620,000 Article XI-Q bonds to finance $45,000,000 of project costs and $620,000 for costs of issuing the bonds. The project involves renovation of the Executive Building, including seismic updates and upgrades of the exterior envelope and the building systems including electrical, mechanical, plumbing, and fire sprinkler systems. Debt service on the bonds will be paid using agency resources (Other Funds).

    - Department of Administrative Services, Justice Building Exterior Renovations: reauthorized $3,555,000 Article XI-Q bonds to finance $3,500,000 of project costs and $55,000 for costs of issuing the bonds. The project is to renovate the building exterior, including replacement of wood window casements, and to install ten additional secondary distribution panels and feed power panels and circuit breakers. Debt service on the bonds will be paid using agency resources (Other Funds).

    - Department of Administrative Services, North Valley Complex Infrastructure Upgrades/Tenant Improvements: approved $60,820,000 Article XI-Q bonds to finance $60,000,000 of project costs and $820,000 for costs of issuing the bonds. The project is to renovate the North Valley Complex in Wilsonville and make tenant improvements and related site improvements to ready the building for use by multiple agencies. Debt service on the bonds will be paid using agency resources (Other Funds).

    - Department of Administrative Services, Portland State Office Building Improvements: reauthorized $8,730,000 Article XI-Q bonds to finance $8,600,000 of project costs and $130,000 for costs of issuing the bonds. The project is to replace the exterior windows;

replace the roof; and upgrade security, electrical and HVAC systems. Debt service on the bonds will be paid using agency resources (Other Funds).

- Department of Administrative Services, Revenue Building Electrical System Upgrades: reauthorized $7,120,000 Article XI-Q bonds to finance $7,000,000 of project costs and $120,000 for costs of issuing the bonds. The project is to upgrade the electrical and HVAC systems in the Revenue Building. Debt service on the bonds will be paid using agency resources (Other Funds).

- Department of Administrative Services, Yellow Parking Lot Paving: approved $4,055,000 Article XI-Q bonds to finance $4,000,000 of project costs and $55,000 for costs of issuing the bonds. The project involves paving the existing gravel Yellow Parking Lot in the Capitol Mall area and making necessary site improvements related to storm water, landscaping and other site improvements. The project also includes a public electric vehicle charging component. Debt service on the bonds will be paid using agency resources (Other Funds).

- Oregon Department of Forestry, Capital Improvements: approved $2,420,791 Article XI-Q bonds to finance $2,388,962 of project costs and $31,829 for costs of issuing the bonds. The project involves making capital improvements to address deferred maintenance at various facilities. Debt service on the bonds will be paid using agency resources (Other Funds).

- Oregon Department of Forestry, Toledo Facility Replacement Phase II: approved $1,578,773 Article XI-Q bonds to finance $1,550,167 of project costs and $28,606 for costs of issuing the bonds. The project is to replace the Unit Office Facilities Compound located in Toledo and relocate it to a more centrally located area that will be outside of the mapped tsunami inundation zone. Debt service on the bonds will be paid using agency resources (Other Funds).

- Oregon Liquor Control Commission, Liquor Warehouse Conveyor System: approved $10,175,000 Article XI-Q bonds to finance $10,000,000 of project costs and $175,000 for costs of issuing the bonds. The project is to acquire and install a new conveyor and order fulfillment system for use in the agency's new warehouse. Debt service on the bonds will be paid using agency resources (Other Funds).

- Oregon Liquor Control Commission, Liquor Warehouse Land and Building: approved $53,170,000 Article XI-Q bonds to finance $52,537,265 of project costs and $632,735 for costs of issuing the bonds. The project includes the purchase of land and the design and construction of a new warehouse and headquarters for agency operations. Debt service on the bonds will be paid using agency resources (Other Funds).

- Oregon Liquor Control Commission, Liquor Warehouse Management IT System: approved $27,390,000 Article XI-Q bonds to finance $27,000,000 of project costs and $390,000 for costs of issuing the bonds. The project is to acquire and implement an

information technology system to replace legacy systems for warehouse management, licensing, and enforcement. Debt service on the bonds will be paid using agency resources (Other Funds).

11. The Subcommittee approved Other Financing Agreements authority of $100,000,000 for other financing agreements, including capital leases and real estate lease-purchase or similar agreements for the purchase, construction, or improvement of real property, for the Department of Administrative Services. The payments related to financing agreements will be paid using agency resources (Other Funds).

Revenue Bonds

12. The Subcommittee approved the Housing and Community Services Department direct revenue bond authority of $500,000,000 and pass- through revenue bond authority of $1,300,000,000.

13. The Subcommittee approved the Department of Transportation direct revenue bond authority of $880,000,000 for the issuance of Highway User Tax revenue bonds.

14. The Subcommittee approved the Oregon Business Development Department direct revenue bond authority of $30,000,000 for the Oregon Infrastructure Finance Authority Bond Bank Program. Pass-through revenue bond authority of $600,000,000 for Industrial Development bonds and $2,500,000 for the Beginning and Expanding Farmer Loan Program was also approved.

15. The Subcommittee approved Department of Administrative Services, Lottery Revenue Bond limit of $492,440,000. This amount provides funding for 55 projects authorized in Senate Bill 5534. A list of Lottery Revenue Bond projects can be found in SB 5534.

16. The Subcommittee approved pass-through revenue bond authority of $1,000,000,000 for the Oregon Facilities Authority.

Detail of projects authorized for the Higher Education Coordinating Commission through bond financing is included below.

Higher Education Coordinating Commission

HECC - Public Universities

The Subcommittee approved 10 new capital projects for public universities to finance total project costs of $445,905,100. The projects are included in the budget for the Higher Education Coordinating Commission (HECC). The proceeds of Article XI-G and Article XI-Q general obligation bonds will be used to provide grants from HECC to the applicable public university, and the debt service on these bonds will be paid with General Fund. Each university must provide the constitutionally required match for the Article XI-G bonds before the bonds can be issued. The proceeds of Article XI-F(1) bonds will be used to provide loans from HECC to the applicable public university, and the debt service on the

Article XI-F(1) bonds will be paid by HECC with Other Funds using loan repayments received from the applicable university made with university resources. The approved projects are listed below.

All Public Universities

The Subcommittee approved the following project for the seven public universities, to be allocated to each individual university by HECC:

- Capital Improvement and Renewal: approved $80,810,000 Article XI-Q bonds to finance $80,000,000 of project costs and $810,000 for costs of issuing the bonds. The capital improvement projects will address deferred maintenance, code compliance, safety issues, and Americans with Disabilities Act (ADA) accessibility improvements for campus facilities. The projects will not involve: acquisition of buildings, structures, or land; classroom or lab modernization; or improvements to auxiliary facilities, which are typically self-supporting.

Eastern Oregon University

- Inlow Hall Renovation, Phase II: approved $17,920,200 Article XI-Q general obligation bonds to finance $17,700,200 of project costs and $220,000 for costs of issuing the bonds and $600,000 Article XI-G general obligation bonds to finance $564,900 of project costs and $35,100 for costs of issuing the bonds. The project is to renovate Inlow Hall including improvements to the roofing system, building envelope, HVAC systems, and seismic updates. The project also includes the remodel of offices, attic, basement, and student support areas to optimize the use of space.

Oregon Institute of Technology

- Residence Hall: approved $55,650,000 Article XI-F(1) general obligation bonds to finance $55,000,000 of project costs and $650,000 for costs of issuing the bonds. The project is to construct a new facility for student housing with approximately 900 beds and study space on the Klamath Falls campus.

- OMIC R&D Center for Additive Manufacturing Innovation Phase II: approved $5,105,000 Article XI-Q general obligation bonds to finance $5,000,000 of project costs and $105,000 for costs of issuing the bonds. The project is to construct two new research labs within the Research and Development (R&D) facility, including a powdered metal handling vault and airlock to support the addition of laser powder bed fusion and binder jetting methods of additive manufacturing to the facility. The project also includes completion of office space, including conference rooms and collaborative space for manufacturers to work on site with OMIC R&D and partner university researchers to develop and evaluate additive related research projects.

Oregon State University

- Cascades Student Success Center: approved $8,930,000 Article XI-Q general obligation bonds to finance $8,800,000 of project costs and $130,000 for costs of issuing the bonds and $5,105,000 Article XI-G general obligation bonds to finance $5,000,000 of project costs and $105,000 for costs of issuing the bonds. The project is to construct a new Student Success Center on the Cascades Campus which will be used to provide academic and career advising, tutoring, mental health counseling, study spaces and a health wellness center.

- Cordley Hall Renovation, Phase II: approved $61,690,000 Article XI-Q general obligation bonds to finance $61,000,000 of project costs and $690,000 for costs of issuing the bonds and $25,375,000 Article XI-G general obligation bonds to finance $25,000,000 of project costs and $375,000 for costs of issuing the bonds. The project is to renovate Cordley Hall, including improvements related to accessibility, safety, seismic upgrades and mechanical and electrical system efficiency. Interior spaces will also be renovated, such as laboratories, classrooms and offices. In addition, the project includes construction of a new cooling plant building adjacent to Cordley Hall.

- Reser Stadium West Grandstands: approved $40,555,000 Article XI-F(1) general obligation bonds to finance $40,000,000 of project costs and $555,000 for costs of issuing the bonds. The project is to replace the west grandstands of the football stadium, including replacement of the grandstands and enclosed fan seating areas, restrooms, concessions, press boxes, and athletic support spaces. In addition, the project includes replacement or improvements to adjacent parking, pedestrian paths, and fire and travel lanes. This project may also include interior space for academics or a health care partner.

Portland State University

- Gateway Center Reuse and Extension: approved $45,585,000 Article XI-Q general obligation bonds to finance $45,000,000 of project costs and $585,000 for costs of issuing the bonds, and $5,105,000 Article XI-G general obligation bonds to finance $5,000,000 of project costs and $105,000 for costs of issuing the bonds, and $18,300,000 Article XI-F(1) general obligation bonds to finance $18,000,000 of project costs and $300,000 for costs of issuing the bonds. The project is to renovate the existing Art Building and construct an addition on an adjacent lot to expand space available for the School of Art and Design, the Center for Student Health and Counseling, and the Speech and Hearing Sciences program. The project includes adding laboratory spaces, as well as improving and expanding spaces for classrooms, student study and collaboration, student mentoring and advising, and exhibition spaces. In addition, the facility will be designed to include private sector commercial space.

University of Oregon

- Heritage Building Renovation: approved $53,285,000 Article XI-Q general obligation bonds to finance $52,650,000 of project costs and $635,000 for costs of issuing the bonds and $5,960,000 Article XI-G general obligation bonds to finance $5,850,000 of project costs and $110,000 for costs of issuing the bonds. The project is to renovate the Heritage Building, including classrooms, faculty offices, and the

theatrical performance hall. The renovation will update and modernize classrooms and workstations, as well as address deferred maintenance, safety issues, and building and site code violations.

Western Oregon University

- Student Success Center: approved $20,920,000 Article XI-Q general obligation bonds to finance $20,680,000 of project costs and $240,000 for costs of issuing the bonds and $695,000 Article XI-G general obligation bonds to finance $660,000 of project costs and $35,000 for costs of issuing the bonds. The project is to construct a new Student Success Center building that will house student services such as advising, tutoring, student support groups, computer labs, and smart classrooms. The new facility will be located on the site of the existing Old Education Building, which will be demolished.

HECC - Community Colleges

The Subcommittee approved six new capital projects and reauthorized five capital projects approved in prior biennia for community colleges to finance total project costs of $75,946,994. The projects are included in the budget for the Higher Education Coordinating Commission (HECC). The proceeds of Article XI-G bonds will be used to provide grants from HECC to the applicable community college, and the debt service on the bonds will be paid with General Fund. Each community college must provide the constitutionally required match for the Article XI-G bonds before the bonds can be issued. Match funds may come from a variety of sources including grants, donations, partnership contributions, local bond levies, or some combination of sources. The approved projects are listed below.

- Blue Mountain Community College – Facility for Agricultural Resource Management (FARM) Phase 2: reauthorized $6,615,000 Article XI-G bonds to finance $6,500,000 of project costs and $115,000 for costs of issuing the bonds. The project is to design and construct a new facility to support animal science programs, including veterinary assistant/technician, equine and the livestock judging and rodeo teams. The constitutionally required match for the Article XI-G bonds is expected to be provided from various sources, which may include grants, donations, or a local bond levy.

- Central Oregon Community College – Classroom Building Redmond Campus: reauthorized $8,125,000 Article XI-G bonds to finance $8,000,000 of project costs and $125,000 for costs of issuing the bonds. The project is to construct a new classroom building on the campus in Redmond. The facility will include science and computer laboratories, classrooms, student study areas, and support spaces. In addition, the project will include instructional technology and technology infrastructure. The community college will provide the constitutionally required match for the Article XI-G bonds through various sources, which may include a local bond levy, capital campaign donations and/or grant proceeds.

- Chemeketa Community College – Building 7 Remodel: approved $8,125,000 in Article XI-G bonds to finance $8,000,000 of project costs and $125,000 for costs of issuing the bonds. The project is to remodel the Physical Education facility (Building 7), including the redesign and

remodel of learning spaces, upgrades of interior and exterior building components, and possibly targeted seismic reinforcements. The community college will provide the constitutionally required match for the Article XI-G bonds through college capital funds.

- Clatsop Community College – Maritime Science Building: reauthorized $8,120,000 Article XI-G bonds to finance $7,996,994 of project costs and $123,006 for costs of issuing the bonds. The project includes the purchase of currently leased Marine and Environmental Research Training Station (MERTS) campus land, renovation of the existing science building, and construction of a new Maritime Science Building on the MERTS campus, which will include classrooms, labs, and expanded faculty and support space. The community college will provide the constitutionally required match for the Article XI-G bonds through various funding options, including bonds and a capitalcampaign.

- Klamath Community College – Childcare Resource Learning Center: approved $1,540,000 Article XI-G bonds to finance $1,500,000 of project costs and $40,000 for costs of issuing the bonds. The project is to construct a new Childcare Learning Complex for education program students to complete course lab practicums and gain workforce experience through internships. The facility will include space for meetings, offices, and classrooms as well as common areas for student access to campus resources. The community college will provide the constitutionally required match for the Article XI-G bonds through grants and/or donations.

- Linn-Benton Community College – Agricultural Center: approved $8,125,000 Article XI-G bonds to finance $8,000,000 of project costs and $125,000 for costs of issuing the bonds. The project is to construct a new Agricultural Center for animal sciences instruction that will include a horse barn, arena, livestock barn, classroom building with laboratories, and related outbuildings. The facility is expected to provide fenced and managed acreage for livestock as well as covered pens and barns for animals and feed. The project also includes parking areas for instruction and college-sponsored events. The community college will provide the constitutionally required match for the Article XI-G bonds by issuing debt through a private bank placement.

- Mt. Hood Community College – Accessibility Upgrades, Dental Hygiene Lab, and Deferred Maintenance: approved $8,125,000 Article XI-G bonds to finance $8,000,000 of project costs and $125,000 for costs of issuing the bonds. The project is to improve accessibility, update classrooms and labs, and modernize elevators. In addition, the project includes replacing sidewalks and parking as well as improvements to address deferred maintenance such as replacement of roofs and building envelopes. The community college will provide the constitutionally required match for the Article XI-G bonds through various possible sources which may include grants, donations, partnership contributions, a local bond levy, or some combination of sources.

- Oregon Coast Community College – Workforce Education and Resiliency Center: reauthorized $8,125,000 Article XI-G bonds to finance $8,000,000 of project costs and $125,000 for costs of issuing the bonds. The project is to construct a new building to provide space for workforce development academic programs, student study areas, as well as administrative and faculty offices. The community college will provide the constitutionally required match for the Article XI-G bonds through various revenues, including a local bond levy and a capital construction campaign.

- Rouge Community College – Transportation Technology Center: approved $7,120,000 Article XI-G bonds to finance $7,000,000 of project costs and $120,000 for costs of issuing the bonds. The project is to construct a new facility on the Redwood Campus for instruction and training in the field of transportation technology. The facility will include inventory management, project storage, vehicle and equipment bays, lab preparation areas, faculty offices, student study areas, support staff offices and work areas. The project will also include purchase of instructional technology and technology infrastructure to enable connectivity to the existing technology network and expand the current capability for technology based instruction. The community college will provide the constitutionally required match for the Article XI-G bonds through a combination of funding from a capital campaign and a bond levy.

- Tillamook Bay Community College – Classroom/Office Building and Renovations: approved $8,125,000 in Article XI-G bonds to finance $8,000,000 of project costs and $125,000 for costs of issuing the bonds. The project is to construct a new facility that will include classrooms, offices, support space and community event space. In addition, the project includes renovations to an existing building to provide additional classrooms, study areas, and student support offices. The community college will provide the constitutionally required match for the Article XI-G bonds with a combination of donations, grants and a bond levy.

- Treasure Valley Community College – Nursing-Allied Health Professions Center: reauthorized $5,015,000 Article XI-G bonds to finance $4,950,000 of project costs and $65,000 for costs of issuing the bonds. The project is to construct a new building to serve as a Nursing-Allied Health Professions Center that will provide classrooms and lab spaces for students, as well as an office suite for nursing instructor and instructional support spaces. The new facility is expected to be built on land owned by the community college. The college will provide the constitutionally required match for the Article XI-G bonds through fundraising.

Senate Bill 5505, SECTIONS 1 - 3.

Program Designation	2019-21 Legislatively Approved	2021-23 Governor's Budget	2021-23 Committee Recommendations	Changes from Governor's Budget
GENERAL OBLIGATION BONDS				
General Fund Obligations				
Higher Education Coordinating Comm. - PU (Art. XI-G)	$ 50,605,000	$ 37,910,000	$ 42,840,000	$ 4,930,000
Higher Education Coordinating Comm. - CC (Art. XI-G)	$ 52,400,000	$ 69,040,000	$ 77,160,000	$ 8,120,000
Dept of Environmental Quality (Art. XI-H)	$ -	$ 10,300,000	$ 10,300,000	$ -
Oregon Business Development Dept. (Art. XI-M)	$ 101,240,000	$ 110,995,000	$ 111,300,000	$ 305,000
Oregon Business Development Dept. (Art. XI-N)	$ 20,270,000	$ 50,620,000	$ 50,750,000	$ 130,000
Oregon Department of Education (Art. XI-P)	$ 126,090,000	$ 138,065,000	$ 126,090,000	$ (11,975,000)
Department of Administrative Services (Art. XI-Q)	$ 788,914,223	$1,069,371,580	$ 1,254,710,636	$ 185,339,056
Dedicated Fund Obligations				
Department of Veterans' Affairs (Art. XI-A)	$ 180,000,000	$ 180,000,000	$ 180,000,000	$ -
Higher Education Coordinating Comm. (Art. XI-F(1))	$ -	$ -	$ 114,505,000	$ 114,505,000
Dept of Environmental Quality (Art. XI-H)	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ -
Housing and Community Services Dept (Art. XI-I(2))	$ 50,000,000	$ 50,000,000	$ 50,000,000	$ -
Department of Administrative Services (Art. XI-Q)	$ 50,135,777	$ 202,788,420	$ 224,634,564	$ 21,846,144
Total General Obligation Bonds	**$ 1,429,655,000**	**$1,929,090,000**	**$ 2,252,290,200**	**$ 323,200,200**
REVENUE BONDS				
Direct Revenue Bonds				
Housing and Community Services Department	$ 500,000,000	$ 500,000,000	$ 500,000,000	$ -
Department of Transportation				
Highway User Tax	$ 485,000,000	$ 880,000,000	$ 880,000,000	$ -
Oregon Business Development Department	$ 100,000,000	$ 30,000,000	$ 30,000,000	$ -
Department of Administrative Services				
Lottery Revenue Bonds	$ 247,075,000	$ 342,545,000	$ 492,440,000	$ 149,895,000
Total Direct Revenue Bonds	**$ 1,332,075,000**	**$1,752,545,000**	**$ 1,902,440,000**	**$ 149,895,000**

Pass Through Revenue Bonds				
Oregon Business Development Department				
Industrial Development Bonds	$ 600,000,000	$ 600,000,000	$ 600,000,000	$ -
Beginning and Expanding Farmer Loan Program	$ 5,000,000	$ 2,500,000	$ 2,500,000	$ -
Oregon Facilities Authority	$ 1,000,000,000	$1,000,000,000	$ 1,000,000,000	$ -
Housing and Community Services Department	$ 900,000,000	$ 900,000,000	$ 1,300,000,000	$ 400,000,000
Total Pass Through Revenue Bonds	**$ 2,505,000,000**	**$2,502,500,000**	**$ 2,902,500,000**	**$ 400,000,000**
Total Revenue Bonds	**$ 3,837,075,000**	**$4,255,045,000**	**$ 4,804,940,000**	**$ 549,895,000**

CERTIFICATES OF PARTICIPATION AND OTHER FINANCING AGREEMENTS				
Department of Administrative Services	**$ 80,000,000**	**$ 201,240,000**	**$ 100,000,000**	**$ (101,240,000)**

Senate Bill 5505, SECTION 4
Private Activity Bond Allocation for Calendar Years 2022 and 2023

	2019-21 Legislatively Approved Budget		**2021-23 Committee Recommendations**	
Allocation For:	2020 Calendar Year	2021 Calendar Year	2022 Calendar Year	2023 Calendar Year
Oregon Business Development Department, Industrial Development Bonds	$ 40,000,000	$ 40,000,000	$ 40,000,000	$ 40,000,000
Oregon Business Development Department, Beginning and Expanding Farmer Loan Program	$ 2,500,000	$ 2,500,000	$ 1,000,000	$ 1,000,000
Oregon Housing & Community Services Department	$250,000,000	$250,000,000	$250,000,000	$250,000,000
Private Activity Bond Committee	$147,524,865	$147,524,865	$151,862,385	$151,862,385
Totals	**$440,024,865**	**$440,024,865**	**$442,862,385**	**$442,862,385**

SB 5506 A BUDGET REPORT and MEASURE SUMMARY **Carrier:** Sen. Johnson

Joint Committee On Ways and Means

Action Date:	06/24/21
Action:	Do pass with amendments. (Printed A-Eng.)
Senate Vote	
Yeas:	12 - Anderson, Frederick, Girod, Golden, Gorsek, Hansell, Johnson, Knopp, Lieber, Steiner Hayward, Taylor, Thomsen
House Vote	
Yeas:	10 - Bynum, Drazan, Gomberg, Leif, McLain, Nosse, Rayfield, Sanchez, Sollman, Stark
Exc:	1 - Smith G
Prepared By:	Jean Gabriel, Department of Administrative Services
Reviewed By:	Amanda Beitel, Legislative Fiscal Office

Capital Construction – Various Agencies
2021-23

Capital Construction – Military Department and Higher Education Coordinating Commission
2019-21

Capital Construction – Military Department and Higher Education Coordinating Commission
2017-19

Budget Summary

	2019-21 Legislatively Approved Budget	2021-23 Committee Recommendation	Committee Change from 2019-21 Legislatively Approved	
			$ Change	% Change
Other Funds Capital Construction	$ 805,033,837	$ 1,474,928,925	$ 669,895,088	83.2%
Federal Funds Capital Construction	$ 65,271,000	$ 34,869,187	$ (30,401,813)	-46.6%
Total	$ 870,304,837	$ 1,509,798,112	$ 639,493,275	73.5%

2019-21 Supplemental Expenditure Limitation Adjustments

Oregon Military Department

Boardman Tactical Unmanned Aerial Vehicle Facility (Federal Funds)	$ 3,000,000	$ 3,000,000
Umatilla Wastewater Treatment Facility & Water Supply Line (Federal Funds)	$ 2,075,000	$ 2,075,000

Higher Education Coordinating Commission

Blue Mtn CC - Facility for Agricultural Resource Management, Ph II (Other Funds)	$ (1,500,000)	$ (1,500,000)

2017-19 Supplemental Expenditure Limitation Adjustments

Oregon Military Department

Camp Umatilla Regional Training Institute Re-Set (Federal Funds)	$ 4,200,000	$ 4,200,000

Higher Education Coordinating Commission

Blue Mtn CC - Facility for Agricultural Resource Management, Ph II (Other Funds)	$ (5,000,000)	$ (5,000,000)
Clastsop CC - Maritime Science Building (Other Funds)	$ (7,996,994)	$ (7,996,994)
Mt. Hood CC - Maywood Park Center (Other Funds)	$ (8,000,000)	$ (8,000,000)
Oregon Coast CC - Workforce Education & Resiliency Center (Other Funds)	$ (8,000,000)	$ (8,000,000)

Revenue Summary

Other Fund revenues include proceeds from the issuance of general obligation bonds authorized under Article XI-Q, XI-G and XI-F(1) of Oregon's Constitution, the depreciation component of the Uniform Rent program and other deposits in the Department of Administrative Services Capital Projects Fund established by ORS 276.005, aircraft registration fees assessed in accordance with ORS 837.040 and 837.045, insurance proceeds, as well as state gasoline tax and driver and vehicle related fees. Federal Funds revenues are from the National Guard Bureau and the Federal Aviation Administration.

Summary of Capital Construction Subcommittee Action

SB 5506 provides six-year expenditure limitation for capital construction projects. Projects in excess of $1.0 million for the acquisition of land and the acquisition, planning, constructing, altering, repairing, furnishing, and equipping of building and facilities are categorized as capital construction projects. In addition, SB 5506 extends the six-year expiration dates and expenditure limitations for specified projects as well as removes or modifies expenditure limitation amounts for specified projects approved in prior biennia.

Oregon Department of Administrative Services

Deferred Maintenance: $15,500,000 Other Funds (Capital Projects Fund) is approved for various capital and tenant improvements in multiple DAS-owned buildings. These improvements include: roof replacements for the Commerce Building, Salem Motor Pool, and the Agricultural Building; replacement of lighting packages and supporting electrical infrastructure for energy efficiency in multiple buildings; replacement and upgrade of elevator controls in various facilities; and upgrades to HVAC systems in multiple buildings.

Gender Neutral Facilities and Mothers' Rooms: $10,000,000 Other Funds (Capital Projects Fund) is approved to design and construct mothers' lactation rooms, wellness rooms, and gender neutral bathrooms in multiple DAS-owned buildings.

Capitol Mall Parking Structure Improvements: $2,750,000 Other Funds (Capital Projects Fund) is approved to make structural and seismic safety repairs and storm water handling system repairs to the Capitol Mall parking structure as well as irrigation system repairs in the Capitol Park above the parking structure.

Dome Building and Yaquina Hall Improvements: $1,500,000 Other Funds (Capital Projects Fund) is approved for parking lot and street improvement projects at the Dome Building and Yaquina Hall.

Climate Adaptation and Net Zero Solutions: $2,000,000 Other Funds (rent revenue) is approved to design innovative solutions to implement during capital construction projects such as heat recovery, lighting and building controls, insulation, or daylighting technologies and evaluate the return on investment for traditional solutions versus high efficiency modern technologies.

Parking Lot Improvements and EV Charging Station Expansions: $2,000,000 Other Funds (Capital Projects Fund) is approved to install electric vehicle (EV) charging stations and perform surface replacement and upgrades in multiple state-owned parking lots.

Executive Building Interior and Seismic Renovation: $45,000,000 Other Funds (Article XI-Q Bonds) is approved to renovate the Executive Building, including seismic updates and upgrades of the exterior envelope and the building systems including electrical, mechanical, plumbing, and fire sprinkler systems.

North Valley Complex Infrastructure Upgrades/Tenant Improvements: $60,000,000 Other Funds (Article XI-Q Bonds) is approved to renovate the North Valley Complex in Wilsonville and make tenant improvements and related site improvements to ready the building for use by multiple agencies.

Yellow Parking Lot Paving: $4,000,000 Other Funds (Article XI-Q Bonds) is approved to pave the existing gravel Yellow Parking Lot in the Capitol Mall area and make necessary site improvements related to storm water, landscaping and other site improvements. The project also includes a public electric vehicle charging component.

Oregon Military Department

Ashland Armory Service Life Extension: $5,373,235 Other Funds (Article XI-Q Bonds) is approved for design and construction of additions and alterations to the Ashland Armory, including seismic upgrades. The improvements will bring the facility into conformance with current building code and will include replacing mechanical, electrical and plumbing systems as well as remodeling existing classrooms, administrative space, latrines, showers, equipment storage areas, kitchen, and assembly hall areas. In addition, the project will include emergency enhancements and replacement of failed paving areas and replacement of existing site lighting, landscaping and fencing.

Corvallis Armory Service Life Extension: $4,317,605 Other Funds (Article XI-Q Bonds) is approved for design and construction of additions and alterations to the Corvallis Armory, including seismic upgrades. The improvements will bring the facility into conformance with current building code and will include replacing mechanical, electrical and plumbing systems as well as remodeling existing classrooms, administrative space, latrines, showers, equipment storage areas, kitchen, and assembly hall areas. In addition, the project will include emergency enhancements and replacement of failed paving areas and replacement of existing site lighting, landscaping and fencing.

Camp Umatilla Barracks Facilities: $8,000,000 Federal Funds (National Guard Bureau) is approved to design and construct a National Guard transient training barracks for advanced skills trainees conducting training at Camp Umatilla's Regional Training Institute. The project includes construction of a barracks and associated utility services, information systems, fire detection and alarm systems, fixtures, furnishings and equipment, hazardous waste remediation and disposal, roads, walks, curbs, gutters, storm drainage, parking areas, and site improvements. In addition, the project includes construction of a new transient training open bay enlisted barracks at Camp Umatilla. The barracks will provide billeting space for soldiers and will include building systems both within and outside of the primary facility's perimeter including latrine, showers, and laundry with minimal site development, parking, and landscaping.

Camp Umatilla Guard Shack: $1,100,000 Federal Funds (National Guard Bureau) is approved to construct a new controlled entry point, gate, and guardhouse at Camp Umatilla to improve operational readiness and comply with antiterrorism force protection requirements. The project will be permanent construction and include an improved entry point for commercial activities, a new gate, identification check station building (guard house), roadway improvements, truck inspection lane and barricade system.

Washington County Readiness Center: $5,300,000 Other Funds (Article XI-Q Bonds) and $22,700,000 Federal Funds (National Guard Bureau) is approved for construction of a new National Guard Readiness Center in Washington County for the training, administrative and logistical needs of the Oregon Army National Guard as a replacement for the Hillsboro Armory. The project includes construction as well as providing utility services, information systems, fire detection and alarm systems, hazardous materials abatement and disposal, roads, walks, curbs, gutters, storm drainage, parking areas, and site improvements.

Boardman Tactical Unmanned Aerial Vehicle Facility: $3,000,000 Federal Funds (National Guard Bureau) is approved as an increase to the 2019-21 capital construction expenditure limitation established for construction of a new tactical unmanned aerial vehicle facility at the Naval Bombing Range in Boardman. The additional funding will be used to construct an off-grid power system for the tactical unmanned aerial vehicle operations building at the Naval Weapons System Training Facility. The project will include use of photovoltaics with battery storage and diesel backup generator power and may include additional resiliency features such as bio-mass wood pellet heating system with propane backup. Federal funds capital construction limitation is increased from $12,000,000 to $15,000,000 to utilize federal funds provided for the off-grid power system.

Umatilla Wastewater Treatment Facility and Water Supply Line: $2,075,000 Federal Funds (National Guard Bureau) is approved as an increase to the 2019-21 capital construction expenditure limitation established in the 2019 session and increased at the September 2020 meeting of the Emergency Board for construction of a new wastewater treatment system and a new main water supply line for potable water at Camp Umatilla. Federal funds capital construction limitation is increased from $6,825,000 to $8,900,000 to accommodate cost increases to complete the project.

Camp Umatilla Regional Training Institute Re-Set: $4,200,000 Federal Funds (National Guard Bureau) is approved as an increase to the 2017-19 capital construction expenditure limitation established at the December 2018 meeting of the Emergency Board and increased at the September 2020 Emergency Board meeting for improvements to the Regional Training Institute at Camp Umatilla. Federal funds capital construction limitation is increased from $20,800,000 to $25,000,000 to utilize federal funds provided for the project.

The Subcommittee approved the extension of the project expiration date and expenditure limitation for the Youth Challenge Armory (Other Funds) to December 31, 2021 and for the Camp Umatilla Regional Training Institute (Other Funds) to December 31, 2022.

The Subcommittee also approved the proposal from the Oregon Military Department, as required by ORS 396.515 (4), for the sale of the Armory and Field Maintenance Shop in Lebanon.

Oregon Youth Authority

Camp Riverbend Dorm Renovation: $6,867,101 Other Funds (Article XI-Q Bonds) is approved for capital improvements to renovate and expand two living units and supporting spaces at the Camp Riverbend Youth Transitional Facility, including the Riverbend building and the Hilgard building.

Capital Improvements: $6,742,239 Other Funds (Article XI-Q Bonds) is approved for capital improvements to permanent structures and fixtures to address needs identified by the Facility Condition Assessment completed on OYA facilities.

MacLaren West Cottages Renovations: $8,000,000 Other Funds (Article XI-Q Bonds) is approved for capital improvements to renovate and remodel two living units on the west side of the campus at MacLaren Youth Correctional Facility.

Tillamook Dorm Renovation: $10,279,899 Other Funds (Article XI-Q Bonds) is approved for capital improvements to renovate and remodel two living units and supporting spaces at the Tillamook Youth Correctional Facility.

The Subcommittee approved the extension of the project expiration dates and expenditure limitations to September 30, 2021 for the following projects: Rogue Valley Facility Improvements (Other Funds); CCTV Cameras (Other Funds); Deferred Maintenance and Capital Improvements (Other Funds); and MacLaren Facility Improvements (Other Funds).

Department of Corrections

Capital Improvement and Renewal: $70,000,000 Other Funds (Article XI-Q Bonds) is approved for capital improvements at multiple facilities, including replacement or improvement of roofs, HVAC, hardscaping, plumbing, electrical systems, communication and security systems, and other building elements.

Off-Net Telephone Infrastructure: $3,508,206 Other Funds (Article XI-Q Bonds) is approved to design, purchase, and implement a centralized Voice over Internet Protocol (VoIP) communications system for use in multiple institutions to replace outdated legacy telephone systems.

Oregon State Police

Central Point Office Expansion: $33,961,269 Other Funds (Article XI-Q Bonds) is approved to remodel and expand the Central Point Office facility to add space for the forensic lab, evidence, medical examiner and patrol functions. In addition, the project includes modernizing the existing space and adding two auxiliary buildings.

Springfield Forensic Lab and Medical Examiner's Office: $61,982,733 Other Funds (Article XI-Q Bonds) is approved for the design and construction of a new forensic lab and medical examiner facility in Springfield.

Springfield Patrol Area Command Office: $14,261,687 Other Funds (Article XI-Q Bonds) is approved for the design and construction of a new command office facility in Springfield, including a warehouse for storage.

Department of Transportation

Meacham Maintenance Station: $12,000,000 Other Funds (fee revenue) is approved to construct a new Meacham Maintenance Station that will include heated and cold storage bays, a wash bay, and office space. The project also includes constructing a salt storage shed and an additional wash station, as well as drilling a new well.

South Coast Maintenance Station: $16,200,000 Other Funds (fee revenue) is approved to design and begin site development for a new South Coast Maintenance Station to accommodate the consolidation of three obsolete maintenance stations into one location in Coos County. The sites being consolidated include two owned facilities, the Coos Bay and Davis Slough maintenance stations, and one leased facility, the Coquille construction office.

Region 3-5 Headquarters HVAC Upgrades: $3,800,000 Other Funds (fee revenue) is approved to replace the HVAC systems and make other energy efficiency improvements in the region 3, region 4 and region 5 headquarters buildings and the region 4 Department of Motor Vehicles building.

The Subcommittee approved the extension of the project expiration date and expenditure limitation for the South Coast Maintenance Station (Other Funds) to June 30, 2023 and for the Meacham Maintenance Station (Other Funds) to June 30, 2024.

Department of Aviation

Siletz Bay State Airport Runway and Electrical Rehabilitation: $320,000 Other Funds (aircraft registration fees) and $3,069,187 Federal Funds (Federal Aviation Administration) is approved to conduct renovations at the Siletz Bay State Airport. This project includes rehabilitation of the runway and electrical system, which is needed to meet federal standards for safe operating conditions.

Department of Forestry

Santiam District Office Replacement: $2,500,000 Other Funds (insurance proceeds) is approved to design and construct a new Santiam District Office to replace the facility that was destroyed by wildfire in 2020.

Toledo Facility Replacement Phase II: $1,632,842 Other Funds (Article XI-Q Bonds) is approved to replace the Unit Office Facilities Compound located in Toledo and relocate it to a more centrally located area that will be outside of the mapped tsunami inundation zone.

Oregon Department of Fish and Wildlife

Capital Improvement and Renewal: $5,000,000 Other Funds (Article XI-Q Bonds) is approved for capital improvements to replace buildings and address deferred maintenance at various facilities.

Oregon Parks and Recreation Department

Capital Improvement and Renewal: $50,000,000 Other Funds (Article XI-Q Bonds) is approved to finance the capital costs of making improvements to facilities in multiple Oregon state parks. The project includes improvements or replacements to facilities and related infrastructure such as buildings, water systems, septic and sewer systems, electrical systems, restroom and shower facilities, as well as modernizing and expanding campgrounds.

Oregon Health Authority

Oregon State Hospital, Salem Well Water Treatment Facility: $4,492,750 Other Funds (Article XI-Q Bonds) is approved to construct a well water treatment facility and potable water storage tank to provide a backup water supply for the Oregon State Hospital in Salem to be used in the event of disruption or contamination of the city water supply.

Oregon State Hospital, Salem/Junction City Automated Dispensing Cabinets: $3,500,000 Other Funds (Article XI-Q Bonds) is approved to replace approximately 40 automated medication dispensing cabinets deployed throughout patient care areas on the Salem and Junction City campuses of the Oregon State Hospital. The project includes replacement of the computers in each cabinet.

Oregon Housing and Community Services

Local Innovation and Fast Track (LIFT) Housing and Permanent Supportive Housing: $410,000,000 Other Funds (Article XI-Q Bonds) is approved to acquire, construct, remodel, repair, equip or furnish real property in which the department will take an operational or ownership interest to provide affordable housing for Oregonians with low income and citizens in historically underserved communities and communities of color, as well as affordable housing that will be combined with tenancy supports and other services for low income citizens with high needs, including persons with disabilities and persons coming out of chronic homelessness.

Oregon Liquor Control Commission

Liquor Warehouse Conveyor System: $10,000,000 Other Funds (Article XI-Q Bonds) is approved to acquire and install a new conveyor system for use in the agency's new warehouse.

Liquor Warehouse Land and Building: $52,537,265 Other Funds (Article XI-Q Bonds) is approved for the purchase of land and the design and construction of a new warehouse and headquarters for agency operations.

Oregon Department of Education

Oregon School for the Deaf ADA Restrooms: $1,024,625 Other Funds (Article XI-Q Bonds) is approved to improve Americans with Disabilities Act (ADA) accessibility in restrooms throughout the Oregon School for the Deaf campus.

Oregon School for the Deaf Fire Alarm System Replacement: $3,091,923 Other Funds (Article XI-Q Bonds) is approved to replace the fire alarm system throughout the Oregon School for the Deaf campus.

Oregon School for the Deaf Windows Upgrade: $1,383,452 Other Funds (Article XI-Q Bonds) is approved to replace windows with energy efficient windows in facilities at the Oregon School for the Deaf.

Oregon Judicial Department

Supreme Court Building Renovation: $21,700,000 Other Funds (Article XI-Q Bonds) is approved to renovate the Oregon Supreme Court building, including seismic updates, energy efficiency improvements, and various systems and safety upgrades.

Higher Education Coordinating Commission (HECC)

HECC - Public Universities

The Subcommittee approved a $445,905,100 Other Funds Capital Construction six-year expenditure limitation for the Higher Education Coordinating Commission for distribution of general obligation bond proceeds to public universities. This amount corresponds to the total project amounts for 10 new university projects authorized in SB 5505. Projects are funded with proceeds from the issuance of Article XI-Q bonds, Article XI-G bonds, and Article XI-F(1) bonds and will be disbursed as grants or loans, as applicable, pursuant to grant contracts and loan agreements between HECC and each university. Project descriptions are included in SB 5505. The expenditure limitation expires June 30, 2027.

HECC - Community Colleges

The Subcommittee approved a $56,496,994 Other Funds Capital Construction six-year expenditure limitation for the Higher Education Coordinating Commission for distribution of Article XI-G general obligation bond proceeds to community colleges. This amount corresponds to the total project amounts for six new community college projects authorized in SB 5505 and two reauthorized projects for which expenditure limitation from prior biennia is being removed and reestablished in 2021-23. Projects are funded with proceeds from the issuance of Article XI-G bonds and will be disbursed as grants pursuant to grant agreements between HECC and each community college. Project descriptions are included in SB 5505. The expenditure limitation expires June 30, 2027.

Other Funds (Article XI-G bonds) capital construction expenditure limitation established in 2017-19 is also removed for the following projects: Mt. Hood Community College, Maywood Park Center ($8,000,000); Clatsop Community College, Maritime Science Building ($7,996,994); and Oregon Coast Community College, Workforce Education and Resiliency Center ($8,000,000). Article XI-G bonds authorized for the projects in prior biennia have not been issued and previously established limitation would expire June 30, 2023. Mt. Hood Community College did not request reauthorization of the Maywood Park Center project. Capital construction expenditure limitation is reestablished in SB 5506 for the Clatsop Community College and Oregon Coast Community College projects that are reauthorized for issuance in the 2021-23 biennium. In addition, the Subcommittee approved decreasing the 2017-19 and 2019-21 Other Funds (Article XI-G bonds) capital construction expenditure limitation for Blue Mountain Community College, Facility for Agricultural Resource Management Phase II project by $5,000,000 and $1,500,000, respectively, to align total expenditure limitation with bonding authorized for the project in the 2021-23 biennium.

Various Agencies
Jean Gabriel 971-900-7691

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS	FEDERAL FUNDS	TOTAL FUNDS	POS	FTE
COMMITTEE AUTHORIZATIONS							
EDUCATION PROGRAM AREA							
Higher Education Coordinating Commission							
All - Capital Improvement and Renewal	$ -	$ -	$ 80,000,000	$ -	$ 80,000,000	0	0.00
EOU - Inlow Hall Renovation Phase II	$ -	$ -	$ 18,265,100	$ -	$ 18,265,100	0	0.00
OIT - Residence Hall	$ -	$ -	$ 55,000,000	$ -	$ 55,000,000	0	0.00
OIT - OMIC R&D Center for Additive Manufacturing Innovation	$ -	$ -	$ 5,000,000	$ -	$ 5,000,000	0	0.00
OSU - Student Success Center	$ -	$ -	$ 13,800,000	$ -	$ 13,800,000	0	0.00
OSU - Cordley Hall Renovation Phase II	$ -	$ -	$ 86,000,000	$ -	$ 86,000,000	0	0.00
OSU - Reser Stadium West Grandstands	$ -	$ -	$ 40,000,000	$ -	$ 40,000,000	0	0.00
PSU - Gateway Center Reuse and Extension	$ -	$ -	$ 68,000,000	$ -	$ 68,000,000	0	0.00
UO - Heritage Building Renovation	$ -	$ -	$ 58,500,000	$ -	$ 58,500,000	0	0.00
WOU - Student Success Center	$ -	$ -	$ 21,340,000	$ -	$ 21,340,000	0	0.00
Chemeketa CC - Building 7 Remodel	$ -	$ -	$ 8,000,000	$ -	$ 8,000,000	0	0.00
Clatsop CC - Maritime Science Building (reauthorize)	$ -	$ -	$ 7,996,994	$ -	$ 7,996,994	0	0.00
Klamath CC - Childcare Resource Learning Center	$ -	$ -	$ 1,500,000	$ -	$ 1,500,000	0	0.00
Linn-Benton CC - Agricultural Center	$ -	$ -	$ 8,000,000	$ -	$ 8,000,000	0	0.00
Mt. Hood CC - Accessibility Upgrades, Dental Hygiene Lab & Def. Maint.	$ -	$ -	$ 8,000,000	$ -	$ 8,000,000	0	0.00
Oregon Coast CC - Workforce Education and Resiliency Center (reauthorize)	$ -	$ -	$ 8,000,000	$ -	$ 8,000,000	0	0.00
Rogue CC - Transportation Technology Center	$ -	$ -	$ 7,000,000	$ -	$ 7,000,000	0	0.00
Tillamook Bay CC - Classroom/Office Building & Renovations	$ -	$ -	$ 8,000,000	$ -	$ 8,000,000	0	0.00
Oregon Department of Education							
Oregon School for the Deaf ADA Restrooms	$ -	$ -	$ 1,024,625	$ -	$ 1,024,625	0	0.00
Oregon School for the Deaf Fire Alarm System Replacement	$ -	$ -	$ 3,091,923	$ -	$ 3,091,923	0	0.00
Oregon School for the Deaf Windows Upgrade	$ -	$ -	$ 1,383,452	$ -	$ 1,383,452	0	0.00

ADMINISTRATION PROGRAM AREA

Department of Administrative Services												
Deferred Maintenance	$	-	$	-	$	15,500,000	$	-	$	15,500,000	0	0.00
Gender Neutral Facilities and Mothers' Rooms	$	-	$	-	$	10,000,000	$	-	$	10,000,000	0	0.00
Capitol Mall Parking Structure Improvements	$	-	$	-	$	2,750,000	$	-	$	2,750,000	0	0.00
Dome Building and Yaquina Hall Improvements	$	-	$	-	$	1,500,000	$	-	$	1,500,000	0	0.00
Climate Adaptation and Net Zero Solutions	$	-	$	-	$	2,000,000	$	-	$	2,000,000	0	0.00
Parking Lot Improvements and EV Charging Station Expansions	$	-	$	-	$	2,000,000	$	-	$	2,000,000	0	0.00
Executive Building Interior and Seismic Renovation	$	-	$	-	$	45,000,000	$	-	$	45,000,000	0	0.00
North Valley Complex Infrastructure Upgrades/Tenant Improvements	$	-	$	-	$	60,000,000	$	-	$	60,000,000	0	0.00
Yellow Parking Lot Paving	$	-	$	-	$	4,000,000	$	-	$	4,000,000	0	0.00
Oregon Liquor Control Commission												
Liquor Warehouse Conveyor System	$	-	$	-	$	10,000,000	$	-	$	10,000,000	0	0.00
Liquor Warehouse Land and Building	$	-	$	-	$	52,537,265	$	-	$	52,537,265	0	0.00

PUBLIC SAFETY PROGRAM AREA

Oregon Military Department												
Ashland Armory Service Life Extension	$	-	$	-	$	5,373,235	$	-	$	5,373,235	0	0.00
Corvallis Armory Service Life Extension	$	-	$	-	$	4,317,605	$	-	$	4,317,605	0	0.00
Camp Umatilla Barracks Facilities	$	-	$	-	$	-	$	8,000,000	$	8,000,000	0	0.00
Camp Umatilla Guard Shack	$	-	$	-	$	-	$	1,100,000	$	1,100,000	0	0.00
Washington County Readiness Center	$	-	$	-	$	5,300,000	$	22,700,000	$	28,000,000	0	0.00
Oregon Youth Authority												
Camp Riverbend Dorm Renovation	$	-	$	-	$	6,867,101	$	-	$	6,867,101	0	0.00
Capital Improvements	$	-	$	-	$	6,742,239	$	-	$	6,742,239	0	0.00
MacLaren West Cottages Renovations	$	-	$	-	$	8,000,000	$	-	$	8,000,000	0	0.00
Tillamook Dorm Renovation	$	-	$	-	$	10,279,899	$	-	$	10,279,899	0	0.00
Department of Corrections												
Capital Improvement and Renewal	$	-	$	-	$	70,000,000	$	-	$	70,000,000	0	0.00
Off-Net Telephone Infrastructure	$	-	$	-	$	3,508,206	$	-	$	3,508,206	0	0.00
Oregon State Police												
Central Point Office Expansion	$	-	$	-	$	33,961,269	$	-	$	33,961,269	0	0.00
Springfield Forensic Lab and Medical Examiner's Office	$	-	$	-	$	61,982,733	$	-	$	61,982,733	0	0.00
Springfield Patrol Area Command Office	$	-	$	-	$	14,261,687	$	-	$	14,261,687	0	0.00

TRANSPORTATION PROGRAM AREA												
Department of Transportation												
Meacham Maintenance Station	$	-	$	-	$	12,000,000	$	-	$	12,000,000	0	0.00
South Coast Maintenance Station	$	-	$	-	$	16,200,000	$	-	$	16,200,000	0	0.00
Region 3-5 Headquarters HVAC Upgrades	$	-	$	-	$	3,800,000	$	-	$	3,800,000	0	0.00
Department of Aviation												
Siletz Bay State Airport Runway and Electrical Rehabilitation	$	-	$	-	$	320,000	$	3,069,187	$	3,389,187	0	0.00
NATURAL RESOURCES PROGRAM AREA												
Department of Forestry												
Santiam District Office Replacement	$	-	$	-	$	2,500,000	$	-	$	2,500,000	0	0.00
Toledo Facility Replacement Phase II	$	-	$	-	$	1,632,842	$	-	$	1,632,842	0	0.00
Oregon Department of Fish and Wildlife												
Capital Improvement and Renewal	$	-	$	-	$	5,000,000	$	-	$	5,000,000	0	0.00
Oregon Parks and Recreation Department												
Capital Improvement and Renewal	$	-	$	-	$	50,000,000	$	-	$	50,000,000	0	0.00
HUMAN SERVICES PROGRAM AREA												
Oregon Health Authority												
Oregon State Hospital, Salem Well Water Treatment Facility	$	-	$	-	$	4,492,750	$	-	$	4,492,750	0	0.00
OSH Salem/Junction City Automated Dispensing Cabinets	$	-	$	-	$	3,500,000	$	-	$	3,500,000	0	0.00
ECONOMIC AND COMMUNITY DEVELOPMENT PROGRAM AREA												
Oregon Housing and Community Services												
LIFT Housing and Permanent Supportive Housing	$	-	$	-	$	410,000,000	$	-	$	410,000,000	0	0.00
JUDICIAL PROGRAM AREA												
Oregon Judicial Department												
Supreme Court Building Renovation	$	-	$	-	$	21,700,000	$	-	$	21,700,000	0	0.00
TOTAL	$	-	$	-	$	1,474,928,925	$	34,869,187	$	1,509,798,112	0	0.00

2019-21 Supplemental Expenditure Limitation Adjustments

Oregon Military Department							
Boardman Tactical Unmanned Aerial Vehicle Facility	$ -	$ -	$ -	$ 3,000,000	$ 3,000,000	0	0.00
Umatilla Wastewater Treatment Facility and Water Supply Line	$ -	$ -	$ -	$ 2,075,000	$ 2,075,000	0	0.00
Higher Education Coordinating Commission							
Blue Mtn CC - Facility for Agricultural Resource Management, Ph II	$ -	$ -	$ (1,500,000)	$ -	$ (1,500,000)	0	0.00

2017-19 Supplemental Expenditure Limitation Adjustments

Oregon Military Department							
Camp Umatilla Regional Training Institute Re-set	$ -	$ -	$ -	$ 4,200,000	$ 4,200,000	0	0.00
Higher Education Coordinating Commission							
Blue Mtn CC - Facility for Agricultural Resource Management, Ph II	$ -	$ -	$ (5,000,000)	$ -	$ (5,000,000)	0	0.00
Clastsop CC - Maritime Science Building	$ -	$ -	$ (7,996,994)	$ -	$ (7,996,994)	0	0.00
Mt. Hood CC - Maywood Park Center	$ -	$ -	$ (8,000,000)	$ -	$ (8,000,000)	0	0.00
Oregon Coast CC - Workforce Education and Resiliency Center	$ -	$ -	$ (8,000,000)	$ -	$ (8,000,000)	0	0.00

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HB 3000 C BUDGET REPORT and MEASURE SUMMARY **Carrier:** Rep. Morgan

Joint Committee On Ways and Means

Action Date:	06/16/21
Action:	Do pass with amendments to the B-Eng bill. (Printed C-Eng.)
House Vote	
Yeas:	11 - Bynum, Drazan, Gomberg, Leif, McLain, Nosse, Rayfield, Sanchez, Smith G, Sollman, Stark
Senate Vote	
Yeas:	12 - Anderson, Frederick, Girod, Golden, Gorsek, Hansell, Johnson, Knopp, Lieber, Steiner Hayward, Taylor, Thomsen
Prepared By:	Patrick Heath, Department of Administrative Services
Reviewed By:	Michelle Deister and Libby Chamberlain, Legislative Fiscal Office

Oregon Liquor Control Commission
2021-23

Oregon Health Authority
2021-23

Criminal Justice Commission
2021-23

Budget Summary*

	2019-21 Legislatively Approved Budget[1]	2021 - 23 Current Service Level	2021-23 Committee Recommendation	Committee Change from 2019-21 Leg. Approved	
				$ Change	% Change
Oregon Liquor Control Commission					
Other Funds Limited	$ -	$ -	$ 399,007	$ 399,007	100.0%
Oregon Health Authority					
General Fund	$ -	$ -	$ 730,917	$ 730,917	100.0%
Criminal Justice Commission					
Other Funds Limited	$ -	$ -	$ 3,000,000	$ 3,000,000	100.0%
Total	$ -	$ -	$ 4,129,924	$ 4,129,924	100.0%

Position Summary

Oregon Liquor Control Commission				
Authorized Positions	0	0	1	1
Full-time Equivalent (FTE) positions	0	0	0.75	0.75
Oregon Health Authority				
Authorized Positions	0	0	3	3
Full-time Equivalent (FTE) positions	0.00	0.00	3.00	3.00

[1] Includes adjustments through January 2021

* Excludes Capital Construction expenditures

Summary of Revenue Changes

House Bill 3000 contains a General Fund appropriation of $730,917 for carrying out the purposes of the measure within the Oregon Health Authority (OHA). Other Funds revenues for the Oregon Liquor Control Commission (OLCC) and the Oregon Department of Agriculture (ODA) come from fee revenue on licensees deposited into the Marijuana Control and Regulation Fund and the Industrial Hemp Fund, respectively. HB 3000 permits ODA to charge a civil penalty of up to $10,000 for an industrial hemp crop exceeding the statutory percentage of allowable tetrahydrocannabinol (THC) on a dry weight basis.

Other Funds revenue for the Criminal Justice Commission (CJC) come from Marijuana Tax revenues. HB 3000 increases the current Marijuana Tax distributions to CJC by $375,000 per quarter from the effective date of the law until October 1, 2023. A corresponding reduction to Marijuana Tax transfers to the Drug Treatment and Recovery Services Fund (DTRSF) within OHA will also occur. For context, the Department of Administrative Services – Office of Economic Analysis estimates Marijuana Tax revenues to the DTRSF at $249.4 million in 2021-23.

Summary of Transportation and Economic Development Subcommittee Action

HB 3000 authorizes OLCC to regulate the processing, transport, sale, and purchase of artificially derived cannabinoids. The measure directs OLCC to consult with OHA and ODA to adopt rules establishing a maximum concentration for artificially derived cannabinoids allowed in a cannabinoid product and the maximum concentration of tetrahydrocannabinol, or artificially derived cannabinoid, permitted in an industrial hemp product.

Oregon Liquor Control Commission

The Subcommittee recommended $399,007 Other Funds expenditure limitation and one permanent full-time Administrative Specialist 2 (0.75 FTE) for OLCC to develop new rules around artificially derived cannabinoids, as well as labeling and testing requirements. OLCC will incur position-related costs of $207,398 for personal services, and services and supplies of $191,609, which include:

- Services and supplies costs related to the new position;
- $100,000 for overtime costs for site inspections of industrial hemp sites;
- $84,000, for OLCC's Cannabis Tracking System fees, in 2021-23; and
- Mapping-related development costs.

Oregon Health Authority

The Subcommittee recommended $730,917 General Fund and three positions (3.00 FTE) for OHA to implement the provisions of HB 3000, related to testing cannabinoid products and implementing methods and procedures for determining whether a cannabis plant is marijuana or hemp. This will require three new Compliance Specialist 3 positions (3.00 FTE), two of which will be permanent full-time and one of which will be limited duration, as well as $125,373 in personal services related services and supplies. The Compliance Specialist 3 positions will develop and optimize the measurement of new cannabinoids, provide technical assistance to laboratories, and coordinate interagency work.

Criminal Justice Commission

The Subcommittee recommended an increase in Other Funds expenditure limitation of $3,000,000 for CJC to increase funding for the Illegal Marijuana Market Enforcement Grant, which has been used to fund staff time for local law enforcement, as well as office and administrative equipment.

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

Oregon Liquor Control Commission, Oregon Health Authority, Criminal Justice Commission
Patrick Heath - 503-983-8670

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS LIMITED	OTHER FUNDS NONLIMITED	FEDERAL FUNDS LIMITED	FEDERAL FUNDS NONLIMITED	TOTAL ALL FUNDS	POS	FTE
SUBCOMMITTEE ADJUSTMENTS (from CSL)									
Oregon Liquor Control Commission									
SCR 004 Recreational Marijuana Program									
Personal Services	$ -	$ -	$ 207,398	$ -	$ -	$ -	$ 207,398	1	0.75
Services and Supplies	$ -	$ -	$ 191,609	$ -	$ -	$ -	$ 191,609		
Oregon Health Authority									
SCR 030-050 Public Health									
Personal Services	$ 605,544	$ -	$ -	$ -	$ -	$ -	$ 605,544	3	3.00
Services and Supplies	$ 125,373	$ -	$ -	$ -	$ -	$ -	$ 125,373		
Criminal Justice Commission									
SCR 001 Sentencing, Policy and Research									
Special Payments	$ -	$ -	$ 3,000,000	$ -	$ -	$ -	$ 3,000,000		
TOTAL ADJUSTMENTS	$ 730,917	$ -	$ 3,399,007	$ -	$ -	$ -	$ 4,129,924	4	3.75
SUBCOMMITTEE RECOMMENDATION	$ 730,917	$ -	$ 3,399,007	$ -	$ -	$ -	$ 4,129,924	4	3.75

SB 5702 A BUDGET REPORT and MEASURE SUMMARY **Carrier:** Sen. Frederick

Joint Committee On Ways and Means

Action Date:	02/28/22
Action:	Do pass with amendments. (Printed A-Eng.)
Senate Vote	
Yeas:	9 - Anderson, Frederick, Golden, Gorsek, Hansell, Knopp, Lieber, Steiner Hayward, Taylor
Nays:	2 - Girod, Thomsen
House Vote	
Yeas:	8 - Bynum, Evans, Gomberg, McLain, Nosse, Sanchez, Smith G, Valderrama
Nays:	3 - Breese-Iverson, Reschke, Stark
Prepared By:	Jean Gabriel, Department of Administrative Services
Reviewed By:	Walt Campbell, Legislative Fiscal Office

Various Agencies
2021-23

Budget Summary

	2021-23 Legislatively Approved Budget	2022 Committee Recommendation	2022 Session Adjustments 2021-23
General Fund Capital Construction	$ -	$ 223,081,000	$ 223,081,000
Other Funds Capital Construction	$ 1,474,928,925	$ 1,634,476,708	$ 159,547,783
Federal Funds Capital Construction	$ 34,869,187	$ 34,869,187	$ 0
Total	$ 1,509,798,112	$ 1,892,426,895	$ 382,628,783

Summary of Revenue Changes

Other Fund revenues include proceeds from the issuance of general obligation bonds authorized under Article XI-Q of Oregon's Constitution and the depreciation component of the Uniform Rent program and other deposits in the Department of Administrative Services Capital Projects Fund established by ORS 276.005.

Summary of Capital Construction Subcommittee Action

SB 5702 provides six-year expenditure limitation for capital construction projects. Projects in excess of $1.0 million for the acquisition of land and the acquisition, planning, constructing, altering, repairing, furnishing, and equipping of building and facilities are categorized as capital construction projects.

Oregon Department of Administrative Services

North Valley Complex Infrastructure Upgrades/Tenant Improvements: approved a $17,000,000 Other Funds (Article XI-Q Bonds and Capital Project Fund) increase to the Wilsonville North Valley Complex project that was established in the 2021 legislative session to make facility renovations, tenant improvements, and related site improvements to ready the building for use by multiple agencies. The increase brings total Other Funds capital construction expenditure limitation approved for the project to $77,000,000.

State Facilities Security and Capital Improvements: approved $10,000,000 Other Funds (Capital Projects Fund) for security upgrades and capital improvements to state facilities.

Oregon Liquor Control Commission

Conveyor System approved in the 2021 legislative session to acquire and install a new conveyor system for use in the agency's new warehouse. The increase brings total Other Funds capital construction expenditure limitation approved for the project to $15,000,000.

Liquor Warehouse Land and Building: approved a $77,917,783 Other Funds (Article XI-Q Bonds) increase for the Liquor Warehouse Land Building project approved in the 2021 legislative session for the purchase of land and the design and construction of a new warehouse and headquarters for agency operations. The increase brings total Other Funds capital construction expenditure limitation approved for the project to $130,455,048.

Legislative Administration Committee

Capitol Accessibility, Maintenance, and Safety Phase III (CAMS III): approved $19,630,000 Other Funds (Article XI-Q bonds) and a $223,081,000 General Fund capital construction appropriation for capital improvements to the State Capitol Building, including upgrades to the 1938 building for improved functionality, fire protection systems, seismic retrofits, roof repairs, security upgrades, IT and media modernization, and upgrades to remaining mechanical, electrical, and plumbing equipment not addressed in phases I and II.

Higher Education Coordinating Commission (HECC)

HECC - Public Universities

The Subcommittee approved an increase of $30,000,000 in Other Funds capital construction six-year expenditure limitation to the Higher Education Coordinating Commission for distribution of general obligation bond proceeds to public universities. This amount is for Capital Improvement and Renewal across all public universities as authorized in SB 5701. The amount is funded with proceeds from the issuance of Article XI-Q bonds and will be disbursed as grants, pursuant to grant contracts between HECC and each university. A project description is included in SB 5701. The expenditure limitation expires June 30, 2027.

Oregon Military Department

The Subcommittee approved the proposal from the Oregon Military Department, as required by ORS 396.515 (4), for the sale of the Silverton Armory.

Various Agencies
Jean Gabriel 971-900-7691

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS	FEDERAL FUNDS	TOTAL FUNDS	POS	FTE
COMMITTEE AUTHORIZATIONS							
EDUCATION PROGRAM AREA							
Higher Education Coordinating Commission							
All Public Universities - Capital Improvement and Renewal	$ -	$ -	$ 30,000,000	$ -	$ 30,000,000	0	0.00
ADMINISTRATION PROGRAM AREA							
Department of Administrative Services							
North Valley Complex Infrastructure Upgrades/Improvements	$ -	$ -	$ 17,000,000	$ -	$ 17,000,000	0	0.00
State Facilities Security and Capital Improvements	$ -	$ -	$ 10,000,000	$ -	$ 10,000,000	0	0.00
Oregon Liquor Control Commission							
Liquor Warehouse Conveyor System	$ -	$ -	$ 5,000,000	$ -	$ 5,000,000	0	0.00
Liquor Warehouse Land and Building	$ -	$ -	$ 77,917,783	$ -	$ 77,917,783	0	0.00
LEGISLATIVE PROGRAM AREA							
Legislative Administration Committee							
Capitol Accessibility, Maintenance, and Safety Phase III	$ 223,081,000	$ -	$ 19,630,000	$ -	$ 242,711,000	0	0.00
TOTAL	$ 223,081,000	$ -	$ 159,547,783	$ -	$ 382,628,783	0	0.00

HB 5202 A BUDGET REPORT and MEASURE SUMMARY **Carrier:** Rep. Sanchez

Joint Committee On Ways and Means

Action Date:	02/28/22
Action:	Do pass with amendments. (Printed A-Eng.)
House Vote	
Yeas:	8 - Breese-Iverson, Evans, Gomberg, McLain, Nosse, Sanchez, Smith G, Valderrama
Nays:	3 - Bynum, Reschke, Stark
Senate Vote	
Yeas:	9 - Anderson, Frederick, Golden, Gorsek, Hansell, Knopp, Lieber, Steiner Hayward, Taylor
Nays:	2 - Girod, Thomsen
Prepared By:	Laurie Byerly, Legislative Fiscal Office
Reviewed By:	Amanda Beitel, Legislative Fiscal Office

Emergency Board
2021-23

Various Agencies
2021-23

Budget Summary*

	2021-23 Legislatively Approved Budget	2022 Committee Recommendation	Committee Change from 2021-23 Leg. Approved	
			$ Change	% Change
Employment Relations Board				
General Fund	$ 3,257,926	$ 3,350,085	$ 92,159	2.8%
Other Funds	$ 2,577,311	$ 2,649,723	$ 72,412	2.8%
Oregon Government Ethics Commission				
Other Funds	$ 3,231,509	$ 3,312,835	$ 81,326	2.5%
Office of the Governor				
General Fund	$ 20,272,170	$ 20,159,078	$ (113,092)	-0.6%
Lottery Funds	$ 4,552,709	$ 4,661,117	$ 108,408	2.4%
Other Funds	$ 4,328,547	$ 4,465,499	$ 136,952	3.2%
Oregon Liquor and Cannabis Commission				
Other Funds				
	$ 321,006,290	$ 325,695,324	$ 4,689,034	1.5%
Other Funds Capital Improvements	$ 237,745	$ 447,745	$ 210,000	88.3%
Other Funds Debt Service	$ 7,547,093	$ 4,429,567	$ (3,117,526)	-41.3%
Public Employees Retirement System				
General Fund	$ -	$ 17,250,000	$ 17,250,000	100.0%
Lottery Funds	$ 16,792,239	$ 19,461,706	$ 2,669,467	15.9%
Other Funds	$ 146,993,665	$ 167,813,575	$ 20,819,910	14.2%
Oregon Racing Commission				
Other Funds	$ 7,351,396	$ 7,523,592	$ 172,196	2.3%
Department of Revenue				
General Fund	$ 235,958,511	$ 242,956,057	$ 6,997,546	3.0%
General Fund Debt Service	$ 6,579,170	$ 6,507,679	$ (71,491)	-1.1%
Other Funds	$ 154,232,573	$ 156,338,331	$ 2,105,758	1.4%
Secretary of State				
General Fund	$ 18,230,183	$ 18,915,145	$ 684,962	3.8%
Other Funds	$ 75,757,327	$ 79,761,879	$ 4,004,552	5.3%
Federal Funds	$ 5,885,867	$ 10,497,283	$ 4,611,416	78.3%
State Treasurer				
Other Funds	$ 115,832,025	$ 118,930,410	$ 3,098,385	2.7%

Oregon Liquor and Cannabis Commission

For the Oregon Liquor and Cannabis Commission (OLCC), the Subcommittee approved an Other Funds expenditure limitation increase of $504,000 to continue development of the online beer and wine privilege tax reporting system. System changes will enhance user functionality and increase technical support for stakeholders. Other Funds expenditure limitation in the amount of $210,000 was approved to replace a faulty main sewer line to the agency's existing headquarters building, which was constructed in 1954. Agency staff will remain in this facility until a new headquarters and warehouse facility is constructed, and the basic health and safety infrastructure must be maintained.

An increase in the amount of bonds authorized for issuance for OLCC projects was approved by the Subcommittee, to reflect cost increases in labor, materials, and the price of suitable, buildable acreage along the I-5 corridor. Costs estimates for a new warehouse and headquarters facility, an automated order fulfillment and conveyor system, and modernization of OLCC's information systems were developed in 2018. Since that time, the supply of suitable land has decreased, while labor and material shortages along with inflation have resulted in funding shortfalls for the technology and land/warehouse projects in the 2021-23 biennium. The Bond Authorization bill (SB 5701) includes an additional $5 million in Article XI-Q bonds for the agency's automated conveyor and order fulfillment system, resulting in the need for additional Other Funds expenditure limitation in the amount of $30,000 in HB 5202 to cover cost of issuance. A further $77,917,783 in article XI-Q bonds was approved in the Capital Construction bill for land acquisition and construction of a warehouse/headquarters facility; associated cost of issuance for that bond sale requires additional Other Funds expenditure limitation in HB 5202 of $792,217. Debt service for the 2021-23 biennium will decrease by $3,117,526 because the sale of bonds for the projects will be delayed until the spring of 2023. Bonds, debt service and cost of issuance on these projects will be paid with liquor revenue; these bonds do not count toward the state's bond limit. The following table illustrates the total amount of bonds authorized for each of the projects:

Project Description	2021 Approved Bond Authority	2022 Additional Bond Authority	2021-23 Total
Land Acquisition/Warehouse and Headquarters Facility	$53,170,000	$78,710,000	$131,880,000
Information Technology Systems Modernization	$27,390,000	$ -30,000	$27,360,000
Conveyor and Order Fulfillment System	$10,175,000	$5,030,000	$15,205,000

Public Employees Retirement System

The Subcommittee approved $17.3 million of General Fund, on a time-time basis, for deposit into the Employer Incentive Fund and a supplement increase of $17.5 million in Other Funds expenditure limitation, on a one-time basis, for expenditure from the Employer Incentive Fund into employer side accounts in order to meet the state matching funds requirement under current law.

The Subcommittee approved $2.7 million in supplemental Lottery Funds expenditure limitation (sports betting revenue), on a time-time basis, to reconcile with the Department of Administrative Services - Office of Economic Analysis revenue forecast (March 2022).

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HB 4074 B BUDGET REPORT and MEASURE SUMMARY **Carrier:** Rep. Morgan, Rep. Marsh

Joint Committee On Ways and Means

Action Date:	02/23/22
Action:	Do pass with amendments to the A-Eng bill. (Printed B-Eng.)
House Vote	
Yeas:	11 - Breese-Iverson, Bynum, Evans, Gomberg, McLain, Nosse, Reschke, Sanchez, Smith G, Stark, Valderrama
Senate Vote	
Yeas:	10 - Anderson, Frederick, Girod, Golden, Gorsek, Hansell, Knopp, Lieber, Steiner Hayward, Taylor
Exc:	1 - Thomsen
Prepared By:	Tamara Brickman, Department of Administrative Services
Reviewed By:	Michelle Deister, Legislative Fiscal Office

Oregon Liquor and Cannabis Commission
2021-23

Criminal Justice Commission
2021-23

Budget Summary*

	2021-23 Legislatively Approved Budget[1]	2022 Committee Recommendation	Committee Change from 2021-23 Leg. Approved	
Oregon Liquor and Cannabis Commission			$ Change	% Change
Other Funds Limited	$ -	$ 155,127	$ 155,127	100.0%
Total	$ -	$ 155,127	$ 155,127	100.0%
Oregon Criminal Justice Commission			$ Change	% Change
General Fund	$ -	$ 6,000,000	$ 6,000,000	100.0%
Other Funds Limited	$ -	$ 6,130,978	$ 6,130,978	100.0%
Total	$ -	$ 12,130,978	$ 12,130,978	100.0%

Position Summary

Oregon Liquor and Cannabis Commission			
Authorized Positions	0	1	1
Full-time Equivalent (FTE) positions	0.00	0.58	0.58
Oregon Criminal Justice Commission			
Authorized Positions	0	1	1
Full-time Equivalent (FTE) positions	0.00	0.63	0.63

[1] Includes adjustments through January 2022

* Excludes Capital Construction expenditures

Summary of Revenue Changes

House Bill 4074 makes a one-time General Fund appropriation of $6,000,000 to the Oregon Criminal Justice Commission (CJC) for deposit into the Illegal Marijuana Market Enforcement Grant (IMMEG) Fund, and provides Other Fund expenditure limitation for CJC to expend monies out of the fund for grants to community based organizations, and for expenses related to a position to support the work. The Measure also increases Other Funds expenditure limitation from existing Other Funds revenue for the Oregon Liquor and Cannabis Commission (OLCC) by $155,127. One full-time, Permanent position (0.58 FTE) is authorized to provide the OLCC with resources related to requiring employees or workers of marijuana licensees to report human trafficking on licensed premises.

Summary of Transportation and Economic Development Subcommittee Action

HB 4074 requires an employee or worker of a marijuana licensee to report human trafficking on licensed premises to OLCC and directs the Oregon Department of Agriculture to require any rebuttal testing of cannabis to be performed in a department-operated laboratory. The bill also authorizes the OLCC to allow certain licensed marijuana retailers to relocate to other premises without obtaining a new license and requires marijuana testing laboratory employees to obtain worker permits from the Commission. Finally, the bill modifies eligibility for grants from the CJC IMMEGP, to include community-based organizations; currently, this funding is only provided to law enforcement agencies through cities and counties.

The Subcommittee recommended an increase of $155,127 Other Funds expenditure limitation and one permanent full-time Operations and Policy Analyst 3 position (0.58 FTE) for OLCC to establish processes and manage reports on human trafficking from licensed facilities. The Subcommittee also recommended a one-time $6.0 million General Fund appropriation to CJC for deposit into the IMMEGP fund for the expansion of grants to community-based organizations responding to humanitarian crises associated with unlawful marijuana cultivation and distribution operations. A corresponding $6 million Other Funds expenditure limitation increase was provided to CJC to expend monies out of the fund. The Subcommittee also recommended an increase in Other Funds expenditure limitation of $130,978 Other Funds expenditure limitation for a limited duration Operations and Policy Analyst 2 position (0.63 FTE), due to the expansion of the IMMEGP to eligible community-based organizations. The increase in the number of grantees is anticipated to require more technical assistance, data collection, and financial tracking.

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

Oregon Liquor and Cannabis Commission
Oregon Criminal Justice Commission
Tamara Brickman -- (971) 719-3492

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS LIMITED	OTHER FUNDS NONLIMITED	FEDERAL FUNDS LIMITED	FEDERAL FUNDS NONLIMITED	TOTAL ALL FUNDS	POS	FTE
SUBCOMMITTEE ADJUSTMENTS									
Oregon Liquor and Cannabis Commission									
SCR 84500-004 - Recreational Marijuana Program									
Personal Services	$ -	$ -	$ 119,467	$ -	$ -	$ -	$ 119,467	1	0.58
Services and Supplies	$ -	$ -	$ 35,660	$ -	$ -	$ -	$ 35,660		
Oregon Criminal Justice Commission									
SCR 21300-001 - Sentencing, Policy, and Research									
Personal Services	$ -	$ -	$ 119,783	$ -	$ -	$ -	$ 119,783	1	0.63
Services and Supplies	$ -	$ -	$ 11,195				$ 11,195		
Special Payments - 6060 Intra Agency Gen Fund Tr.	$ 6,000,000	$ -	$ -	$ -	$ -	$ -	$ 6,000,000		
Special Payments	$ -	$ -	$ 6,000,000	$ -	$ -	$ -	$ 6,000,000		
SUBCOMMITTEE RECOMMENDATION *	$ 6,000,000	$ -	$ 6,286,105	$ -	$ -	$ -	$ 12,286,105	2	1.21
% Change from 2021-23 Leg Approved Budget	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%

*Excludes Capital Construction Expenditures

SB 1520 B BUDGET REPORT and MEASURE SUMMARY **Carrier:** Sen. Dembrow

Joint Committee On Ways and Means

Action Date:	02/26/22
Action:	Do pass with amendments to the A-Eng bill. (Printed B-Eng.)
Senate Vote	
Yeas:	9 - Anderson, Golden, Gorsek, Hansell, Knopp, Lieber, President Courtney, Steiner Hayward, Taylor
Nays:	2 - Girod, Thomsen
Exc:	1 - Frederick
House Vote	
Yeas:	7 - Bynum, Evans, Gomberg, McLain, Nosse, Sanchez, Valderrama
Nays:	4 - Breese-Iverson, Reschke, Smith G, Stark
Prepared By:	Tamara Brickman, Department of Administrative Services
Reviewed By:	Tim Walker, Legislative Fiscal Office

Oregon Liquor and Cannabis Commission
2021-23

Budget Summary*

	2021-23 Legislatively Approved Budget	2022 Committee Recommendation	Committee Change from 2021-23 Leg. Approved	
			$ Change	% Change
				100%
Other Funds Limited	$ -	$ 101,426	$ 101,426	
Total	$ -	$ 101,426	$ 101,426	100%

Position Summary

Authorized Positions	0	1	1
Full-time Equivalent (FTE) positions	0.00	0.33	0.33

* Excludes Capital Construction expenditures

Summary of Revenue Changes

Senate Bill 1520 increases Other Funds expenditure limitation for the Oregon Liquor and Cannabis Commission (OLCC) by $101,426 for implementation of the requirements in the bill. The revenue will initially be derived from the liquor fund with the expectation of reimbursement of those funds from fees established in SB 1520.

Summary of Transportation and Economic Development Subcommittee Action

SB 1520 requires distributors with sales of more than 500,000 beverages in the state within the previous calendar year, who do not participate in a distributor cooperative, to establish a program to provide redemption services comparable to services provided by a distributive cooperative in the state. The distributors are required to pay an annual fee to OLCC in the amount of $3,000 multiplied by each full-service redemption center in the state. The bill also requires fees to be paid to OLCC by smaller beverage distributors not participating in a distributor cooperative. The fees required of those distributors are $25,000 for distributors with sales between 15,000 - 500,000 beverages in the previous calendar year, and $5,000 for distributors with sales of less than 15,000 beverages. These fees are to be paid into the Bottle Bill Fund. The bill exempts distributors participating in a cooperative providing redemption services (defined in the bill) from these fees. The measure requires OLCC to notify large distributors in violation of the measure and establishes civil penalties. The measure also modifies requirements for notices to be displayed by dealers, requires a deposit on certain wine containers and requires distributor cooperatives to report to the Legislative Assembly no later than February 15th of each year.

The Subcommittee recommended an increase in Other Funds expenditure limitation for OLCC of $101,426 for one permanent full-time position (0.33 FTE) to administer and coordinate bottle redemption activities.

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

Oregon Liquor and Cannabis Commission
Tamara Brickman -- (971) 719-3492

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS LIMITED	OTHER FUNDS NONLIMITED	FEDERAL FUNDS LIMITED	FEDERAL FUNDS NONLIMITED	TOTAL ALL FUNDS	POS	FTE
SUBCOMMITTEE ADJUSTMENTS									
SCR 003 - Administration and Support									
Personal Services	$ -	$ -	$ 68,266	$ -	$ -	$ -	$ 68,266	1	0.33
Services and Supplies	$ -	$ -	$ 33,160	$ -	$ -	$ -	$ 33,160		
SUBCOMMITTEE RECOMMENDATION *	$ -	$ -	$ 101,426	$ -	$ -	$ -	$ 101,426	1	0.33
% Change from 2021-23 Leg.Approved Budget	0.00%	0%	100%	0%	0%	0%	100%	100%	100%

*Excludes Capital Construction Expenditures

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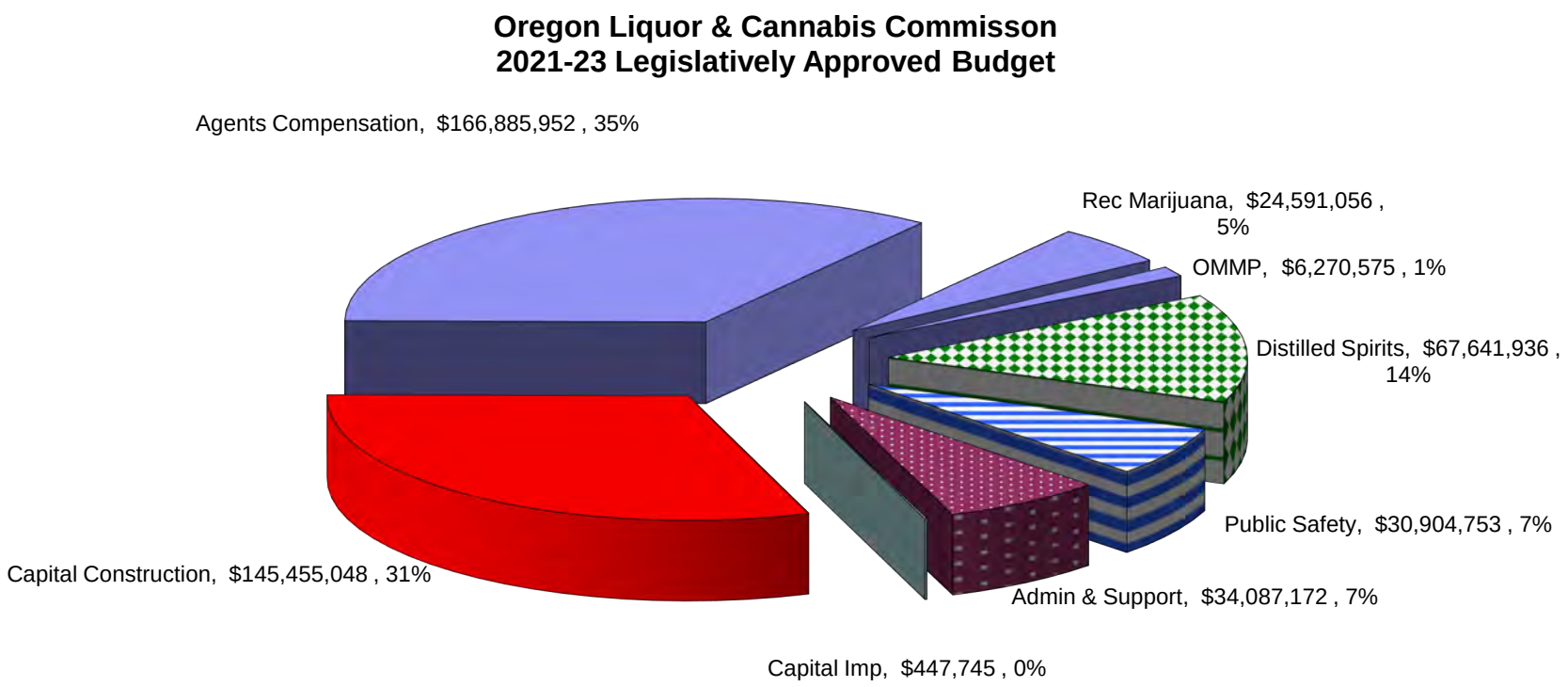
BUDGET NARRATIVE

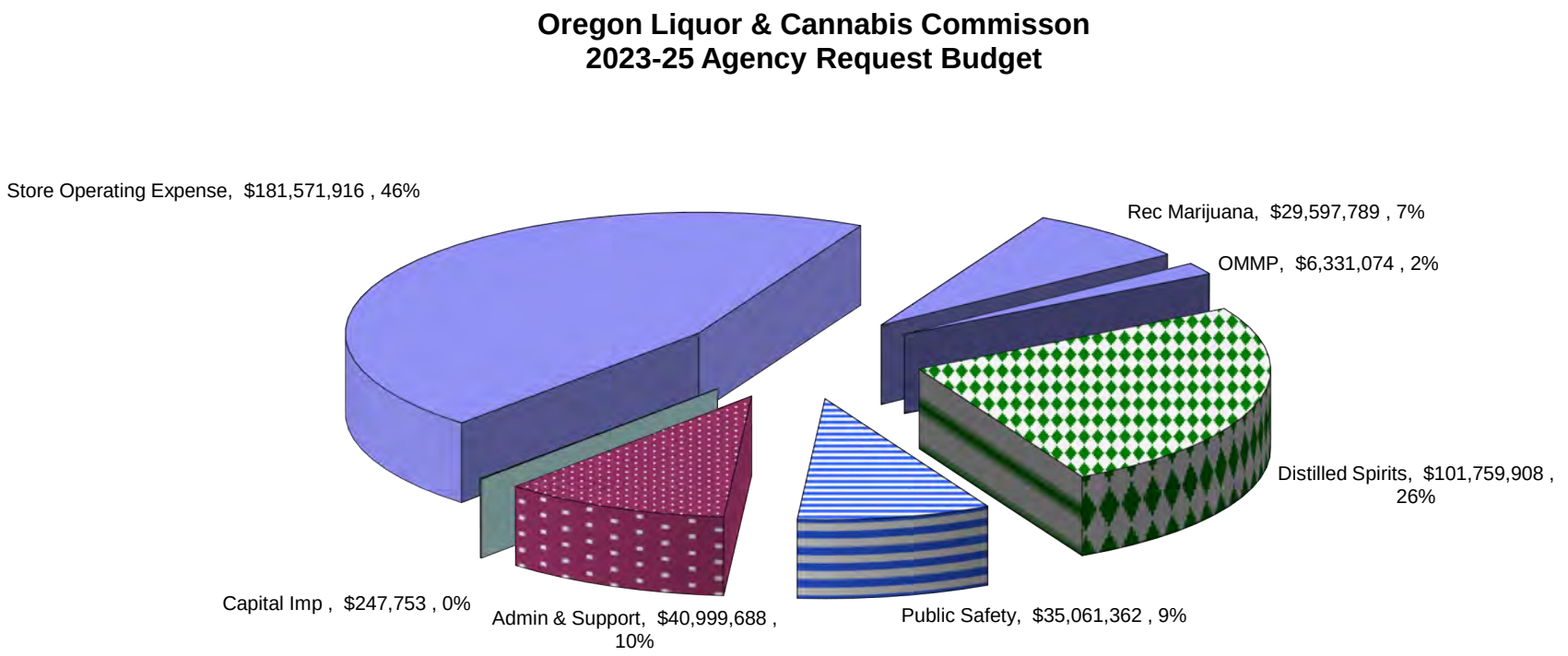
OREGON LIQUOR & CANNABIS COMMISSION
AGENCY SUMMARY

A. BUDGET SUMMARY GRAPHICS



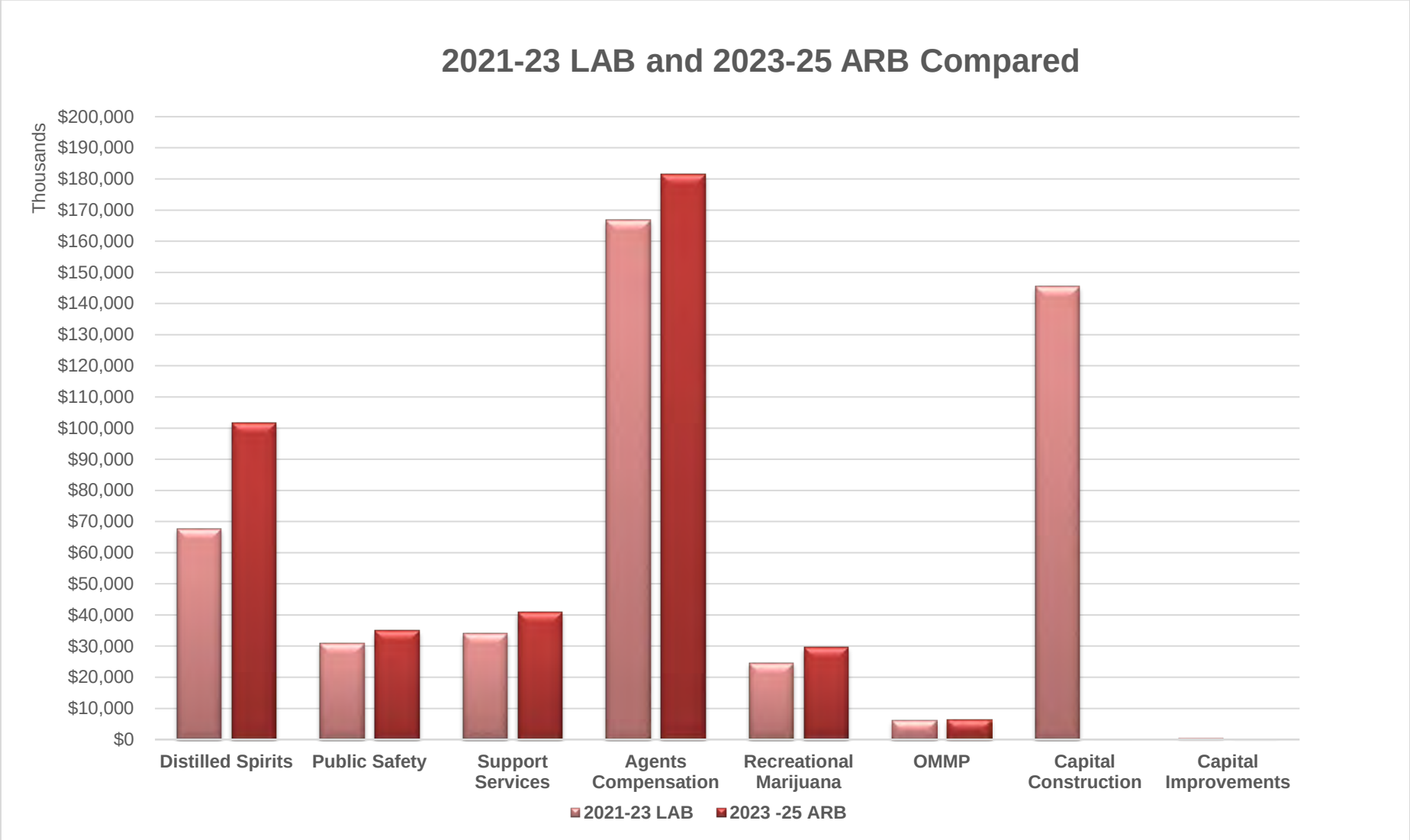
Total LAB $ 476,284,237

BUDGET SUMMARY GRAPHICS Continued:



Total ARB $ 395,569,490

BUDGET SUMMARY GRAPHICS Continued:



BUDGET NARRATIVE

B. MISSION STATEMENT AND STATUTORY AUTHORITY

The mission of the Oregon Liquor & Cannabis Commission (OLCC) is to support businesses, public safety, and community livability through education and the enforcement of liquor and marijuana laws. This mission and its values take on sustained importance as the agency works to support communities and licensees struggling in a COVID-19 environment. Ever since the agency was charged with regulating marijuana, the OLCC has developed a reputation for innovation in serving our stakeholders and citizens though adaptation to changing circumstances and growth.

Under this mission, the Commission continually seeks new ways of doing business, and this requires new rules and significant education for employees and stakeholders. Key issues range from providing public safety, health, and consumer protection for alcohol and marijuana to stabilize revenue generation into the future for Oregon state government. In applying this mission, the Commission is ever mindful of its responsibility to manage the alcoholic beverage and marijuana control systems and Bottle Bill responsibilities intelligently: Ensuring that any growth or changes are socially responsible, mindful of diversity and equity values, responsive to citizens' needs, and encouraging the success of Oregon licensee businesses while meeting the agency's own business development goals for the citizens of Oregon in the generation of revenue to support public services. Fundamentally important, this mission fully embraces the Commission's critical public safety obligations to control the sale and service of alcohol and marijuana—to ensure Oregon's youth under age 21 are not being sold products OLCC regulates—and to prevent the diversion of marijuana by licensees of the state.

The OLCC administers Oregon's Liquor Control Act and Cannabis Regulation. The agency's alcohol and marijuana authority is derived from Oregon Revised Statutes Chapters 471, Alcoholic Liquor Generally; 473, Wine, Cider and Malt Beverage Privilege Tax; 474, Trade Practices Related to Malt Beverages; 459A.700 to 740, Beverages Containers, the Bottle Bill; 475B Cannabis Regulation, and Administrative Rules Chapter 845.

C. AGENCY STRATEGIC BUSINESS PLANS

The agency's long-term strategies focus on the state's long-term vision and outcomes, specifically: A Thriving Oregon Economy; Excellence in State Government; and Safer, Healthier Communities. The agency utilizes the governing principles of supporting economic development, public safety, accountability, transparency, customer service, diversity and stewardship of state resources to guide agency operations and services that will enhance its long-term strategic directions for the public services it provides. The following discussion outlines strategic considerations utilized by the agency in its continuing efforts to evolve its core business capacity for the distribution of distilled spirits, its alcohol and marijuana licensing and enforcement programs and for its responsibilities for the Bottle Bill container redemption and facility siting.

Core functions

- Generates revenue through its Distilled Spirits business through the purchasing, warehousing, and distribution of bottled distilled spirits to OLCC-appointed retail agents
- Collects and oversees the state Privilege Tax on malt, wine and cider alcoholic beverages
- Licenses and regulates alcohol and marijuana businesses and temporary events
- Issues alcohol server permits and marijuana worker permits
- Assesses sanctions and fines for violations of marijuana and alcohol laws and rules
- Administers Bottle Bill redemption requirements and approves redemption centers
- Tracks medical marijuana production and transfers to patients and inspects OHA medical growers who grow for more than two cardholders and OHA medical processors and dispensaries
- Manages the transfer of hemp into the OLCC system and tracks hemp products processed and sold through OLCC licensees
- Licenses and enforces standards for a private network of marijuana testing laboratories

Key initiatives

- Plan and construct warehouse and headquarters to address capacity limitations on spirits distribution and capture $1.5 billion in revenue over 10 years
- Plan and implement agency IT modernization projects
- Support on-premises bars, restaurants and beer, wine and cider manufacturer's post Covid-19 recovery
- Increase public safety compliance oversight through education and data driven field enforcement
- Streamline marijuana and alcohol licensing processes
- Provide support for the Oregon Bottle Bill and facilitate industry partner work to expanded redemption opportunities through bottle drop and bottle drop express locations

- Create a seamless, streamlined organization that has a high-level of acumen in policy development, data analysis, communication, and education as a basis for effective management.
- Evolve the success of licensees, consumer protection and the generation of state revenue by streamlining and investing in effective administrative oversight, providing for timely license processes that ensure long term access to business opportunity, and by meeting the challenge of regulators and industry to support cannabinoid commerce with accountability to the values of Oregonians for choice, access and safety to adult and medicinal cannabis products.
- Prepare for the future by shifting a system of manual approvals and limitations into one of systemic oversight of commerce for the alcohol beverage industry through education, training and digital reporting of alcohol transactions; support accountable investigation and verification of compliance with alcohol law and rules.

Strategic Approach to Challenges

Apply equity framework in Covid-19 continued response and recovery

At every level of OLCC leadership, the agency is committed to applying the State of Oregon's Equity Framework. The agency is developing specific strategies and concrete actions to address racial and economic disparities. Through these equity strategies, the OLCC will move the metrics to improve equity outcomes and advance racial justice for all employees and customers for years to come. A key learning from the impact of COVID-19 pandemic was the vivid exposure of disparate impacts on racial and impoverished communities across a variety of health, economic and social dimensions. By using an equity lens in the policy development process, the OLCC will reduce unintended consequences to vulnerable or historically disadvantaged Oregon residents and communities, and center equity in decision making as we move into the future.

Create a culture of continuous improvement

The leadership of the OLCC continues to work on updating the agency's strategies for the future. The commissioners, executive director and division directors are in key positions to introduce fresh approaches to the work of the agency. There is excitement as a dedicated, knowledgeable and seasoned staff work to enable new ideas and new ways of working. The OLCC puts a high value on being adaptable to serve and deliver on concrete outcomes to better serve customers, citizens and industry. This approach has served the agency well as it continues to pivot rules and processes to support economically distressed licensees and to maximize productivity while working remotely.

The OLCC has a culture that prides itself on its service, expertise, transparency, and integrity. It is both the producer of public services and a provider of public safety and that integrated responsibility is reflected across the breadth of the

organization. Integration of these dual responsibilities remains one of the most vital touchstone elements of OLCC's work toward a successful future.

Support distressed businesses

The OLCC makes a positive contribution to Oregon's economic development and community livability by realigning rules and regulations to support business growth and to protect public safety. The OLCC's diverse licensee base provides significant economic contributions to vibrant communities throughout Oregon. The OLCC's liquor agents and licensees sell and produce revenue from within the community; likewise, Oregon's manufacturing industry and servers throughout the state earn their livings and income when local businesses thrive. The OLCC fully recognizes the pivotal role healthy licensee business have on the economic vibrancy of Oregon communities. When OLCC licensees needed to pivot business operations during COVID the restaurant and hospitality sector along with wine, beer, cider and distilled spirits manufactures and the marijuana industry worked seamlessly with OLCC to adapt rules and processes to keep commerce moving in as safe a way as possible for consumers and the workforce. Warehouse workers and distribution managers at OLCC showed up and kept the warehouse operating throughout COVID, and when called upon by the Governor and the hospitality industry, OLCC public safety personnel stepped up and enforced mask and social distancing requirements as an essential need and service to allow restaurants to remain open -- regardless of social and political headlines generated by very few defiant licensees -- the vast majority of industry and restaurants made all the efforts and investments to remain open. OLCC rules and outdoor seating exceptions certainly were welcome. Though dark and difficult times, both industry and the OLCC take pride in the accomplishments that were achieved through cooperation during crisis.

Today, the OLCC and the citizen commission's highest focus is to ensure economic recovery of our licensees; the work is not done. The OLCC will continue to make permanent changes to rules, forgive certain delinquent fees, and work as a partner with industry to support these businesses' recovery -- and recovery of the larger Oregon economy. A healthy, strong and vibrant hospitality economy is central to strong and vital community economies, through the support of community family wage job and growth. This income and activity benefits other businesses and attracts tourism which imports dollars into local economic growth. The Commission understands the very large economic impact that the businesses it regulates has on the economy and the lives of citizens. It is the Commission's job to enable these private initiatives and to ensure business is conducted on equal and well-regulated playing field that supports public safety and community livability. It is the OLCC's role to support a cycle of strong economic activity and community reinvestment from state and local government budgets into the success of downtown community businesses and services to citizens.

Create new means to advance public health and safety

The OLCC is preparing for the future by shifting a system of manual approvals and limitations into one of systemic oversight of commerce for the alcohol beverage industry and cannabis licensees through education, training and digital reporting of alcohol and cannabis transactions including the verification of identification. Industry partnership and investment is critical to the development of industry and agency agreed upon cost effective alcohol, cannabis and bottle redemption compliance tracking. Oregon and the nation are looking to create a systematic approach to compliance rather than episodic physical inspections that can only be carried out in relation to specific complaints or as time limited operations. While such a shift in capability and roles will take time, the future is moving forward today.

The OLCC has duties to oversee the safe operations of its licensed alcohol and marijuana facilities and Bottle Bill redemption centers to ensure compliance. As the agency continues to grapple with the challenges from the pandemic, OLCC licensees are required to adapt to changing laws, and regulations. Safe operations will be particularly important as new laws and regulations are adopted. For example, OLCC has identified an increase in demand for home delivery of alcohol. Options for home delivery may become permanent as it becomes a consumer preferred method of shopping.

Fundamental to the work of the agency is to prevent sales to minors. The Commission is not satisfied by the rate of non-sales to minors. In the past decade, the ratio of alcohol inspectors to licensees has increased, subsequently, the likelihood of an inspection or a minor decoy operation is reduced as the program becomes mostly complaint driven. To close the gap and eliminate sales to minors, the OLCC intends to pursue four primary strategies: 1) Increase the number of decoy operations; 2) Expand upon the agencies general prevention communication strategy by providing increased community level communications when non-sales to minors are faltering or not improving so community and licensee based awareness is heightened; 3) Increase licensee education; and 4) Monitor the implementation of heightened fines for violations. Another central focus of the OLCC is to reduce the incidents in alcohol and marijuana sales to visibly intoxicated persons. This fundamental interest of the OLCC is primarily pursued through the general structure of rules, training and enforcement. The agency utilizes a primary strategy of training licensees, alcohol server permittees and marijuana worker permit holders, to reduce the incidents of sales and service to visibly intoxicated people.

Sustain virtual and in-person communications with stakeholders

The OLCC sees improved communication strategies as a fundamental need to support its duties to keep the public safe, licensees in compliance, and the business of the OLCC productive. The sustaining operations changed by the pandemic has shifted the agency's focus to technology based solutions. Virtual board meetings, virtual RACS and rule hearings, You Tube videos, electronic bulletins, agency intranet, Microsoft 365 Teams meetings, Go To Meetings, electronic surveys, virtual inspections, and a redesigned web has

allowed OLCC staff to communicate internally, interact and receive input from stakeholders and process its work in new ways. The OLCC sees a future in which it will affirmatively support Oregon's development through active policies and communication with the greater alcoholic beverage and marijuana industry and its stakeholders across the state.

This begins with establishing the means to communicate with licensees, permittees and agents on a regular basis. OLCC responsibilities cover the entire state, and combined operations of the agency cover 19 to 20 hours on most days. This broad community responsibility should be matched by strong community level communications. The OLCC's strategies for the future include bolstering responsiveness and capability to electronically engage local licensees, communities and employees at the policy, process and operational levels.

Agency process improvement efforts

Process improvements have been a high priority for OLCC for several biennia, including streamlining and the development of plans for technological and automation improvements for the Public Safety Services Program and Distilled Spirits Programs. In response to the pandemic, the agency has focused on consolidating and eliminating processes and procedures that duplicated efforts and created "log jams" in the renewal and licensing process, particularly for marijuana. Many of the temporary rules put in place to support struggling licensees in the early days of the pandemic have been made permanent through legislative and commission action. With the same urgency, the agency will implement licensee support in alignment with the Governor's equity framework so a diverse set of licensees can prosper and succeed. OLCC activity and public safety partnerships will continue to focus on services provide to a broad, multi-cultural customer base.

The focus on system improvement has been particularly prevalent as the agency worked to integrate the Marijuana Program responsibilities throughout the organization. Rather than creating a separate standalone program with redundant services, the agency integrated central office support for marijuana throughout the organization. A proportional share of management services and staff are allocated to marijuana and paid through marijuana funds, and with the addition of OMMP tracking responsibilities, a proportional share will be paid through marijuana tax funds. Integrating these services creates efficiencies, as systems such as finance and purchasing are already in place. Additionally, the new business processes are being translated into technical requirements for an integrated case management system for both the marijuana and liquor programs. This is projected to go live in the 2023-2025 biennium and the agency is working to secure changes in policy and law to increase productivity of the commission, our regulatory and agency partners, and for the business we serve. The new integrated case management system will amplify recent gains in policy coordination, interdepartmental project teams and agency improvement efforts that have served the agency well through the pandemic. Staff are energized and ready to use our tested outreach to citizens and business partners for policy development and implementation

in ways that continue a strong focus on productivity improvement. The OLCC clearly sees and relies upon a high degree of problem solving to meet the challenge of improving process for licensees and communities throughout Oregon.

Agency Two Year Plan

Build agency infrastructure and administrative capacity

Information technology systems

- Invest in technology to protect core agency functions of distilled spirits distribution, finance, licensing, compliance and cannabis tracking
    - Implement modern Enterprise Resource Management (ERP), Warehouse Management (WMS), Point of Sale (POS), and Licensing/Compliance systems
    - Secure appropriate levels of staffing to ensure continuation of agency operations
    - Provide near and long-term redundancy for disaster recovery
    - Replace unsupported legacy software
    - Replace unsupported hardware
    - Select and manage technology solutions for new agency mandates
    - Set aside limitation for investment in IT projects and hardware and release by E-board as project stage gate approvals are received
- Redesign work processes to eliminate manual processes, reliance on excel spreadsheets, and duplicate data entry
    - Connect data from disparate systems
    - Add administrative functionality to software
    - Utilize data to inform business intelligence and decision making
- Improving licensee and vendor selection, evaluation, and oversight processes
    - License inventory and management
    - Vendor contract selection, assessments and realignment
    - Manage Stage Gate and contracting processes
    - Support the efficiency gains through sustained telework and improved field services

Capital construction and space planning

- Identify options to accommodate distribution, licensing, and enforcement growth, including space utilization and build/lease options
- Implement a capital investment plan to maximize operations and investments over the next decade
- Sustain telework status to support speed and flexibility and minimize disruption of employee productivity and job satisfaction associated with office and warehouse relocation decisions

Administration

- Sustain continued growth of agency responsibilities by obtaining additional business support positions, implement training and development, and promote career development among all staff
- Utilize hybrid in person and telecommuting as the ongoing pandemic recovery strategy to reduce space needs for personnel in the headquarters and regional offices
- Adapt agency policies, procedures, contracts and hiring processes to reflect the commission's commitment to an ongoing hybrid work environment
- Centralizing responsibilities for agency-wide policy development, implementation, and communication coordination through specialized subject matter experts in conjunction with agency manager and executive leadership

Internal communications

- Obtain technical public records fulfillment positions to handle high volume of public records requests, primarily from mergers, acquisitions and private sector lawsuits
- Obtain alcohol spokesperson position to respond timely to media requests, develop, edit, and publish alcohol factsheets, co-develop and publish inter-agency communication and projects such as alcohol prevention campaigns with the Oregon Health Authority and Alcohol and Drug Policy Commission
- Utilize technology to continue to enhance productivity of remote work
- Provide staff development and training to ensure consistency between divisions in charge of licensing, public safety and the OLCC sanction processes to provide for consistent practices and high levels of accurate technical support regardless of which field or regional office provides the service
- Refine data and measures of progress on desired outcomes
- Build agency intranet to improve employee productivity

External communications

- Increase outreach to licensees on comprehensive alcohol rule revision project planned for 2023-2025 biennium
- Improve statewide consumer access to products through retailer and licensee home delivery and pioneer new ways for facilitation of internet sales and systemic policies for increased reliability of compliant delivery practices
- Prepare licensees, permittees, and retail agents for the challenges of successful compliance through the establishment of opportunities for engagement and trainings
- Ensure the safety of licensees and agents that are experiencing a surge of robberies and armed robberies through effective education and enforcement actions and by working directly with law enforcement personnel
- Prioritize public access and transparency to information about OLCC licensing and enforcement activities and ensure robust information is available through the agency's web and social media presence

Preserve and build state revenue

Design/build warehouse distribution center to accommodate growth and increase revenue

- Accommodate growth in sales volume for the next twenty years and beyond by building a new warehouse to consolidate efficient operations
- Expand retail liquor store locations in tandem with population growth (1 store per 15,000 residents)
- Preserve the state's ability to distribute and sell unique products, including those produced by Oregon distillers
- Support near-term jobs in the planning and construction phase of the warehouse and headquarters project to support economic recovery
- Mitigate near-term impact on revenue distributed to state and local governments by financing the construction of warehouse projects (including IT, conveyor, and construction) through the issuance of fixed-rate bonds
- Sell existing warehouses to offset about 17% of the warehouse/IT modernization project cost while supporting a long-term partnership that assists in ensuring fluid and continuing public safety service delivery by Clackamas County on land owned by the OLCC

Financial Services

- Create efficiencies in tax collection, business support services, and payment:
    - Implement an online privilege tax system consistent with the vision of the Legislature and the industry that utilizes the system
    - Increase data analysis and scheduled reports for making business decisions
    - Match financial accountability policy with technology to increase audit and inventory efficiency

- Support businesses and jobs throughout the economic recovery and manage residual issues related to COVID-19 business support action responses:
  - Forgiveness of late payment fees
  - Temporary suspension of liquor liability insurance
  - Extended due dates for license renewal
  - Privilege tax rebates on stale products
  - Earned advances of agent commissions
  - Allow return of distilled liquor purchased for canceled events

Retail Services

- Increase data analysis to improve liquor profitability and increase revenue disbursements
- Maintain a focus on quality sales over volume and evaluate impact of minimum pricing policies
- Replace current legacy ordering systems to protect revenue
- Enhance customer shopping experience in new and established locations
- Ensure customer satisfaction by continuing to maintain world class access and availability to a broad diversity of products
- Plan for online ordering and home delivery to maintain alcohol beverage market share
- Continue expansion of retail footprint to match pace of population growth

Distilled Spirits Program

- Implement critical product, space, and logistics strategies to match near-term consumer demand beyond the warehouse's current capacity
- Prioritize actions to stay on a critical path for warehouse project execution while maintaining investments in current operations to overcome lack of warehouse capacity
- Develop plans and execute a proven CMGC model procurement to design and build a new warehouse and link IT operations and data systems (occupancy of a new warehouse, Fall 2024)
- Replace legacy warehouse IT systems
- Ensure access to a world class diversity of products through maintenance of strong relationships with manufactures

Enhance livable communities through regulation, licensing, and enforcement/compliance

Regulation

- Adapt policies and rules to assist struggling licensees in the development of new economic markets
- Adapt OLCC's role to implement OLCC responsibilities related to COVID-19

- Collaborate with other state agencies and industry stakeholders to redefine rules to meet emerging business models
- Adapt and innovate regulations to embrace digital commerce
- Work with industry partners to ensure systemic compliance actions and responsibilities are assumed by industry in the course of business operations
- Ensure the OLCC system places a continuing priority on access to medical marijuana products for OMMP cardholders
- Partner with Oregon Department of Agriculture to seamlessly regulate cannabis production (hemp and marijuana) and support ODA growth in ability to test cannabis to protect consumers and to hold private laboratory system accountable
- Advance consumer protection and public health expertise to engage complex social and technical policy develop and regulation standards for both alcohol and marijuana as necessary

Licensing

- Increase licensee outreach and education to increase rule understanding and compliance
- Automate licensing systems and eliminate duplicate data entry
- Refine the Cannabis Tracking System for all recreational marijuana licensees, OMMP and hemp tracking programs
- Minimize alcohol and marijuana licensing application, permittee, and renewal backlog
- Invest in timely execution of alcohol licenses to support new and recovering hospitality industry investment as this vital economic sector is emerging from the devastating impacts of COVID 19

Enforcement/Compliance

- Secure appropriate staffing for the alcohol enforcement program to emphasize minor sales decoy programs and first call education while working with industry to support business investments in systemic compliance technology
- Analyze outcomes of prior investigations and penalties to implement a process of fair, quick and just sanctions including use of a “fix-it ticket” model for minor marijuana program violations (not for diversion or sales to minors)
- Ensure public health and safety via education and administrative enforcement actions
- Cooperate with law enforcement agencies with the prosecution of illicit commercial marijuana offenses in Oregon
- Operate a law enforcement only call center to answer questions, direct resources and provide real time investigation assistance
- Refine OHA medical marijuana tracking through CTS and provide onsite and virtual inspections
- Increase inspectors and proactive inspections of marijuana licenses including more data driven specific inspections targeting diversion
- Develop dedicated resources to support long term investigations of complex cases of suspected diversion
- Execute responsibilities for education of licenses about mandatory human trafficking reporting and coordinate with public safety and health safety agencies on strategic plans to confront sex and human trafficking issues throughout the state

Performance

- Annual Performance Progress Report (APPR) documents appear in the "Special Reports" section https://www.oregonlegislature.gov/lfo/APPR/APPR_OLCC_2021-10-04.pdf
- 2023-25 estimates $633 million in liquor revenue distributed to general fund, cities, counties and health programs
- 2023-25 estimates $338 million in marijuana tax revenue distributed to schools, cities, counties and health programs (Office of Economic Analysis)

D. CRITERIA FOR 2023-25 BUDGET DEVELOPMENT

OLCC administers the Liquor Control Act and Cannabis Regulation to ensure social responsibility in liquor and marijuana regulation. In doing so, its functions of providing for the retail sales of alcohol, licensing and efficient collection of taxes, and licensing and sales of marijuana (taxes are collected and distributed by the Oregon Department of Revenue) supports the Oregon economy, business investment, employment and vital public services. It is within this legal framework that the OLCC is responsive to citizens' needs, for public health and safety and engagement on matters of civic and consumer concern. Through this framework the OLCC finds its processes and means to meet the challenges of the changing marketplace of the 21st century.

The OLCC's long-term plan is to manage growth within its values and mission. The OLCC actively is planning how to be responsive to the changing demographics and marketplace, while promoting responsible alcohol and marijuana sales and encouraging the development of all Oregon industry and consumer sensitive retail markets.

The OLCC is engaging responsible growth by prioritizing public safety, embracing economic opportunity, and safeguarding its ability to produce revenue to support public programs vital to Oregonians:

- By continuing to create and strengthen partnerships with local law enforcement, moderation groups and others, the OLCC can make well informed policy decisions and resource allocations to protect the public
- By reinforcing its commitment to establishing a positive business environment within its overall regulatory structure, the OLCC sets the tone for a sustainable and productive business climate
- By prioritizing investments which enhance overall productivity, the OLCC can deliver on expectations that its business operation generate revenue for state, county, and city public services.

The OLCC recognizes that as the environment changes, OLCC and its stakeholders will benefit from the OLCC's responsiveness to changes. The OLCC seeks to use the most modern technology it can afford to improve services and help entrepreneurs get into

business and employ others. It seeks to transition to modern web-based services which provide greater flexibility, use state technology resources, and create more ease for the user.

The future of Oregon depends on its ability to strategically invest in human capital and infrastructure to facilitate the growth of business and jobs, and to contribute to a positive business climate. The OLCC licenses, permits and approves people to manufacture, sell and serve alcohol when they meet certain criteria. In addition, the OLCC licenses growers, processors, wholesalers, retailers, laboratories and researchers and issues marijuana worker permits. Licensees in both programs must consistently comply with the law to keep those privileges so Oregon's communities can be safe. The OLCC needs a certain level of resources to manage growth and regulate the industry responsibly. In order to keep barriers at a minimum and provide good service levels, the agency also focuses on streamlining and automating processes as much as possible. This is also consistent with the priority to reduce barriers for business, including regulatory barriers.

The OLCC budget proposal focuses on its charge to safeguard state assets and provide responsible stewardship for the continued sale and service of alcohol along with its responsibility for regulating the sales of recreational marijuana. The proposals are primarily focused on adding capability and capacity, particularly bonding for warehouse expansion and IT modernization, and adequate staff to support minor control goals and growth in both licensing and compliance.

Major criteria for 2023-25 budget development

All budget proposals align with the long-term strategies the OLCC is working toward:

1. Creating a culture of change
2. Supporting distressed businesses
3. Creating new means to advance public health and safety
4. Opening new lines of communications with stakeholders
5. Ensuring market access to diverse licensee and agent ownerships

The focus for the establishment of priorities across the agency includes criteria that supports measured progress toward achieving the strategic plans of the OLCC:

- Replace OLCC's aging core technology and invest in the capacity to meet customer demand for distilled spirits and secure forecasted revenue necessary to support public services

- Streamline and automate processes for applicants, license and permit holders and administrative staff
- Invest in the workforce and their professional growth and development to improve agency productivity
- Collaborate with law enforcement to enhance public safety and community livability
- Enhance economic development through licensee education to achieve greater compliance and secure safety through prevention
- Increase partnership and communication with business, community, public safety and other stakeholders

The OLCC used the following criteria to develop its policy option packages for 2023-25 and their priority ranking:

1. Does it increase revenue for state services?
2. Does it create efficiency savings within the agency and improve customer service?
3. Does it provide resources to adequately educate and visit licensees in order to increase compliance, reduce sales to minors and enhance community livability?
4. Does it adequately reflect the growing workload and responsibilities within the agency?

E. STATE OWNED BUILDINGS AND INFRASTRUCTURE

OLCC currently owns two facilities in Milwaukie, Oregon that serve to receive, store and ship liquor and an adjoining office facility to service administrative staff. Total area of the facilities is 283,714 square feet with a current occupancy of 285 positions. The current replacement value is $62,779,191. There is currently $2.1 million of deferred maintenance for both facilities with an anticipated $2.2 million of deferred maintenance in the 23-25 biennium. Both OLCC facilities are expected to be sold during the 2023-25 biennium as the agency is currently undertaking plans to build a new office and warehouse facility scheduled for completion in 2025.

F. AGENCY IT STRATEGIC PLAN

OLCC currently operates on many outdated and unsupported IT systems along with a variety of paper only processes in conjunction with hundreds of excel spreadsheets. OLCC is in need of a highly customizable and scalable software solution to address marijuana and liquor licensing, case management, and enforcement, as well as distilled spirits supply chain and retail store management. To achieve these goals OLCC has implemented an Enterprise Modernization Program (EMP) to modernize the OLCC's technology to make it easier for our stakeholders, our staff, and to improve the data quality as well as security for all systems. Another goal is to create easily digestible data sets to be used for business intelligence that can be used for licensees, liquor agents, distributors and other stakeholders.

Specific Objectives in the next 3 to 5 years include;
- Replacement of failing Distilled Spirits Supply Chain system to secure revenue and accommodate growth in Distilled Spirits by

implementing a modern Enterprise Resource Management (ERP), Warehouse Management (WMS), and Point of Sale (POS) this will include liquor store order tracking, distillery retail sales tracking, and a modern customer engagement shopping portal.
- Creation of a unified alcohol and marijuana licensing and compliance system,
- Providing modern technology tools for supporting retail liquor agents, vendors and the general public.
- Ensuring continuity of business operations for both marijuana and liquor licensing as well as compliance and hearings.

G. IT PRIORITIZATION MATRIX

OLCC's IT Prioritization Matrix can be found in the Special Reports Section. Priority IT projects for 2023-25 include development of the Marijuana and Liquor Licensing Compliance System and modernization of the Distilled Spirits Supply Chain. Both are critical to the continuing business operations of the agency and in maintaining the revenue generated from liquor sales. Both projects are fully aligned with the Governors Strategic Plan to provide user friendly and secure platform for stakeholders. The systems will provide economic viability to permittees, licensees, liquor stores, etc. through the permit, license, or contract needed to work or do business in Oregon. The new systems will decrease the time it takes to apply, getting business up and running faster and employees able to work quicker. Another aspect of the Enterprise Modernization Program, is that we will have better auditing of public safety investigations and violations. The new system will also require alcohol and marijuana-related education, which in turn provides for more successful businesses.

The OLCC supports a wide variety of users across the industries that we serve including a mix of education levels, socio-economic backgrounds, and representing the diversity Oregon has to offer. The intent of modernizing in our systems is to increase remote access to eliminate the need for customers to drive to an OLCC office for service. The Enterprise Modernization Program system(s) will also decrease service times as we are removing time spent by customers travelling or sending documents via mail. The majority of our customer base uses smart phones, computers or tablets to access web-based applications. However, there are some stakeholders who do not own a smart phone, computer or tablet. . Mitigation strategies being considered are allowing customers to fill out applications in an OLCC office or providing the ability to provide a paper form. Efficiencies created by the Enterprise Modernization Program, will allow for increased revenue from distilled spirits sales as well as safeguard revenue from liquor and marijuana license fees. With Enterprise Modernization, applicants will not need to find a pre-printed application form or require the equipment to print an application. They will be able to log on from any device to complete the application process.

The OLCC currently collects voluntary demographic data for marijuana licensing, marijuana worker permits, and alcohol service permits. We do not collect demographic data for liquor licensing, special event licensing, or retail liquor store contractors, however the new systems will enable this capability. Analysis completed indicates that OLCC's customer base for Service Permits primarily need

Spanish and Chinese translations. The current Service Permits system has a custom translation to ensure accuracy. The OLCC has worked closely with the Chinese American Citizens Alliance/Portland Chinese Times as well as Spanish-speaking class providers to ensure the translations are correct and serve the needs of the community. Current marijuana translation options include more languages, but are automatic translations provided by a software program. Requirements for the new marijuana and liquor licensing and compliance system will include the ability for applicants to choose multiple languages, at minimum including Spanish and Chinese.

AGENCY REQUEST BUDGET 23-25

OLCC Programs	Other Funds Limitation	Positions	FTEs
Distilled Spirits	$101,759,908	76	76.00
Public Safety Services	$35,061,362	132	127.22
Administration & Support	$40,999,688	104	102.56
Recreational Marijuana	$29,597,789	92	90.18
Medical Marijuana - OMMP Tracking	$6,331,074	21	21.00
Store Operating Expenses	$181,571,916	0	0.00
Capital Improvements	$247,753	0	0.00
Capital Construction	$0	0	0.00
TOTALS	**$395,569,490**	**425**	**416.96**

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Summary of 2023-25 Biennium Budget

Oregon Liquor & Cannabis Comm — **Agency Request Budget**
Oregon Liquor & Cannabis Comm — **Cross Reference Number: 84500-000-00-00-00000**
2023-25 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2021-23 Leg Adopted Budget	384	381.25	391,328,393	-	-	391,328,393	-	-	-
2021-23 Emergency Boards	2	0.91	84,955,844	-	-	84,955,844	-	-	-
2021-23 Leg Approved Budget	**386**	**382.16**	**476,284,237**	**-**	**-**	**476,284,237**	**-**	**-**	**-**
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(2)	(0.16)	4,885,143	-	-	4,885,143	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			22,694,259	-	-	22,694,259	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			(145,455,048)	-	-	(145,455,048)	-	-	-
Subtotal 2023-25 Base Budget	**384**	**382.00**	**358,408,591**	**-**	**-**	**358,408,591**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(735,954)	-	-	(735,954)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	288,613	-	-	288,613	-	-	-
Subtotal	**-**	**-**	**(447,341)**	**-**	**-**	**(447,341)**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(30,319,232)	-	-	(30,319,232)	-	-	-
Subtotal	**-**	**-**	**(30,319,232)**	**-**	**-**	**(30,319,232)**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	16,603,078	-	-	16,603,078	-	-	-
State Gov"t & Services Charges Increase/(Decrease)			1,101,369	-	-	1,101,369	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**17,704,447**	**-**	**-**	**17,704,447**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2023-25 Current Service Level	**384**	**382.00**	**345,346,465**	**-**	**-**	**345,346,465**	**-**	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2023-25 Current Service Level	**384**	**382.00**	**345,346,465**	**-**	**-**	**345,346,465**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	**384**	**382.00**	**345,346,465**	**-**	**-**	**345,346,465**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2022 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
101 - IT Modernization Bonded Costs	-	-	23,200,000	-	-	23,200,000	-	-	-
102 - Warehouse and Nonbonded IT Costs	-	-	14,403,773	-	-	14,403,773	-	-	-
104 - Distribution Center Equipment Replacement	-	-	162,000	-	-	162,000	-	-	-
109 - Alcohol Communication Outreach	-	-	600,000	-	-	600,000	-	-	-
116 - Distilled Spirits Board LC	-	-	1,000,000	-	-	1,000,000	-	-	-
208 - Alcohol Licensing Staffing	7	6.16	1,373,677	-	-	1,373,677	-	-	-
211 - Public Safety Call Center Staffing	3	2.64	572,942	-	-	572,942	-	-	-
215 - Alcohol Delivery Regulation LC	7	5.42	1,610,784	-	-	1,610,784	-	-	-
303 - IT Risk Mitigation	2	1.76	549,053	-	-	549,053	-	-	-
305 - Vehicle Replacement	-	-	1,118,553	-	-	1,118,553	-	-	-
306 - Human Resources Staffing	2	1.76	495,745	-	-	495,745	-	-	-
307 - Financial Services Staffing	3	2.64	716,903	-	-	716,903	-	-	-
312 - Records Requests & Communications	5	4.40	994,136	-	-	994,136	-	-	-
410 - Cannabis Communication Outreach	-	-	450,000	-	-	450,000	-	-	-
413 - Marijuana Lab Integrity	3	2.64	965,674	-	-	965,674	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
414 - Marijuana Licensing and Compliance	8	7.04	1,897,080	-	-	1,897,080	-	-	-
417 - Marijuana License Reassignment Grants LC	-	-	1	-	-	1	-	-	-
418 - ODA Lab Funding LC	-	-	-	-	-	-	-	-	-
419 - Cannabis Consumer Protection Act-LC	1	0.50	112,704	-	-	112,704	-	-	-
Subtotal Policy Packages	**41**	**34.96**	**50,223,025**	**-**	**-**	**50,223,025**	**-**	**-**	**-**
Total 2023-25 Agency Request Budget	**425**	**416.96**	**395,569,490**	**-**	**-**	**395,569,490**	**-**	**-**	**-**
Percentage Change From 2021-23 Leg Approved Budget	10.10%	9.11%	-16.95%	-	-	-16.95%	-	-	-
Percentage Change From 2023-25 Current Service Level	10.68%	9.15%	14.54%	-	-	14.54%	-	-	-

Summary of 2023-25 Biennium Budget

Oregon Liquor & Cannabis Comm | **Agency Request Budget**
Distilled Spirits Program | **Cross Reference Number: 84500-001-00-00-00000**
2023-25 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2021-23 Leg Adopted Budget	77	77.00	69,497,386	-	-	69,497,386	-	-	-
2021-23 Emergency Boards	-	-	(1,855,450)	-	-	(1,855,450)	-	-	-
2021-23 Leg Approved Budget	**77**	**77.00**	**67,641,936**	**-**	**-**	**67,641,936**	**-**	**-**	**-**
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(1)	(1.00)	629,752	-	-	629,752	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			22,694,259	-	-	22,694,259	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2023-25 Base Budget	**76**	**76.00**	**90,965,947**	**-**	**-**	**90,965,947**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(133,070)	-	-	(133,070)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	53,898	-	-	53,898	-	-	-
Subtotal	**-**	**-**	**(79,172)**	**-**	**-**	**(79,172)**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(29,289,952)	-	-	(29,289,952)	-	-	-
Subtotal	**-**	**-**	**(29,289,952)**	**-**	**-**	**(29,289,952)**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	797,631	-	-	797,631	-	-	-
State Gov"t & Services Charges Increase/(Decrease)			(319)	-	-	(319)	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal	**-**	**-**	**797,312**	**-**	**-**	**797,312**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2023-25 Current Service Level	**76**	**76.00**	**62,394,135**	**-**	**-**	**62,394,135**	**-**	**-**	**-**

Oregon Liquor & Cannabis Comm
Distilled Spirits Program
2023-25 Biennium

Agency Request Budget
Cross Reference Number: 84500-001-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2023-25 Current Service Level	**76**	**76.00**	**62,394,135**	**-**	**-**	**62,394,135**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	**76**	**76.00**	**62,394,135**	**-**	**-**	**62,394,135**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2022 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
101 - IT Modernization Bonded Costs	-	-	23,200,000	-	-	23,200,000	-	-	-
102 - Warehouse and Nonbonded IT Costs	-	-	14,403,773	-	-	14,403,773	-	-	-
104 - Distribution Center Equipment Replacement	-	-	162,000	-	-	162,000	-	-	-
109 - Alcohol Communication Outreach	-	-	600,000	-	-	600,000	-	-	-
116 - Distilled Spirits Board LC	-	-	1,000,000	-	-	1,000,000	-	-	-
208 - Alcohol Licensing Staffing	-	-	-	-	-	-	-	-	-
211 - Public Safety Call Center Staffing	-	-	-	-	-	-	-	-	-
215 - Alcohol Delivery Regulation LC	-	-	-	-	-	-	-	-	-
303 - IT Risk Mitigation	-	-	-	-	-	-	-	-	-
305 - Vehicle Replacement	-	-	-	-	-	-	-	-	-
306 - Human Resources Staffing	-	-	-	-	-	-	-	-	-
307 - Financial Services Staffing	-	-	-	-	-	-	-	-	-
312 - Records Requests & Communications	-	-	-	-	-	-	-	-	-
410 - Cannabis Communication Outreach	-	-	-	-	-	-	-	-	-
413 - Marijuana Lab Integrity	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
414 - Marijuana Licensing and Compliance	-	-	-	-	-	-	-	-	-
417 - Marijuana License Reassignment Grants LC	-	-	-	-	-	-	-	-	-
418 - ODA Lab Funding LC	-	-	-	-	-	-	-	-	-
419 - Cannabis Consumer Protection Act-LC	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**39,365,773**	**-**	**-**	**39,365,773**	**-**	**-**	**-**
Total 2023-25 Agency Request Budget	**76**	**76.00**	**101,759,908**	**-**	**-**	**101,759,908**	**-**	**-**	**-**
Percentage Change From 2021-23 Leg Approved Budget	-1.30%	-1.30%	50.44%	-	-	50.44%	-	-	-
Percentage Change From 2023-25 Current Service Level	-	-	63.09%	-	-	63.09%	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2021-23 Leg Adopted Budget	116	114.00	29,671,976	-	-	29,671,976	-	-	-
2021-23 Emergency Boards	1	0.58	1,232,777	-	-	1,232,777	-	-	-
2021-23 Leg Approved Budget	**117**	**114.58**	**30,904,753**	**-**	**-**	**30,904,753**	**-**	**-**	**-**
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(2)	(1.58)	647,270	-	-	647,270	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2023-25 Base Budget	**115**	**113.00**	**31,552,023**	**-**	**-**	**31,552,023**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(200,647)	-	-	(200,647)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	53,307	-	-	53,307	-	-	-
Subtotal	**-**	**-**	**(147,340)**	**-**	**-**	**(147,340)**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(64,800)	-	-	(64,800)	-	-	-
Subtotal	**-**	**-**	**(64,800)**	**-**	**-**	**(64,800)**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	164,576	-	-	164,576	-	-	-
State Gov"t & Services Charges Increase/(Decrease)			(500)	-	-	(500)	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**164,076**	**-**	**-**	**164,076**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2023-25 Current Service Level	**115**	**113.00**	**31,503,959**	**-**	**-**	**31,503,959**	**-**	**-**	**-**

Oregon Liquor & Cannabis Comm
Public Safety Services Program
2023-25 Biennium

Agency Request Budget
Cross Reference Number: 84500-002-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal: 2023-25 Current Service Level	**115**	**113.00**	**31,503,959**	**-**	**-**	**31,503,959**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	**115**	**113.00**	**31,503,959**	**-**	**-**	**31,503,959**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2022 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
101 - IT Modernization Bonded Costs	-	-	-	-	-	-	-	-	-
102 - Warehouse and Nonbonded IT Costs	-	-	-	-	-	-	-	-	-
104 - Distribution Center Equipment Replacement	-	-	-	-	-	-	-	-	-
109 - Alcohol Communication Outreach	-	-	-	-	-	-	-	-	-
116 - Distilled Spirits Board LC	-	-	-	-	-	-	-	-	-
208 - Alcohol Licensing Staffing	7	6.16	1,373,677	-	-	1,373,677	-	-	-
211 - Public Safety Call Center Staffing	3	2.64	572,942	-	-	572,942	-	-	-
215 - Alcohol Delivery Regulation LC	7	5.42	1,610,784	-	-	1,610,784	-	-	-
303 - IT Risk Mitigation	-	-	-	-	-	-	-	-	-
305 - Vehicle Replacement	-	-	-	-	-	-	-	-	-
306 - Human Resources Staffing	-	-	-	-	-	-	-	-	-
307 - Financial Services Staffing	-	-	-	-	-	-	-	-	-
312 - Records Requests & Communications	-	-	-	-	-	-	-	-	-
410 - Cannabis Communication Outreach	-	-	-	-	-	-	-	-	-
413 - Marijuana Lab Integrity	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
414 - Marijuana Licensing and Compliance	-	-	-	-	-	-	-	-	-
417 - Marijuana License Reassignment Grants LC	-	-	-	-	-	-	-	-	-
418 - ODA Lab Funding LC	-	-	-	-	-	-	-	-	-
419 - Cannabis Consumer Protection Act-LC	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**17**	**14.22**	**3,557,403**	**-**	**-**	**3,557,403**	**-**	**-**	**-**
Total 2023-25 Agency Request Budget	**132**	**127.22**	**35,061,362**	**-**	**-**	**35,061,362**	**-**	**-**	**-**
Percentage Change From 2021-23 Leg Approved Budget	12.82%	11.03%	13.45%	-	-	13.45%	-	-	-
Percentage Change From 2023-25 Current Service Level	14.78%	12.58%	11.29%	-	-	11.29%	-	-	-

Summary of 2023-25 Biennium Budget

Oregon Liquor & Cannabis Comm
Administration and Support
2023-25 Biennium

Agency Request Budget
Cross Reference Number: 84500-003-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2021-23 Leg Adopted Budget	90	90.00	32,579,366	-	-	32,579,366	-	-	-
2021-23 Emergency Boards	1	0.33	1,507,806	-	-	1,507,806	-	-	-
2021-23 Leg Approved Budget	**91**	**90.33**	**34,087,172**	**-**	**-**	**34,087,172**	**-**	**-**	**-**
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	1	1.67	2,206,439	-	-	2,206,439	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2023-25 Base Budget	**92**	**92.00**	**36,293,611**	**-**	**-**	**36,293,611**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(198,639)	-	-	(198,639)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	108,708	-	-	108,708	-	-	-
Subtotal	**-**	**-**	**(89,931)**	**-**	**-**	**(89,931)**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(579,600)	-	-	(579,600)	-	-	-
Subtotal	**-**	**-**	**(579,600)**	**-**	**-**	**(579,600)**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	398,139	-	-	398,139	-	-	-
State Gov"t & Services Charges Increase/(Decrease)			1,103,079	-	-	1,103,079	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**1,501,218**	**-**	**-**	**1,501,218**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2023-25 Current Service Level	**92**	**92.00**	**37,125,298**	**-**	**-**	**37,125,298**	**-**	**-**	**-**

Oregon Liquor & Cannabis Comm
Administration and Support
2023-25 Biennium

Agency Request Budget
Cross Reference Number: 84500-003-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2023-25 Current Service Level	**92**	**92.00**	**37,125,298**	**-**	**-**	**37,125,298**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	**92**	**92.00**	**37,125,298**	**-**	**-**	**37,125,298**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2022 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
101 - IT Modernization Bonded Costs	-	-	-	-	-	-	-	-	-
102 - Warehouse and Nonbonded IT Costs	-	-	-	-	-	-	-	-	-
104 - Distribution Center Equipment Replacement	-	-	-	-	-	-	-	-	-
109 - Alcohol Communication Outreach	-	-	-	-	-	-	-	-	-
116 - Distilled Spirits Board LC	-	-	-	-	-	-	-	-	-
208 - Alcohol Licensing Staffing	-	-	-	-	-	-	-	-	-
211 - Public Safety Call Center Staffing	-	-	-	-	-	-	-	-	-
215 - Alcohol Delivery Regulation LC	-	-	-	-	-	-	-	-	-
303 - IT Risk Mitigation	2	1.76	549,053	-	-	549,053	-	-	-
305 - Vehicle Replacement	-	-	1,118,553	-	-	1,118,553	-	-	-
306 - Human Resources Staffing	2	1.76	495,745	-	-	495,745	-	-	-
307 - Financial Services Staffing	3	2.64	716,903	-	-	716,903	-	-	-
312 - Records Requests & Communications	5	4.40	994,136	-	-	994,136	-	-	-
410 - Cannabis Communication Outreach	-	-	-	-	-	-	-	-	-
413 - Marijuana Lab Integrity	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
414 - Marijuana Licensing and Compliance	-	-	-	-	-	-	-	-	-
417 - Marijuana License Reassignment Grants LC	-	-	-	-	-	-	-	-	-
418 - ODA Lab Funding LC	-	-	-	-	-	-	-	-	-
419 - Cannabis Consumer Protection Act-LC	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**12**	**10.56**	**3,874,390**	**-**	**-**	**3,874,390**	**-**	**-**	**-**
Total 2023-25 Agency Request Budget	**104**	**102.56**	**40,999,688**	**-**	**-**	**40,999,688**	**-**	**-**	**-**
Percentage Change From 2021-23 Leg Approved Budget	14.29%	13.54%	20.28%	-	-	20.28%	-	-	-
Percentage Change From 2023-25 Current Service Level	13.04%	11.48%	10.44%	-	-	10.44%	-	-	-

Oregon Liquor & Cannabis Comm
Recreational Marijuana Program
2023-25 Biennium

Agency Request Budget
Cross Reference Number: 84500-004-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2021-23 Leg Adopted Budget	80	79.25	23,836,494	-	-	23,836,494	-	-	-
2021-23 Emergency Boards	-	-	754,562	-	-	754,562	-	-	-
2021-23 Leg Approved Budget	**80**	**79.25**	**24,591,056**	**-**	**-**	**24,591,056**	**-**	**-**	**-**
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	0.75	1,368,779	-	-	1,368,779	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2023-25 Base Budget	**80**	**80.00**	**25,959,835**	**-**	**-**	**25,959,835**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(169,070)	-	-	(169,070)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	72,269	-	-	72,269	-	-	-
Subtotal	**-**	**-**	**(96,801)**	**-**	**-**	**(96,801)**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(174,880)	-	-	(174,880)	-	-	-
Subtotal	**-**	**-**	**(174,880)**	**-**	**-**	**(174,880)**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	484,602	-	-	484,602	-	-	-
State Gov"t & Services Charges Increase/(Decrease)			(426)	-	-	(426)	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal	**-**	**-**	**484,176**	**-**	**-**	**484,176**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2023-25 Current Service Level	**80**	**80.00**	**26,172,330**	**-**	**-**	**26,172,330**	**-**	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2023-25 Current Service Level	**80**	**80.00**	**26,172,330**	**-**	**-**	**26,172,330**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	**80**	**80.00**	**26,172,330**	**-**	**-**	**26,172,330**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2022 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
101 - IT Modernization Bonded Costs	-	-	-	-	-	-	-	-	-
102 - Warehouse and Nonbonded IT Costs	-	-	-	-	-	-	-	-	-
104 - Distribution Center Equipment Replacement	-	-	-	-	-	-	-	-	-
109 - Alcohol Communication Outreach	-	-	-	-	-	-	-	-	-
116 - Distilled Spirits Board LC	-	-	-	-	-	-	-	-	-
208 - Alcohol Licensing Staffing	-	-	-	-	-	-	-	-	-
211 - Public Safety Call Center Staffing	-	-	-	-	-	-	-	-	-
215 - Alcohol Delivery Regulation LC	-	-	-	-	-	-	-	-	-
303 - IT Risk Mitigation	-	-	-	-	-	-	-	-	-
305 - Vehicle Replacement	-	-	-	-	-	-	-	-	-
306 - Human Resources Staffing	-	-	-	-	-	-	-	-	-
307 - Financial Services Staffing	-	-	-	-	-	-	-	-	-
312 - Records Requests & Communications	-	-	-	-	-	-	-	-	-
410 - Cannabis Communication Outreach	-	-	450,000	-	-	450,000	-	-	-
413 - Marijuana Lab Integrity	3	2.64	965,674	-	-	965,674	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
414 - Marijuana Licensing and Compliance	8	7.04	1,897,080	-	-	1,897,080	-	-	-
417 - Marijuana License Reassignment Grants LC	-	-	1	-	-	1	-	-	-
418 - ODA Lab Funding LC	-	-	-	-	-	-	-	-	-
419 - Cannabis Consumer Protection Act-LC	1	0.50	112,704	-	-	112,704	-	-	-
Subtotal Policy Packages	**12**	**10.18**	**3,425,459**	**-**	**-**	**3,425,459**	**-**	**-**	**-**
Total 2023-25 Agency Request Budget	**92**	**90.18**	**29,597,789**	**-**	**-**	**29,597,789**	**-**	**-**	**-**
Percentage Change From 2021-23 Leg Approved Budget	15.00%	13.79%	20.36%	-	-	20.36%	-	-	-
Percentage Change From 2023-25 Current Service Level	15.00%	12.73%	13.09%	-	-	13.09%	-	-	-

Oregon Liquor & Cannabis Comm
Agents Compensation Program
2023-25 Biennium

Agency Request Budget
Cross Reference Number: 84500-005-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2021-23 Leg Adopted Budget	-	-	166,885,952	-	-	166,885,952	-	-	-
2021-23 Emergency Boards	-	-	-	-	-	-	-	-	-
2021-23 Leg Approved Budget	**-**	**-**	**166,885,952**	**-**	**-**	**166,885,952**	**-**	**-**	**-**
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2023-25 Base Budget	**-**	**-**	**166,885,952**	**-**	**-**	**166,885,952**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	14,685,964	-	-	14,685,964	-	-	-
Subtotal	**-**	**-**	**14,685,964**	**-**	**-**	**14,685,964**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2023-25 Current Service Level	**-**	**-**	**181,571,916**	**-**	**-**	**181,571,916**	**-**	**-**	**-**

Oregon Liquor & Cannabis Comm
Agents Compensation Program
2023-25 Biennium

Agency Request Budget
Cross Reference Number: 84500-005-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2023-25 Current Service Level	**-**	**-**	**181,571,916**	**-**	**-**	**181,571,916**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	**-**	**-**	**181,571,916**	**-**	**-**	**181,571,916**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2022 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
101 - IT Modernization Bonded Costs	-	-	-	-	-	-	-	-	-
102 - Warehouse and Nonbonded IT Costs	-	-	-	-	-	-	-	-	-
104 - Distribution Center Equipment Replacement	-	-	-	-	-	-	-	-	-
109 - Alcohol Communication Outreach	-	-	-	-	-	-	-	-	-
116 - Distilled Spirits Board LC	-	-	-	-	-	-	-	-	-
208 - Alcohol Licensing Staffing	-	-	-	-	-	-	-	-	-
211 - Public Safety Call Center Staffing	-	-	-	-	-	-	-	-	-
215 - Alcohol Delivery Regulation LC	-	-	-	-	-	-	-	-	-
303 - IT Risk Mitigation	-	-	-	-	-	-	-	-	-
305 - Vehicle Replacement	-	-	-	-	-	-	-	-	-
306 - Human Resources Staffing	-	-	-	-	-	-	-	-	-
307 - Financial Services Staffing	-	-	-	-	-	-	-	-	-
312 - Records Requests & Communications	-	-	-	-	-	-	-	-	-
410 - Cannabis Communication Outreach	-	-	-	-	-	-	-	-	-
413 - Marijuana Lab Integrity	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
414 - Marijuana Licensing and Compliance	-	-	-	-	-	-	-	-	-
417 - Marijuana License Reassignment Grants LC	-	-	-	-	-	-	-	-	-
418 - ODA Lab Funding LC	-	-	-	-	-	-	-	-	-
419 - Cannabis Consumer Protection Act-LC	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2023-25 Agency Request Budget	**-**	**-**	**181,571,916**	**-**	**-**	**181,571,916**	**-**	**-**	**-**
Percentage Change From 2021-23 Leg Approved Budget	-	-	8.80%	-	-	8.80%	-	-	-
Percentage Change From 2023-25 Current Service Level	-	-	-	-	-	-	-	-	-

Oregon Liquor & Cannabis Comm
Medical Marijuana Program
2023-25 Biennium

Agency Request Budget
Cross Reference Number: 84500-006-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2021-23 Leg Adopted Budget	21	21.00	6,082,209	-	-	6,082,209	-	-	-
2021-23 Emergency Boards	-	-	188,366	-	-	188,366	-	-	-
2021-23 Leg Approved Budget	**21**	**21.00**	**6,270,575**	**-**	**-**	**6,270,575**	**-**	**-**	**-**
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	32,903	-	-	32,903	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2023-25 Base Budget	**21**	**21.00**	**6,303,478**	**-**	**-**	**6,303,478**	**-**	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(34,528)	-	-	(34,528)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	431	-	-	431	-	-	-
Subtotal	**-**	**-**	**(34,097)**	**-**	**-**	**(34,097)**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	62,158	-	-	62,158	-	-	-
State Gov"t & Services Charges Increase/(Decrease)			(465)	-	-	(465)	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal	**-**	**-**	**61,693**	**-**	**-**	**61,693**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2023-25 Current Service Level	**21**	**21.00**	**6,331,074**	**-**	**-**	**6,331,074**	**-**	**-**	**-**

Oregon Liquor & Cannabis Comm
Medical Marijuana Program
2023-25 Biennium

Agency Request Budget
Cross Reference Number: 84500-006-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2023-25 Current Service Level	**21**	**21.00**	**6,331,074**	**-**	**-**	**6,331,074**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	**21**	**21.00**	**6,331,074**	**-**	**-**	**6,331,074**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2022 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
101 - IT Modernization Bonded Costs	-	-	-	-	-	-	-	-	-
102 - Warehouse and Nonbonded IT Costs	-	-	-	-	-	-	-	-	-
104 - Distribution Center Equipment Replacement	-	-	-	-	-	-	-	-	-
109 - Alcohol Communication Outreach	-	-	-	-	-	-	-	-	-
116 - Distilled Spirits Board LC	-	-	-	-	-	-	-	-	-
208 - Alcohol Licensing Staffing	-	-	-	-	-	-	-	-	-
211 - Public Safety Call Center Staffing	-	-	-	-	-	-	-	-	-
215 - Alcohol Delivery Regulation LC	-	-	-	-	-	-	-	-	-
303 - IT Risk Mitigation	-	-	-	-	-	-	-	-	-
305 - Vehicle Replacement	-	-	-	-	-	-	-	-	-
306 - Human Resources Staffing	-	-	-	-	-	-	-	-	-
307 - Financial Services Staffing	-	-	-	-	-	-	-	-	-
312 - Records Requests & Communications	-	-	-	-	-	-	-	-	-
410 - Cannabis Communication Outreach	-	-	-	-	-	-	-	-	-
413 - Marijuana Lab Integrity	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
414 - Marijuana Licensing and Compliance	-	-	-	-	-	-	-	-	-
417 - Marijuana License Reassignment Grants LC	-	-	-	-	-	-	-	-	-
418 - ODA Lab Funding LC	-	-	-	-	-	-	-	-	-
419 - Cannabis Consumer Protection Act-LC	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2023-25 Agency Request Budget	**21**	**21.00**	**6,331,074**	**-**	**-**	**6,331,074**	**-**	**-**	**-**
Percentage Change From 2021-23 Leg Approved Budget	-	-	0.96%	-	-	0.96%	-	-	-
Percentage Change From 2023-25 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2023-25 Biennium Budget

Oregon Liquor & Cannabis Comm | **Agency Request Budget**
Capital Improvements | **Cross Reference Number: 84500-088-00-00-00000**
2023-25 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2021-23 Leg Adopted Budget	-	-	237,745	-	-	237,745	-	-	-
2021-23 Emergency Boards	-	-	210,000	-	-	210,000	-	-	-
2021-23 Leg Approved Budget	**-**	**-**	**447,745**	**-**	**-**	**447,745**	**-**	**-**	**-**
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2023-25 Base Budget	**-**	**-**	**447,745**	**-**	**-**	**447,745**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(210,000)	-	-	(210,000)	-	-	-
Subtotal	**-**	**-**	**(210,000)**	**-**	**-**	**(210,000)**	**-**	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	10,008	-	-	10,008	-	-	-
Subtotal	**-**	**-**	**10,008**	**-**	**-**	**10,008**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2023-25 Current Service Level	**-**	**-**	**247,753**	**-**	**-**	**247,753**	**-**	**-**	**-**

Oregon Liquor & Cannabis Comm
Capital Improvements
2023-25 Biennium

Agency Request Budget
Cross Reference Number: 84500-088-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2023-25 Current Service Level	**-**	**-**	**247,753**	**-**	**-**	**247,753**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	**-**	**-**	**247,753**	**-**	**-**	**247,753**	**-**	**-**	**-**
080 - E-Boards									
081 - June 2022 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
101 - IT Modernization Bonded Costs	-	-	-	-	-	-	-	-	-
102 - Warehouse and Nonbonded IT Costs	-	-	-	-	-	-	-	-	-
104 - Distribution Center Equipment Replacement	-	-	-	-	-	-	-	-	-
109 - Alcohol Communication Outreach	-	-	-	-	-	-	-	-	-
116 - Distilled Spirits Board LC	-	-	-	-	-	-	-	-	-
208 - Alcohol Licensing Staffing	-	-	-	-	-	-	-	-	-
211 - Public Safety Call Center Staffing	-	-	-	-	-	-	-	-	-
215 - Alcohol Delivery Regulation LC	-	-	-	-	-	-	-	-	-
303 - IT Risk Mitigation	-	-	-	-	-	-	-	-	-
305 - Vehicle Replacement	-	-	-	-	-	-	-	-	-
306 - Human Resources Staffing	-	-	-	-	-	-	-	-	-
307 - Financial Services Staffing	-	-	-	-	-	-	-	-	-
312 - Records Requests & Communications	-	-	-	-	-	-	-	-	-
410 - Cannabis Communication Outreach	-	-	-	-	-	-	-	-	-
413 - Marijuana Lab Integrity	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
414 - Marijuana Licensing and Compliance	-	-	-	-	-	-	-	-	-
417 - Marijuana License Reassignment Grants LC	-	-	-	-	-	-	-	-	-
418 - ODA Lab Funding LC	-	-	-	-	-	-	-	-	-
419 - Cannabis Consumer Protection Act-LC	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2023-25 Agency Request Budget	**-**	**-**	**247,753**	**-**	**-**	**247,753**	**-**	**-**	**-**
Percentage Change From 2021-23 Leg Approved Budget	-	-	-44.67%	-	-	-44.67%	-	-	-
Percentage Change From 2023-25 Current Service Level	-	-	-	-	-	-	-	-	-

Summary of 2023-25 Biennium Budget

Oregon Liquor & Cannabis Comm | **Agency Request Budget**
Capital Construction | **Cross Reference Number: 84500-089-00-00-00000**
2023-25 Biennium

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2021-23 Leg Adopted Budget	-	-	62,537,265	-	-	62,537,265	-	-	-
2021-23 Emergency Boards	-	-	82,917,783	-	-	82,917,783	-	-	-
2021-23 Leg Approved Budget	**-**	**-**	**145,455,048**	**-**	**-**	**145,455,048**	**-**	**-**	**-**
2023-25 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			(145,455,048)	-	-	(145,455,048)	-	-	-
Subtotal 2023-25 Base Budget	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2023-25 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Oregon Liquor & Cannabis Comm
Capital Construction
2023-25 Biennium

Agency Request Budget
Cross Reference Number: 84500-089-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2023-25 Current Service Level	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2023-25 Current Service Level	-	-	-	-	-	-	-	-	-
080 - E-Boards									
081 - June 2022 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - IT Modernization Bonded Costs	-	-	-	-	-	-	-	-	-
102 - Warehouse and Nonbonded IT Costs	-	-	-	-	-	-	-	-	-
104 - Distribution Center Equipment Replacement	-	-	-	-	-	-	-	-	-
109 - Alcohol Communication Outreach	-	-	-	-	-	-	-	-	-
116 - Distilled Spirits Board LC	-	-	-	-	-	-	-	-	-
208 - Alcohol Licensing Staffing	-	-	-	-	-	-	-	-	-
211 - Public Safety Call Center Staffing	-	-	-	-	-	-	-	-	-
215 - Alcohol Delivery Regulation LC	-	-	-	-	-	-	-	-	-
303 - IT Risk Mitigation	-	-	-	-	-	-	-	-	-
305 - Vehicle Replacement	-	-	-	-	-	-	-	-	-
306 - Human Resources Staffing	-	-	-	-	-	-	-	-	-
307 - Financial Services Staffing	-	-	-	-	-	-	-	-	-
312 - Records Requests & Communications	-	-	-	-	-	-	-	-	-
410 - Cannabis Communication Outreach	-	-	-	-	-	-	-	-	-
413 - Marijuana Lab Integrity	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
414 - Marijuana Licensing and Compliance	-	-	-	-	-	-	-	-	-
417 - Marijuana License Reassignment Grants LC	-	-	-	-	-	-	-	-	-
418 - ODA Lab Funding LC	-	-	-	-	-	-	-	-	-
419 - Cannabis Consumer Protection Act-LC	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2023-25 Agency Request Budget	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Percentage Change From 2021-23 Leg Approved Budget	-	-	-100.00%	-	-	-100.00%	-	-	-
Percentage Change From 2023-25 Current Service Level	-	-	-	-	-	-	-	-	-

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PROGRAM PRIORITIZATION FOR 2023-25

Agency Name: **Oregon Liquor & Cannabis Commission**

2023-25 Biennium — **Agency Number: 84500**

Agency-Wide Priorities for 2023-2025 Biennium

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	21
Priority (ranked with highest priority first)		**Agency Initials**	**Program or Activity Initials**	**Program Unit/Activity Description**	**Identify Key Performance Measure(s)**	**Primary Purpose Program-Activity Code**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**New or Enhanced Program (Y/N)**	**Included as Reduction Option (Y/N)**	**Legal Req. Code (C, D, FM, FO, S)**	**Explain What is Mandatory (for C, FM, and FO Only)**
Agcy	**Prgm/ Div**																		The Oregon Liquor & Cannabis Commission (OLCC) is the agency responsible for regulating the sale and service of alcoholic beverages in Oregon by administering the state's Liquor Control Act and regulating the sale of recreational marijuana in Oregon through the Control, Regulation, and Taxation of Marijuana and Industrial Hemp Act. The OLCC also enforces the Bottle Bill. Under this law, any malt or carbonated beverage container sold in Oregon must have a refund value of at least five cents.
1	1		001-30	Distribution Center	845-4, 845-5	6			27,846,385				$ 27,846,385	65	65.00	N	Y	C	
2	2		001-31	Bondable Systems	845-4, 845-5	6			23,200,000				$ 23,200,000	0	0.00	Y	N	C	
3	3		001-37	Debt Service	845-4, 845-5	6			27,093,826				$ 27,093,826	0	0.00	Y	N	C	
4	1		002-45	Licenses Services	845-1, 845-2 , 845-3, 845-4	5			10,742,741				$ 10,742,741	46	45.16	N	N	C	
5	1		004-85	Recreational Marijuana Licensing	845-7, 845-8	3			11,066,961				$ 11,066,961	31	30.04	N	Y	S	
6	2		004-87	Recreational Marijuana Regulation	845-7, 845-8	3			11,842,336				$ 11,842,336	43	42.64	N	Y	S	
7	3		004-80	Recreational Marijuana Administration	845-7, 845-8	3			6,688,492				$ 6,688,492	18	17.50	N	Y	S	
8	1		006-91	OMMP Tracking Administration	845-8	3			6,331,074				$ 6,331,074	21	21.00	N	Y	S	
9	2		002-47	Public Safety	845-1, 845-2 , 845-3, 845-4	5			20,261,788				$ 20,261,788	72	68.06	N	Y	C	
10	1		003-26	Information Technology	845-4, 845-6	4			11,555,776				$ 11,555,776	23	22.76	N	Y	C	
11	2		003-25	Financial Services	845-4, 845-6	4			11,826,400				$ 11,826,400	36	35.64	N	N	C	
12	4		003-10	Administration	845-4, 845-6	4			2,693,729				$ 2,693,729	3	3.00	N	N	C	
13	3		003-15	Administrative Services	845-4, 845-6	4			3,108,243				$ 3,108,243	7	7.00	N	N	C	
14	6		001-20	Purchasing	845-4, 845-5	6			662,301				$ 662,301	2	2.00	N	N	C	
15	4		001-24	Bank Card Fees	845-4, 845-5	6			18,690,631				$ 18,690,631	0	0.00	N	Y	C	
16	1		005-72	Store Agents Compensation	845-5	6			173,121,420				$ 173,121,420	0	0.00	N	Y	C	
17	2		005-73	Distillery Agents Compensation	845-5	6			8,450,496				$ 8,450,496	0	0.00	N	Y	C	
18	3		002-55	Administrative Hearings	845-1, 845-2 , 845-3, 845-4	5			4,056,833				$ 4,056,833	14	14.00	N	N	C	
19	5		003-12	Human Resources	845-4, 845-6	4			3,770,774				$ 3,770,774	12	11.76	N	N	C	
20	5		001-40	Retail Services	845-4, 845-5	6			4,226,487				$ 4,226,487	9	9.00	N	N	C	
21	6		003-16	Policy Analytics Comm & Education	845-4, 845-6	4			6,508,397				$ 6,508,397	23	22.40	N	Y	C	
22	8		003-75	Motor Pool	845-4, 845-6	4			1,433,630				$ 1,433,630	0	0.00	N	N	C	
23	7		003-13	Commissioners	845-4, 845-6	4			36,371				$ 36,371	0	0.00	N	N	C	
24	7		001-42	Liquor Sales Support	845-4, 845-5	6			40,278				$ 40,278	0	0.00	N	N	C	
25	9		003-60	Supply Center	845-4, 845-6	4			66,368				$ 66,368	0	0.00	N	N	C	
26	1		088-01	Capital Improvements	845-5	4			247,753				$ 247,753	0	0.00	N	Y	C	
27	1		089-01	Capital Construction	845-5	4			0				$ -	0	0.00	N	N	C	
							-	-	395,569,490	-	-	-	$ 395,569,490	425	416.96				

7. Primary Purpose Program/Activity Exists

1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
6 Economic Development
7 Education & Skill Development
8 Emergency Services
9 Environmental Protection
10 Public Health
11 Recreation, Heritage, or Cultural
12 Social Support

19. Legal Requirement Code

C Constitutional
D Debt Service
FM Federal - Mandatory
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S Statutory

Prioritize each program activity for the Agency as a whole

Document criteria used to prioritize activities:

OLCC's policies and operational decisions has two major elements, consistent with the Governor's priorities and budgeting principles. First, OLCC's policies will have public safety considerations guide growth. Second, OLCC's policies will support economic viability for Oregonians and the state's revenue base. The OLCC recognizes that responding to changing demographics and environments can take several years to develop and implement. In 2023-25, OLCC will focus on anticipating future needs and developing innovations to the current retailing model. This will help it to make long-term improvements and be responsive to the citizens of Oregon, its alcohol beverage-related industries, and the people who visit the state. To accomplish these goals for the long term health of the agency, the Commission is focused on maintaining the infrastructure of the agency that supports the activities of the Distilled Spirits and Public Safety operations.

PROGRAM PRIORITIZATION FOR 2023-25

Agency Name: **Oregon Liquor & Cannabis Commission**

2023-25 Biennium — **Agency Number: 84500**

SPIRITS SCR 001 — *Fund 001*

Program/Division Priorities for 2023-25 Biennium

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)		**Agency Initials**	**Program or Activity Initials**	**Program Unit/Activity Description**	**Identify Key Performance Measure(s)**	**Primary Purpose Program-Activity Code**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**New or Enhanced Program (Y/N)**	**Included as Reduction Option (Y/N)**	**Legal Req. Code (C, D, FM, FO, S)**	**Legal Citation**	**Explain What is Mandatory (for C, FM, and FO Only)**	**Comments on Proposed Changes to CSL included in Agency Request**
Agcy	**Prgm/ Div**	**OLCC**		**Distilled Spirits Program** - The Distilled Spirits Program oversees the distribution and sale of distilled spirits in the state. The Distilled Spirits division centrally purchases, warehouses and distributes distilled spirits to Oregon's independently operated liquor stores.	845-4, 845-5	6														The Oregon Liquor & Cannabis Commission (OLCC) is the agency responsible for regulating the sale and service of alcoholic beverages in Oregon by administering the state's Liquor Control Act and regulating the sale of recreational marijuana in Oregon through the Control, Regulation, and Taxation of Marijuana and Industrial Hemp Act. The OLCC also enforces the Bottle Bill. Under this law, any malt or carbonated beverage container sold in Oregon must have a refund value of at least five cents.	
1	1		001-30	Distribution Center					27,846,385				$ 27,846,385	65	65.00	N	Y	C			POP 102 & POP 104
2	2		001-31	Bondable Systems					23,200,000				$ 23,200,000	0	0.00	Y	N	C			POP 101
3	3		001-37	Debt Service					27,093,826				$ 27,093,826	0	0.00	Y	N	C			
15	4		001-24	Bank Card Fees					18,690,631				$ 18,690,631	0	0.00	N	Y	C			
20	5		001-40	Retail Services					4,226,487				$ 4,226,487	9	9.00	N	N	C			PO 109 & POP 116
14	6		001-20	Purchasing					662,301				$ 662,301	2	2.00	N	N	C			
24	7		001-42	Liquor Sales Support					40,278				$ 40,278	0	0.00	N	N	C			
							-	-	101,759,908	-	-	-	$ 101,759,908	76	76.00						

7. Primary Purpose Program/Activity Exists

1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
6 Economic Development
7 Education & Skill Development
8 Emergency Services
9 Environmental Protection
10 Public Health
11 Recreation, Heritage, or Cultural
12 Social Support

19. Legal Requirement Code

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S Statutory

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

Document criteria used to prioritize activities:

All Oregonians and tourists to Oregon who purchase distilled spirits buy them from OLCC-licensed outlets (restaurants, bars, etc.) or from the OLCC-contracted liquor stores that supply those licensed outlets. More than Two hundred eighty small-business people and their employees earn their livelihood through operating liquor stores. Distilleries and their suppliers, across the country, benefit from the Oregon distilled spirits market. All Oregonians benefit from the sales profits distributed to Oregon cities, counties and the state General Fund. The Distilled Spirits Program operates as an integrated unit to move product through the supply chain to the end consumer. The divisions within the program constitute an integrated program that serves to efficently and effectively meet the customer demand for distilled products by consumers and industry participants. In addition to the Distilled Spirits Program, the Agents Compensation Program provides the operating capital and the profits for each of the independent, contracted liquor agents, and is an integral part of the wholesale/retail supply chain. The Distilled Spirits Program is guided by the priniciple of supporting and increasing the economic development of the state as a way to invest in the future of Oregon. Oregon's method of retailing distilled spirits through liquor agents appointed by and overseen by the OLCC also supports the principle of public safety. The OLCC manages the location and density of outlets, and their effects on the community. As a result, included in the Agency Request Budget for the OLCC Distilled Spirits Program are policy option packages to increase funding so that the OLCC will be able to continue to meet consumer demand, thus increasing the amount of revenue returned to the state after paying all operating expenses.

PROGRAM PRIORITIZATION FOR 2023-25

Agency Name: **Oregon Liquor & Cannabis Commission**

2023-25 Biennium **Agency Number: 84500**

Safety SCR 002 *Fund 001*

Program/Division Priorities for 2023-25 Biennium

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)		**Agency Initials**	**Program or Activity Initials**	**Program Unit/Activity Description**	**Identify Key Performance Measure(s)**	**Primary Purpose Program-Activity Code**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**New or Enhanced Program (Y/N)**	**Included as Reduction Option (Y/N)**	**Legal Req. Code (C, D, FM, FO, S)**	**Legal Citation**	**Explain What is Mandatory (for C, FM, and FO Only)**	**Comments on Proposed Changes to CSL included in Agency Request**
Agcy	**Prgm/ Div**	**OLCC**		**Public Safety Program** - OLCC's Public Safety Program licenses and regulates businesses in the alcohol industry such as manufacturers, wholesalers, bars, restaurants, grocery and convenience stores	845-1, 845-2 , 845-3, 845-4	3														The Oregon Liquor & Cannabis Commission (OLCC) is the agency responsible for regulating the sale and service of alcoholic beverages in Oregon by administering the state's Liquor Control Act and regulating the sale of recreational marijuana in Oregon through the Control, Regulation, and Taxation of Marijuana and Industrial Hemp Act. The OLCC also enforces the Bottle Bill. Under this law, any malt or carbonated beverage container sold in Oregon must have a refund value of at least five cents.	
4	1		002-45	Licenses Services					10,742,741				$10,742,741	46	45.16	N	N	C			POP 208
9	2		002-47	Public Safety					20,261,788				$20,261,788	72	68.06	N	Y	C			POP 211 & POP 215
18	3		002-55	Administrative Hearings					4,056,833				$ 4,056,833	14	14.00	N	N	C			
													$ -								
													$ -								
													$ -								
							-	-	35,061,362	-	-	-	$35,061,362	132	127.22						

7. Primary Purpose Program/Activity Exists

1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
6 Economic Development
7 Education & Skill Development
8 Emergency Services
9 Environmental Protection
10 Public Health
11 Recreation, Heritage, or Cultural
12 Social Support

19. Legal Requirement Code

C Constitutional
D Debt Service
FM Federal - Mandatory
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S Statutory

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

Document criteria used to prioritize activities:

All Oregonians and tourists to Oregon who purchase distilled spirits by the drink, beer or wine are impacted by the number, location and liquor law compliance of licensed establishments. Communities and neighbors are affected by whether or not only qualified business people receive and keep liquor licenses, and their responsible sale and service. Cities and counties' law enforcement workloads are affected by OLCC's staffing and effectiveness. The alcoholic beverage industry is protected by assuring licenses are issued only to qualified individuals. All Oregonians' safety is protected by OLCC's Public Safety Division assuring licensees comply with liquor laws. Keeping alcohol from underage drinkers and keeping visibly intoxicated persons from being served preserves public safety by reducing drunk-driving, alcohol-related accidents and other associated problems, such as our youths health and safety. The OLCC Public Safety Program works to fulfill the Governor's principle of public safety.

PROGRAM PRIORITIZATION FOR 2023-25

Agency Name: **Oregon Liquor & Cannabis Commission**

2023-25 Biennium — **Agency Number: 84500**

Support SCR 003 — *Fund 001*

Program/Division Priorities for 2023-25 Biennium

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)		**Agency Initials**	**Program or Activity Initials**	**Program Unit/Activity Description**	**Identify Key Performance Measure(s)**	**Primary Purpose Program-Activity Code**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**New or Enhanced Program (Y/N)**	**Included as Reduction Option (Y/N)**	**Legal Req. Code (C, D, FM, FO, S)**	**Legal Citation**	**Explain What is Mandatory (for C, FM, and FO Only)**	**Comments on Proposed Changes to CSL included in Agency Request**
Agcy	**Prgm/ Div**	**OLCC**		**Support Services Program** - The Support Services Program is responsible for the coordination, management, reporting and physical infrastructure used to support both the merchandising and regulatory functions of the Commission.	845-4, 845-6	4														The Oregon Liquor & Cannabis Commission (OLCC) is the agency responsible for regulating the sale and service of alcoholic beverages in Oregon by administering the state's Liquor Control Act and regulating the sale of recreational marijuana in Oregon through the Control, Regulation, and Taxation of Marijuana and Industrial Hemp Act. The OLCC also enforces the Bottle Bill. Under this law, any malt or carbonated beverage container sold in Oregon must have a refund value of at least five cents.	
10	1		003-26	Information Technology					11,555,776				$11,555,776	23	22.76	N	Y	C			POP 303
11	2		003-25	Financial Services					11,826,400				$11,826,400	36	35.64	N	N	C			POP 307
13	3		003-15	Administrative Services					3,108,243				$ 3,108,243	7	7.00	N	N	C			
21	6		003-16	Policy Analytics Comm & Education					6,508,397				$ 6,508,397	23	22.40	N	Y	C			POP 312
19	5		003-12	Human Resources					3,770,774				$ 3,770,774	12	11.76	N	N	C			POP 306
12	4		003-10	Administration					2,693,729				$ 2,693,729	3	3.00	N	N	C			
23	7		003-13	Commissioners					36,371				$ 36,371	0	0.00	N	N	C			
22	8		003-75	Motor Pool					1,433,630				$ 1,433,630	0	0.00	N	N	C			POP 305
25	9		003-60	Supply Center					66,368				$ 66,368	0	0.00	N	N	C			
													$ -								
							-	-	40,999,688	-	-	-	$40,999,688	104	102.56						

7. Primary Purpose Program/Activity Exists

1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
6 Economic Development
7 Education & Skill Development
8 Emergency Services
9 Environmental Protection
10 Public Health
11 Recreation, Heritage, or Cultural
12 Social Support

19. Legal Requirement Code

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D Debt Service
FM Federal - Mandatory
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S Statutory

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

Document criteria used to prioritize activities:

The Support Services Program operates in conjunction with the Disitilled Spirits, Public Safety, and Marijuana Programs to assure the functionality and the accountability of those programs to the people of Oregon. The Support Services program provides human resources, labor relations, non-liquor purchasing, maintenance, motor pool, mail, supply, accounting and information services to the OLCC. These activities are key to providing responsible stewardship by managing risk for the agency and assuring fiscal accountability. The program provides all of the administrative support to the OLCC's mission of "promoting the public interest through the responsible sale and service of alcoholic beverages. The Support Services Program ensures that the operating programs of the OLCC meet both principles of public safety and economic development.

PROGRAM PRIORITIZATION FOR 2023-25

Agency Name: **Oregon Liquor & Cannabis Commission**

2023-25 Biennium — **Agency Number: 84500**

Agents SCR 005 — *Fund 002*

Program/Division Priorities for 2023-25 Biennium

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)		**Agency Initials**	**Program or Activity Initials**	**Program Unit/Activity Description**	**Identify Key Performance Measure(s)**	**Primary Purpose Program-Activity Code**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**New or Enhanced Program (Y/N)**	**Included as Reduction Option (Y/N)**	**Legal Req. Code (C, D, FM, FO, S)**	**Legal Citation**	**Explain What is Mandatory (for C, FM, and FO Only)**	**Comments on Proposed Changes to CSL included in Agency Request**
Agcy	**Prgm/ Div**	**OLCC**		**AGENTS COMPENSATION PROGRAM** - This program funds the operating expenses and the income of contracted liquor agents who sell the products at retail on behalf of the OLCC.	845-5	6														The Oregon Liquor & Cannabis Commission (OLCC) is the agency responsible for regulating the sale and service of alcoholic beverages in Oregon by administering the state's Liquor Control Act and regulating the sale of recreational marijuana in Oregon through the Control, Regulation, and Taxation of Marijuana and Industrial Hemp Act. The OLCC also enforces the Bottle Bill. Under this law, any malt or carbonated beverage container sold in Oregon must have a refund value of at least five cents.	
16	1		005-72	Store Agents Compensation					173,121,420				$ 173,121,420	0	0.00	N	Y	C			
17	2		005-73	Distillery Agents Compensation					8,450,496				$ 8,450,496	0	0.00	N	Y	C			
							-	-	181,571,916	-	-	-	$ 181,571,916	0	0.00						

7. Primary Purpose Program/Activity Exists

1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
6 Economic Development
7 Education & Skill Development
8 Emergency Services
9 Environmental Protection
10 Public Health
11 Recreation, Heritage, or Cultural
12 Social Support

19. Legal Requirement Code

C Constitutional
D Debt Service
FM Federal - Mandatory
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S Statutory

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

Document criteria used to prioritize activities:

The Agents Compensation Program manifests the Governor's principles by supporting economic development within the state of Oregon. This program provides the operating income for more than 245 independent businesses (liquor stores) that makes distilled spirits available by the bottle to citizens, businesses and tourists. This program provides the resources for those businesses to pay for the rent, utilities, wages for employees, as well as the net income to the liquor store owner. These funds enable the livelihood of liquor agents, their employees. Under the direction of the OLCC Retail Services Division, agents sell over two thousand different products to individuals and licensed businesses. Agents generate in excess of $1.47 billion dollars of sales in the 19-21 biennium, which encourages economic activity in the private businesses in the hospitality and the alcoholic beverage industry industries. Additionally, the revenue remaining after paying the operating costs of the agents, the cost of goods sold and the operating expenses of the commission are distributed to state and local governments to support programs in the public sector.

Oregon's method of retailing distilled spirits through liquor agents appointed by and overseen by the OLCC also supports the principle of public safety. The OLCC manages the location and density of outlets, and their effects on neighborhood livability.

PROGRAM PRIORITIZATION FOR 2023-25

Agency Name: **Oregon Liquor & Cannabis Commission**

2023-25 Biennium **Agency Number: 84500**

Capital SCR 088 *Fund 003*

Program/Division Priorities for 2023-25 Biennium

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)		**Agency Initials**	**Program or Activity Initials**	**Program Unit/Activity Description**	**Identify Key Performance Measure(s)**	**Primary Purpose Program-Activity Code**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**New or Enhanced Program (Y/N)**	**Included as Reduction Option (Y/N)**	**Legal Req. Code (C, D, FM, FO, S)**	**Legal Citation**	**Explain What is Mandatory (for C, FM, and FO Only)**	**Comments on Proposed Changes to CSL included in Agency Request**
Agcy	**Prgm/ Div**	**OLCC**		**CAPITAL IMPROVEMENTS PROGRAM** - Provides the preventive maintenance and repairs to the OLCC's buildings and grounds.	845-5	4														The Oregon Liquor & Cannabis Commission (OLCC) is the agency responsible for regulating the sale and service of alcoholic beverages in Oregon by administering the state's Liquor Control Act and regulating the sale of recreational marijuana in Oregon through the Control, Regulation, and Taxation of Marijuana and Industrial Hemp Act. The OLCC also enforces the Bottle Bill. Under this law, any malt or carbonated beverage container sold in Oregon must have a refund value of at least five cents.	
26	1		088-01	Capital Improvements					247,753				$ 247,753	0	0.00	N	Y	C			
							-	-	247,753	-	-	-	$ 247,753	0	0.00						

7. Primary Purpose Program/Activity Exists

1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
6 Economic Development
7 Education & Skill Development
8 Emergency Services
9 Environmental Protection
10 Public Health
11 Recreation, Heritage, or Cultural
12 Social Support

19. Legal Requirement Code

C Constitutional
D Debt Service
FM Federal - Mandatory
FO Federal - Optional (once you choose to participate, certain requirements exist)
S Statutory

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

Document criteria used to prioritize activities:

Through the OLCC's Capital Improvements Program, the commission contributes to responsible stewardship of the state's resources. It provides maintenance and repairs for the OLCC-owned building and grounds. The OLCC prepares a ten-year capital maintenance plan and uses the resources in this program to ensure the continued viability of the physical infrastructure. The OLCC has made significant investment in the buildings and grounds which is protected by a responsible and consistent maintenance program. Appropriate maintenance ensures that the two operational programs of the OLCC are able to meet the principles of protecting the public's safety and enhancing economic development.

PROGRAM PRIORITIZATION FOR 2023-25

Agency Name: **Oregon Liquor & Cannabis Commission**

2023-25 Biennium — **Agency Number: 84500**

Capital SCR 089 — *Fund 008*

Program/Division Priorities for 2023-25 Biennium

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)		**Agency Initials**	**Program or Activity Initials**	**Program Unit/Activity Description**	**Identify Key Performance Measure(s)**	**Primary Purpose Program-Activity Code**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**New or Enhanced Program (Y/N)**	**Included as Reduction Option (Y/N)**	**Legal Req. Code (C, D, FM, FO, S)**	**Legal Citation**	**Explain What is Mandatory (for C, FM, and FO Only)**	**Comments on Proposed Changes to CSL included in Agency Request**
Agcy	**Prgm/ Div**	**OLCC**		**CAPITAL CONSTRUCTION PROGRAM** - Provides a funding mechanism for purchasing: a new warehouse, conveyor system, and warehouse management (IT) system.	845-5	4														The Oregon Liquor & Cannabis Commission (OLCC) is the agency responsible for regulating the sale and service of alcoholic beverages in Oregon by administering the state's Liquor Control Act and regulating the sale of recreational marijuana in Oregon through the Control, Regulation, and Taxation of Marijuana and Industrial Hemp Act. The OLCC also enforces the Bottle Bill. Under this law, any malt or carbonated beverage container sold in Oregon must have a refund value of at least five cents.	
27	1		089-01	Capital Construction					0				$ -	0	0.00	N	N	C			
							-	-	-	-	-	-	$ -	0	0.00						

7. Primary Purpose Program/Activity Exists	
1	Civil Justice
2	Community Development
3	Consumer Protection
4	Administrative Function
5	Criminal Justice
6	Economic Development
7	Education & Skill Development
8	Emergency Services
9	Environmental Protection
10	Public Health
11	Recreation, Heritage, or Cultural
12	Social Support

19.	**Legal Requirement Code**
C	Constitutional
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S	Statutory

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PROGRAM PRIORITIZATION FOR 2023-25

Agency Name: **Oregon Liquor & Cannabis Commission**

2023-25 Biennium — **Agency Number: 84500**

Rec MJ SCR 004 — Fund 009

Program/Division Priorities for 2023-25 Biennium

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)		**Agency Initials**	**Program or Activity Initials**	**Program Unit/Activity Description**	**Identify Key Performance Measure(s)**	**Primary Purpose Program-Activity Code**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**New or Enhanced Program (Y/N)**	**Included as Reduction Option (Y/N)**	**Legal Req. Code (C, D, FM, FO, S)**	**Legal Citation**	**Explain What is Mandatory (for C, FM, and FO Only)**	**Comments on Proposed Changes to CSL included in Agency Request**
Agcy	**Prgm/ Div**	**OLCC**		The **Recreational Marijuana Program** is exclusively authorized to make recreational marijuana available to consumers and licensed businesses through retail marijuana stores. The program also tracks the growing, transporting, processing and selling of recreational marijuana products. The Public Safety Program is responsible for licensing and regulating the operation of the recreational marijuana industry in Oregon	845-7, 845-8	3														The Oregon Liquor & Cannabis Commission (OLCC) is the agency responsible for regulating the sale and service of alcoholic beverages in Oregon by administering the state's Liquor Control Act and regulating the sale of recreational marijuana in Oregon through the Control, Regulation, and Taxation of Marijuana and Industrial Hemp Act. The OLCC also enforces the Bottle Bill. Under this law, any malt or carbonated beverage container sold in Oregon must have a refund value of at least five cents.	
5	1		004-85	Recreational Marijuana Licensing					11,066,961				$ 11,066,961	31	30.04	N	Y	S			POP 414
6	2		004-87	Recreational Marijuana Regulation					11,842,336				$ 11,842,336	43	42.64	N	Y	S			POP 413
7	3		004-80	Recreational Marijuana Administration					6,688,492				$ 6,688,492	18	17.50	N	Y	S			POPS 410, 417, 418, 419
							-	-	29,597,789	-	-	-	$ 29,597,789	92	90.18						

7. Primary Purpose Program/Activity Exists

1 Civil Justice
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S Statutory

Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

Document criteria used to prioritize activities:

All Oregonians who purchase marijuana will be impacted by the number, location and marijuana law compliance of licensed entities. Communities and neighbors are affected by whether or not only qualified people receive and keep marijuana licenses, and the responsible sale and service. Cities and counties' law enforcement workloads will be affected by OLCC's staffing and effectiveness. The marijuana industry will be protected by assuring licenses are issued only to qualified individuals. All Oregonians' safety will be protected by OLCC's Marijuana Program assuring licensees comply with all laws and rules. The OLCC Marijuana Enforcement Program will work to fulfill the Governor's principle of public safety.

PROGRAM PRIORITIZATION FOR 2023-25

Agency Name: **Oregon Liquor & Cannabis Commission**

2023-25 Biennium — **Agency Number: 84500**

OMMP Track SCR 006 *Fund 010*

Program/Division Priorities for 2023-25 Biennium

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)		**Agency Initials**	**Program or Activity Initials**	**Program Unit/Activity Description**	**Identify Key Performance Measure(s)**	**Primary Purpose Program-Activity Code**	**GF**	**LF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**New or Enhanced Program (Y/N)**	**Included as Reduction Option (Y/N)**	**Legal Req. Code (C, D, FM, FO, S)**	**Legal Citation**	**Explain What is Mandatory (for C, FM, and FO Only)**	**Comments on Proposed Changes to CSL included in Agency Request**
Agcy	**Prgm/ Div**	**OLCC**		OLCC's Medical Marijuana Tracking Program results from the passage of SB 1057 and modifies the medical marijuana programs administered by the OLCC and the Oregon Health authority, including requiring the OLCC to establish a medical designation under the OLCC licensure system, and to track medical marijuana growers, processors, wholesalers and retailers that opt into the OLCC system. The OLCC has also taken over responsibility from the OHA for regulating the labeling and packaging of medical marijuana products.	845-8	3														The Oregon Liquor & Cannabis Commission (OLCC) is the agency responsible for regulating the sale and service of alcoholic beverages in Oregon by administering the state's Liquor Control Act and regulating the sale of recreational marijuana in Oregon through the Control, Regulation, and Taxation of Marijuana and Industrial Hemp Act. The OLCC also enforces the Bottle Bill. Under this law, any malt or carbonated beverage container sold in Oregon must have a refund value of at least five cents.	
8	1		006-91	OMMP Tracking Administration					6,331,074				$ 6,331,074	21	21.00	N	Y	S			
							-	-	6,331,074	-	-	-	$ 6,331,074	21	21.00						

7. Primary Purpose Program/Activity Exists

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5 Criminal Justice
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7 Education & Skill Development
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BUDGET NARRATIVE

OREGON LIQUOR & CANNABIS COMMISSION
2023-2025 BUDGET

Budget Area	2023-25 CSL	10% Reductions
Bank Cards	$ 18,690,631	$ 1,869,063
Remainder of Distilled Spirits	$ 43,703,504	$ 4,370,350
Total Distilled Spirits	**$ 62,394,135**	**$ 6,239,414**
Public Safety	**$ 31,503,959**	**$ 3,150,396**
Admin & Support Services	**$ 37,125,298**	**$ 3,712,530**
Store Operating Expenses	**$ 181,571,916**	**$ 18,157,192**
Capital Improvements	**$ 247,753**	**$ 24,775**
Recreational Marijuana	**$ 26,172,330**	**$ 2,617,233**
Medical Marijuana	**$ 6,331,074**	**$ 633,107**
Totals	**$ 345,346,465**	**$ 34,534,647**

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BUDGET NARRATIVE

OREGON LIQUOR & CANNABIS COMMISSION
2023-2025 BUDGET

ACTIVITY OR PROGRAM	DECSRIBE REDUCTION	AMOUNT & FUND TYPE	RANK & JUSTIFICATION
Distilled Spirits Program- Bank Card Fee Reduction	Reduce Bank Card Fees by 10% for the purchase of liquor. Do not accept credit cards in liquor stores for 3 months during the biennium	$1,869,063 (OF)	OLCC does not have the ability to control the use of bank cards by consumers wishing to purchase distilled spirits. A reduction in this limitation would require OLCC to restrict or eliminate use of credit cards in 55 stores around the state.
Distilled Spirit Program –Distribution Center	Eliminate 12 FTE from the warehouse swing shift; 3 Equipment Operators, 1 PEM B, 1 Gen Mechanic, 7 Liquor Distribution Worker 1s. Combine remaining FTE into day shift.	$4,370,350 (OF)	Elimination of the swing shift will significantly reduce the capability to ship and store liquor. Liquor sales will be significantly reduced and the variety of spirits shipped will be reduced including Oregon Craft Spirits.
Public Safety-Regulatory and Licensing	Eliminate 15 positions including the Salem Regional Office and Combine with Portland. Eliminate field offices including Corvallis, Roseburg, Newport, Coos Bay, K Falls, and Pendleton; 1 PEM D, 1 Office Specialist 2, 1 Admin Specialist 1, and 12 Liquor Regulatory Specialists	$3,150,396 (OF)	The reduction will significantly impact the ability to license liquor businesses and enforce liquor laws. The reduction would provide minimal coverage to the Salem are and other rural areas of the state. Liquor license applications will have to be sent to other offices to be able to. Process slowing down the time to license.
Support Services	Eliminate 12 positions Policy and Analytics, and Information Technology; 2 ISS6's, 1 Admin Specialist 2, 1 Internal Auditor, 2 Compliance Specialist 3s, 2 Research Analyst 4s, 2 OPA3s, 1 Public Affairs Specialist 3, 1 Public Affairs Specialist 1.	$3,712,530 (OF)	This reduction eliminates 80 percent of the policy, business analysis resource and information technology resource of the agency. Alcohol server education, rulemaking, bottle bill regulation, analytics, and public affairs will be significantly reduced posing significant risk to agency processes and reputation.
Store Operating Expense	Reduce the average compensation rate for Oregon Liquor Stores and Distillery Agents from 10% to 8%.	$18,157,192 (OF)	Reduction in liquor store funding will reduce service levels to Oregonians and will cause some stores to cease operations. Reduced service levels could create reputational risk for the Oregon liquor system. State revenues from liquor sales would be at risk for significant reduction.
Capital Improvement	Reduce facility repair and enhancements	$24,775 (OF)	Risk to current infrastructure
Recreational Marijuana	Eliminate 11 positions; 9 regulatory specialist, 1 Admins Specialist 1 & 1 Compliance Specialists 1	$2,617,233 (OF)	Eliminate currently vacant positions in program. Impact will be to delay and prolong processing of new licenses and extend the backlog of license applications.
Medical Marijuana	Eliminate 4 Positions; 1 Admin Spec 1, 1 OPA3, and 2 Regulatory Specialists	$633,107 (OF)	Eliminate currently vacant positions.

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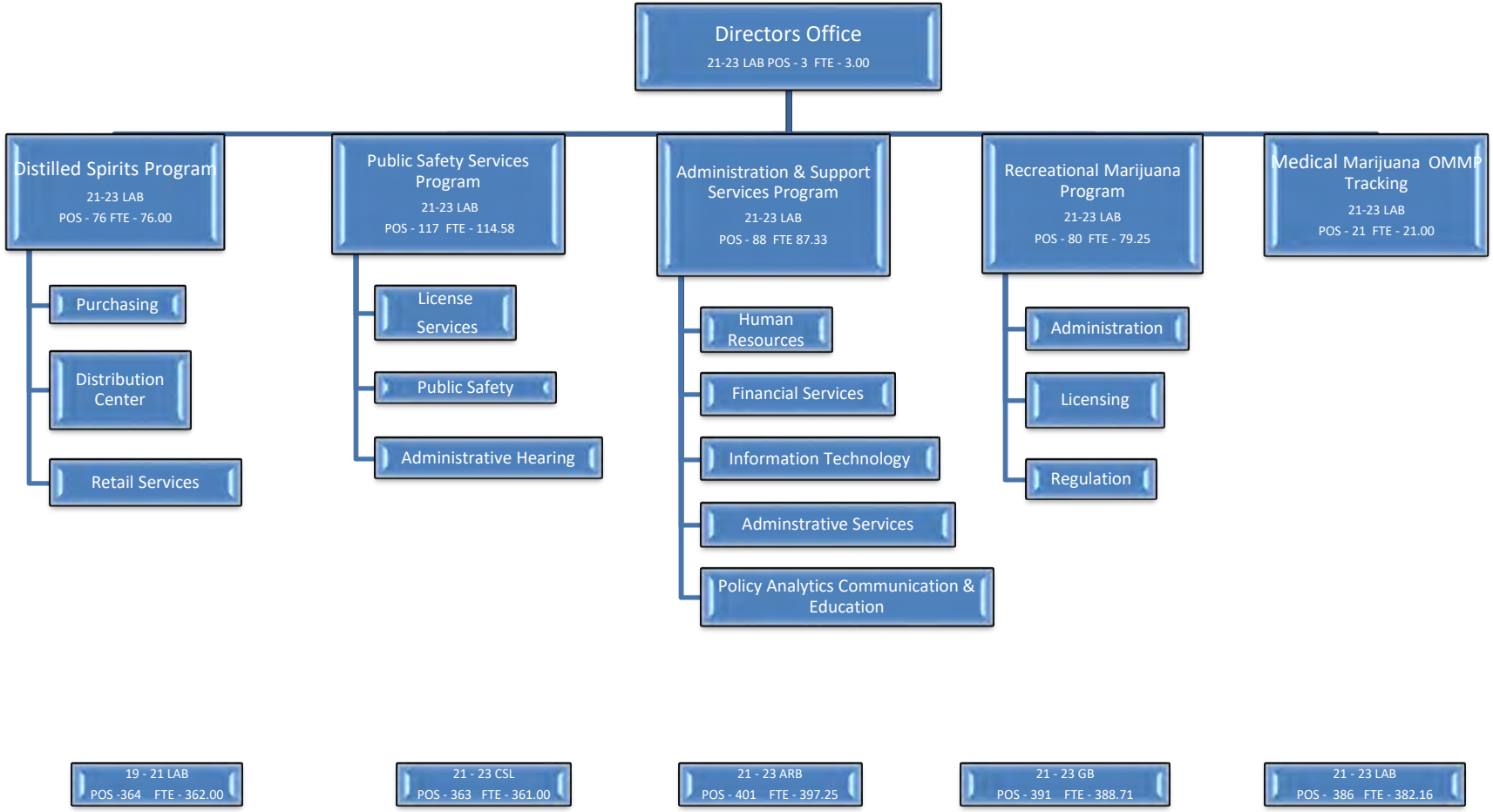
OLCC AGENCY ORGANIZATION CHART
2021 – 2023 LEGISLATIVELY APPROVED BUDGET



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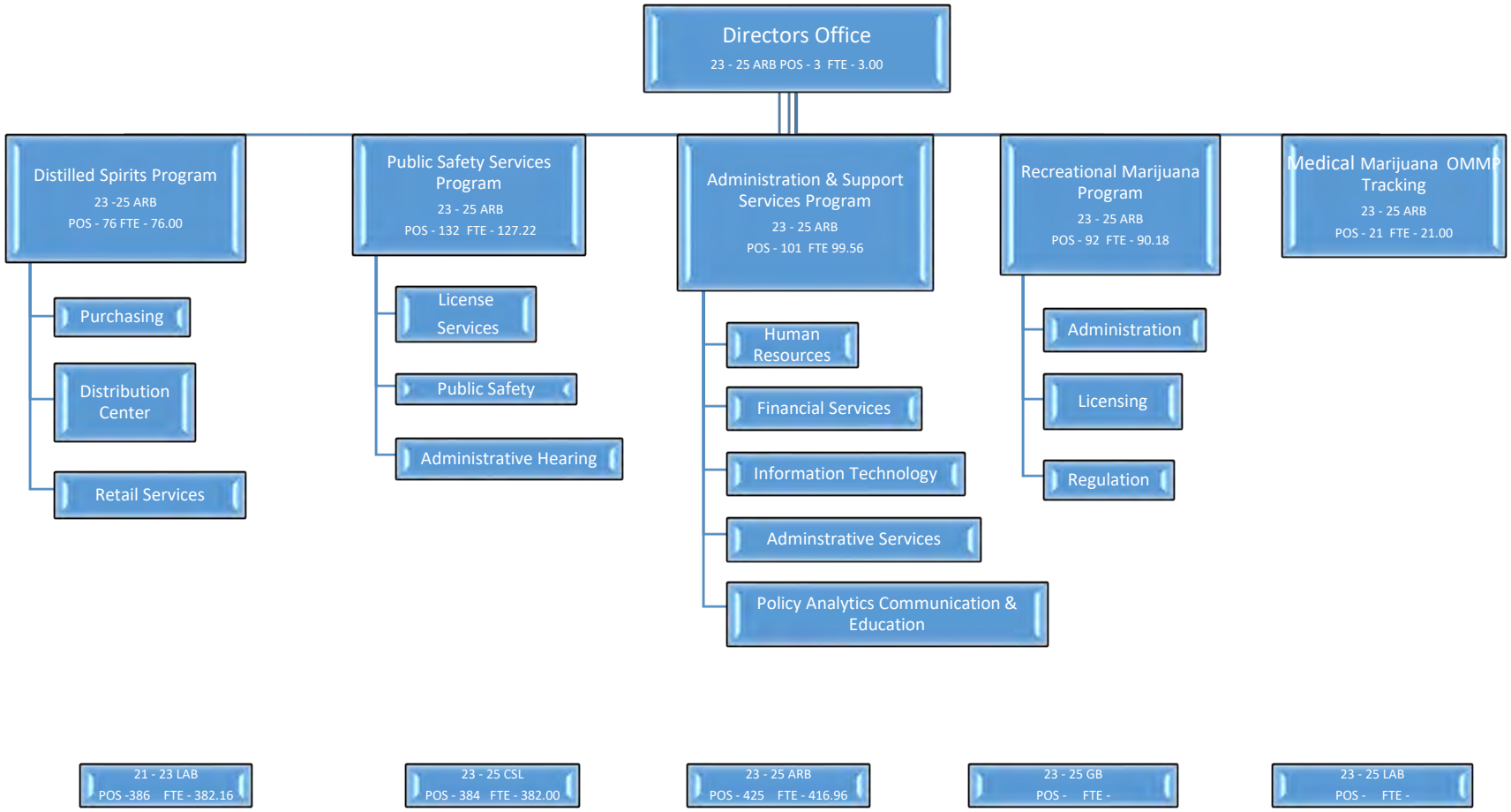
OLCC AGENCY ORGANIZATION CHART
2023 – 2025 AGENCY REQUEST BUDGET



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Summary Cross Reference Number	*Cross Reference Description*	*2019-21 Actuals*	*2021-23 Leg Adopted Budget*	*2021-23 Leg Approved Budget*	*2023-25 Agency Request Budget*	*2023-25 Governor's Budget*	*2023-25 Leg. Adopted Budget*
001-00-00-00000	**Distilled Spirits Program**						
	Other Funds	33,670,707	69,497,386	67,641,936	101,759,908	-	-
002-00-00-00000	**Public Safety Services Program**						
	Other Funds	24,704,433	29,671,976	30,904,753	35,061,362	-	-
003-00-00-00000	**Administration and Support**						
	Other Funds	29,890,312	32,579,366	34,087,172	40,999,688	-	-
004-00-00-00000	**Recreational Marijuana Program**						
	Other Funds	17,969,245	23,836,494	24,591,056	29,597,789	-	-
005-00-00-00000	**Agents Compensation Program**						
	Other Funds	139,581,774	166,885,952	166,885,952	181,571,916	-	-
006-00-00-00000	**Medical Marijuana Program**						
	Other Funds	4,081,350	6,082,209	6,270,575	6,331,074	-	-
088-00-00-00000	**Capital Improvements**						
	Other Funds	267,669	237,745	447,745	247,753	-	-
089-00-00-00000	**Capital Construction**						
	Other Funds	-	62,537,265	145,455,048	-	-	-
TOTAL AGENCY							
	Other Funds	250,165,490	391,328,393	476,284,237	395,569,490	-	-

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BUDGET NARRATIVE

OREGON LIQUOR & CANNABIS COMMISSION
REVENUES
2023-25 BUDGET

OTHER FUNDS

All revenue received by the Oregon Liquor & Cannabis Commission (OLCC) is classified as “Other Funds.”

SOURCES

The Oregon Liquor & Cannabis Commission receives revenues from distilled spirits sales, license fees from alcohol and fines, server education fees, taxes on malt beverages and wines (Privilege Tax), marijuana license fees, marijuana tax money, worker permit fees and miscellaneous income.

MATCHING RATES

The Oregon Liquor & Cannabis Commission receives no revenue subject to matching rates.

GENERAL LIMITATIONS ON USE

The Oregon Liquor & Cannabis Commission focuses on producing growing and stable revenue for the support of public programs. Its stewardship of sales of distilled spirits and collection of malt and wine privilege taxes are optimized to protect the long-term stability of this significant revenue stream for the state General Fund, cities and counties. The Oregon Liquor & Cannabis Commission’s management of distilled spirits sales and beer and wine privilege taxes produces the third largest source of revenue for the State of Oregon with a 2019-21 biennia value of over $1.5 billion as a business enterprise. Funding for the Marijuana Program comes exclusively from marijuana related license fees. Funding for OMMP Medical Marijuana tracking comes exclusively from recreational marijuana taxes.

BUDGET NARRATIVE

ORS 471.805 directs the Oregon Liquor & Cannabis Commission to do the following:

"Except as otherwise provided in ORS 471.810(2), all money collected by the Oregon Liquor & Cannabis Commission under this chapter, and ORS chapter 473 and Privilege Taxes shall be remitted to the State Treasurer who shall credit it to a suspense account of the commission. After withholding refundable license fees and such sum, not to exceed $250,000, as it considers necessary as a revolving fund for a working cash balance for the purpose of paying travel expenses, advances, and other miscellaneous bills and extraordinary items which are payable in cash immediately upon presentation, the commission shall direct the State Treasurer to transfer the money remaining in the suspense account to the Oregon Liquor & Cannabis Commission Account in the General Fund.

"All necessary expenditures of the commission incurred in carrying out the purpose and provisions required of the commission by law, including the salaries of its employees, purchases made by the commission and such sums necessary to reimburse the $250,000 revolving fund, shall be audited and paid from the Oregon Liquor & Cannabis Commission account in the General Fund.

"Money produced by the operation of this chapter and ORS chapter 473 necessary to pay such expenditures is appropriated from the Oregon Liquor & Cannabis Commission Account in the General Fund for such purposes."

ORS 471.810(1) directs the OLCC to do the following:

"At the end of each month, the Oregon Liquor & Cannabis Commission shall certify the amount of moneys available for distribution in the Oregon Liquor & Cannabis Commission Account, and after withholding such moneys as it may deem necessary to pay its outstanding obligations shall within 35 days of the month for which a distribution is made direct to the State Treasurer to pay the amounts due, upon warrants drawn by the Oregon Department of Administrative Services, as follows..."

In the 2021-23 biennium, the OLCC is projected to distribute $607.7 million to the state general fund, cities, counties and mental health for vital services. The distribution formula as defined by statute dedicates 56% of the revenue to the General Fund, 20% to Cities, 10% to Counties, 14% to City Revenue Sharing, and 50% of privilege tax revenue to Mental Health. Revenues generated by the bottle surcharge are designated exclusively for the General Fund.

ORS 471.810(5) directs the OLCC to do the following:

Notwithstanding subsection (1) of this section, amounts to be distributed from the Oregon Liquor & Cannabis Commission Account that are attributable to a per bottle surcharge imposed by the Oregon Liquor & Cannabis Commission, shall be credited to the General Fund.

For the 2021-23 biennium, the OLCC continues a 50 cent per bottle surcharge which is scheduled to expire on June 30, 2023. The 2021-23 surcharge is expected to raise an additional $41.3 million of revenue for distribution to the state General Fund. If OLCC commissioners approve a continuance of the 50 cents per bottle surcharge this will provide an estimated $49.1 million to be distributed to the General Fund in 2023-25 biennium.

And, regarding Marijuana, section 3, chapter 20, Oregon Laws 2015 provides:

(1) Notwithstanding ORS 221.770, 471.805 and 471.810, for the biennium beginning July 1, 2013, and the biennium beginning July 1, 2015, the Oregon Liquor & Cannabis Commission may expend moneys in the Oregon Liquor & Cannabis Commission Account to pay any expenses incurred by the commission in implementing and carrying out sections 3 to 70, chapter 1, Oregon Laws 2015 [ORS 475B.010 to 475B.395]. Any expenditure made under this subsection is considered a loan and must be repaid from the Oregon Marijuana Account established by section 44, chapter 1, Oregon Laws 2015. Expenditures made under this subsection shall be made from moneys in the Oregon Liquor & Cannabis Commission Account before the distributions required by ORS 471.810 are made.
(2) Notwithstanding section 44, chapter 1, Oregon Laws 2015, not later than June 30, 2017, the Department of Revenue shall transfer from the Oregon Marijuana Account to the commission for deposit in the Oregon Liquor & Cannabis Commission Account an amount equal to the total amount expended by the commission under subsection (1) of this section plus two percent of the total amount expended. The department shall make the transfer required by this subsection before making any other withholding, distribution or expenditure from the Oregon Marijuana Account for purposes described in section 44, Chapter 1, Oregon Laws 2015.

ORS 475B.240 provides the following:

The Marijuana Control and Regulation Fund is established in the State Treasury, separate and distinct from the General Fund. Interest earned by the Marijuana Control and Regulation Fund shall be credited to the fund. Moneys in the fund are continuously appropriated to the Oregon Liquor & Cannabis Commission to administer and enforce ORS 475B.010 to 475B.395.

BASIS FOR THE 2023 - 25 FORECASTS

Liquor (distilled spirits) sales ORBITS 0710

The OLCC forecasts distilled spirits sales based on an econometric model. This model uses projections of population growth from the Oregon Office of Economic Analysis to predict consumption per capita. This is combined with estimates of inflation in the wholesale cost of distilled spirits based on historical data. The OLCC then evaluates the range of possible revenue outcomes given the current operating environment.

The national and Oregon distilled spirits sales trends that have emerged in recent years continue to grow. Population growth and distilled spirits market share are the main drivers, rather than per capita alcohol consumption increases. Manufacturers' distilled spirits prices continue to increase modestly. Distilled spirits customers' preferences for premium brands are expected to continue to show improvement since a recession-driven shift to less expensive items. For 2021-23 the Legislatively Adopted Budget is projecting an average annual growth rate of 5.2%.

Based on the expected trends in the retail marketplace, the OLCC Agency Request Budget forecasts 2023-25 distilled spirits sales gross revenue at $1.9 billion. This forecast includes an estimated $49.1 million that would be generated by the current bottle surcharge.

The Legislatively Adopted Budget will provide the necessary resources for the OLCC to meet expected demand for distilled spirits in the next biennium.

Privilege Taxes ORBITS 0185

Revenue from taxes on malt beverages, table wines and dessert wines are forecasts to be $42.2 million for the 2023-25 biennium compared to an estimate of $40.9 million for the 2021-23 biennium.

Privilege tax rates on malt beverages and wine:

- Malt beverage: $2.60 per 31-gallon barrel;
- Table wine: 67 cents per gallon;
- Dessert wine: 77 cents per gallon.

The forecasted change in revenues results from the continued maturing of the wine industry in Oregon coupled with an expected increase in population. The continued growth in privilege taxes has been mitigated by the shift in consumer preferences from malt beverages to distilled spirits. Per capita consumption of malt beverage products has demonstrated a shift to distilled spirits and wine.

Other Business License and Fees ORBITS 0205

The OLCC continues to see an increased demand for distilled spirits licenses as the hospitality industry continues to grow and the economy recovers. The OLCC Legislatively Adopted Budget forecasts distilled spirits revenues to be $18.0 million from license fees and permits in the 2023-25 biennium.

OLCC's Marijuana Program is expected to oversee almost 3,000 marijuana licenses during the 2023-25 biennium. The OLCC Legislatively Adopted Budget forecasts marijuana license revenues to be $32.3 million in the 2023--25 biennium.

Fines ORBITS 0505

The OLCC forecasts revenues from fines to remain unchanged at $273,000 in 2023-25. The continued demand and issuance of licenses results in a corresponding increase in violations revenue.

Miscellaneous Income ORBITS 0705,

The OLCC forecast is $1,000,000 in 2021-23 from handling fees of government sales and miscellaneous fees.

Other Revenues ORBITS 1150,

Other Revenues will also include transfers of $7.0 million from the Marijuana Administrative Fund (tax revenues) to the Marijuana Regulatory Account to fund the OMMP Medical Marijuana Tracking Program now administered by OLCC.

Other Revenues ORBITS 1443,

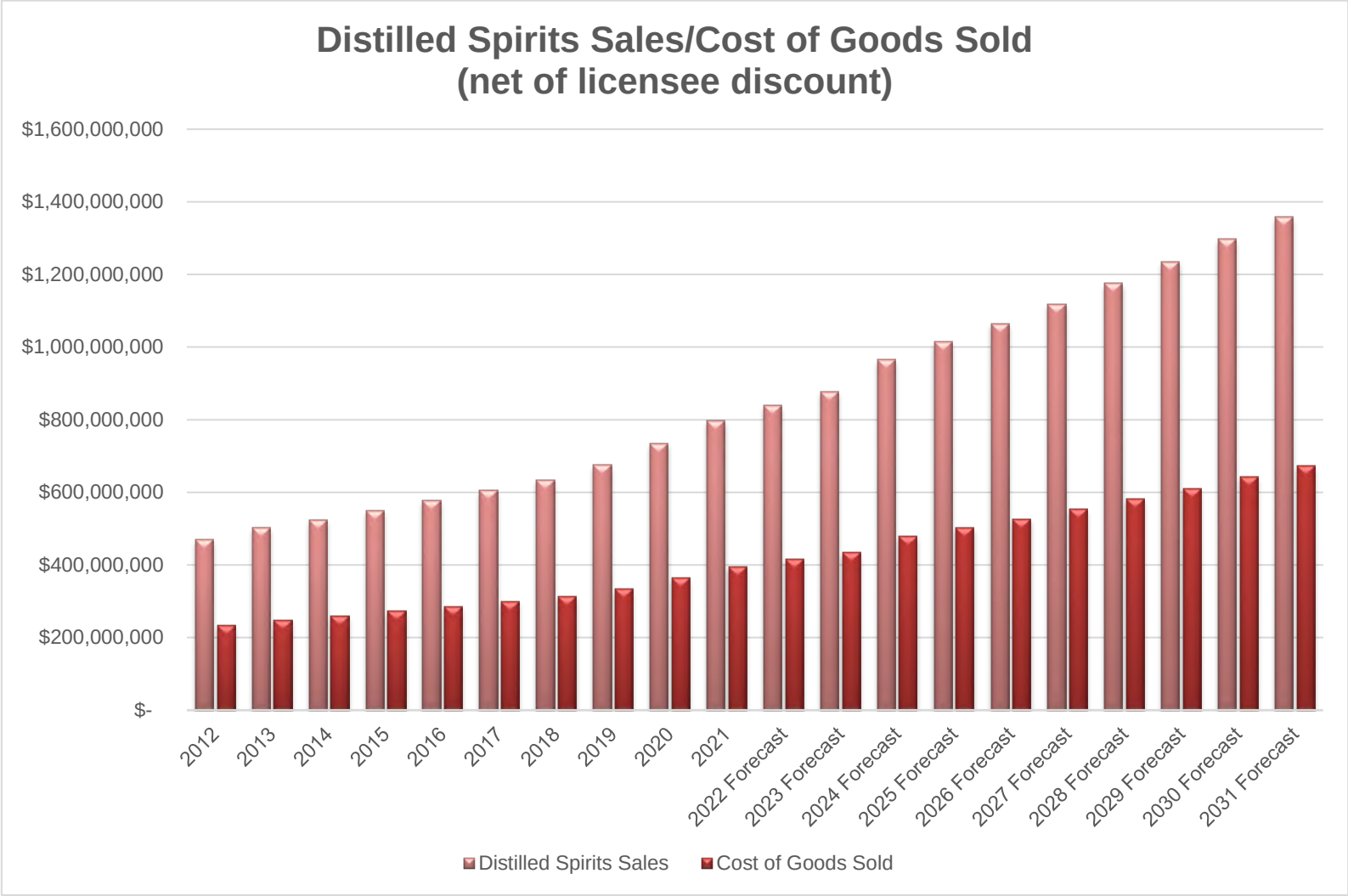
Other Revenues will also include transfers of $528,000 from the Oregon Health Authority to the Marijuana Regulatory Account to fund the OMMP Medical Marijuana Tracking Program now administered by OLCC.

Fee Schedules

The effective mark-up on distilled spirits is 107 percent, and distilled spirits prices are set by the OLCC (ORS 471.745). The tax rates on malt beverages and wines are set by statute (ORS 473.030). The tax rate is $2.60 per 31-gallon barrel of malt beverages; 67 cents per gallon of wine 14 percent alcohol by volume and under (table wine), and 77 cents per gallon of wine over 14 percent alcohol by volume (dessert wine). License fees are set by statute (ORS 471.290, ORS 472.117, and ORS 472.150). The fees vary by the type of license, and range from $10 to $1,000 for alcohol for periods of one to five years depending on the type of license.

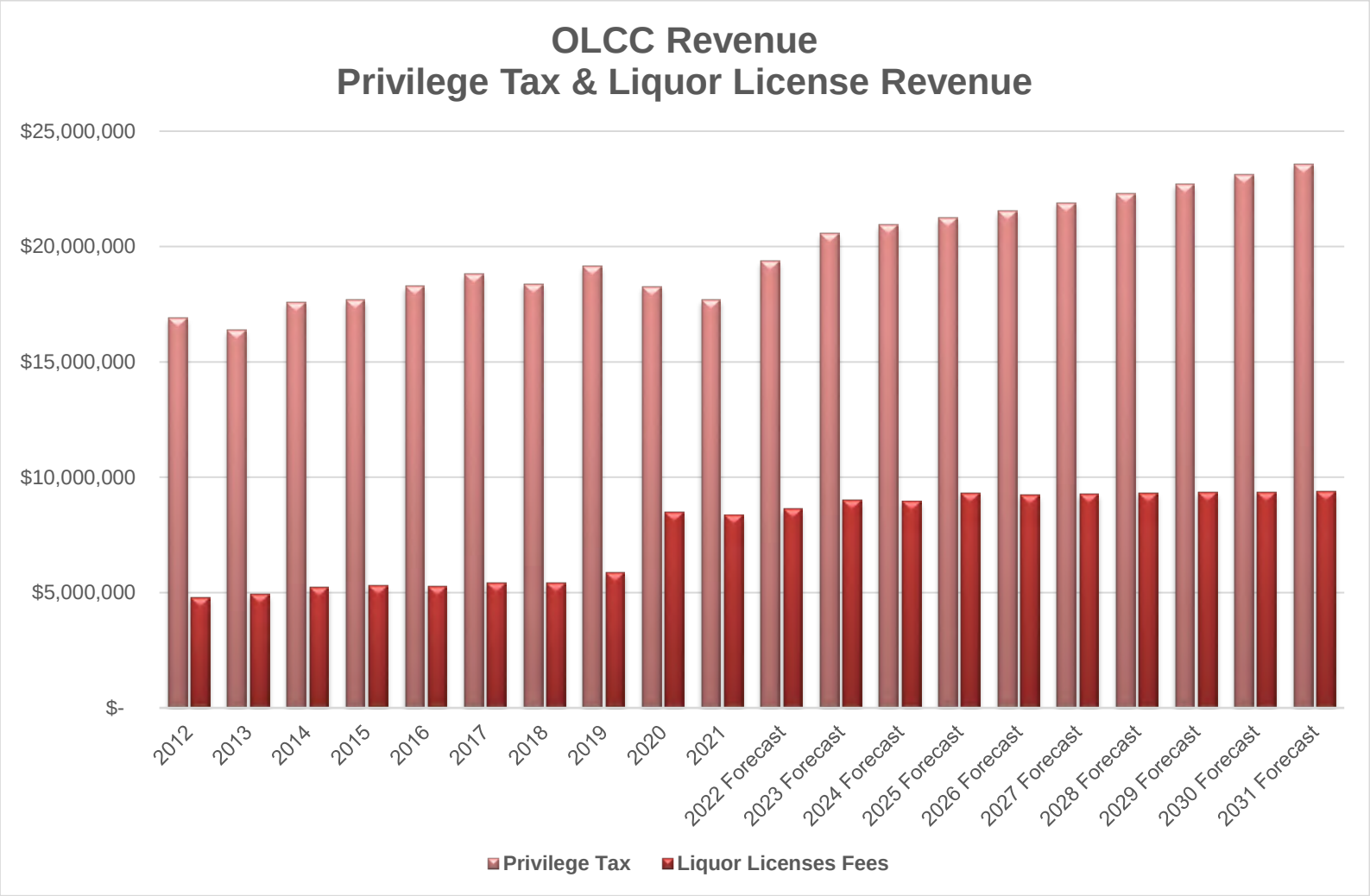
OLCC's Marijuana Program expects to be fully funded by license and application fees during the 2023-25 biennium. Fees for Recreational Marijuana licensees are established by rule under OAR 845-025-1060 as authorized under ORS 475B. New fees will be established through rulemaking that cover the Legislatively Adopted Budget cost for administering the program.

GRAPH A



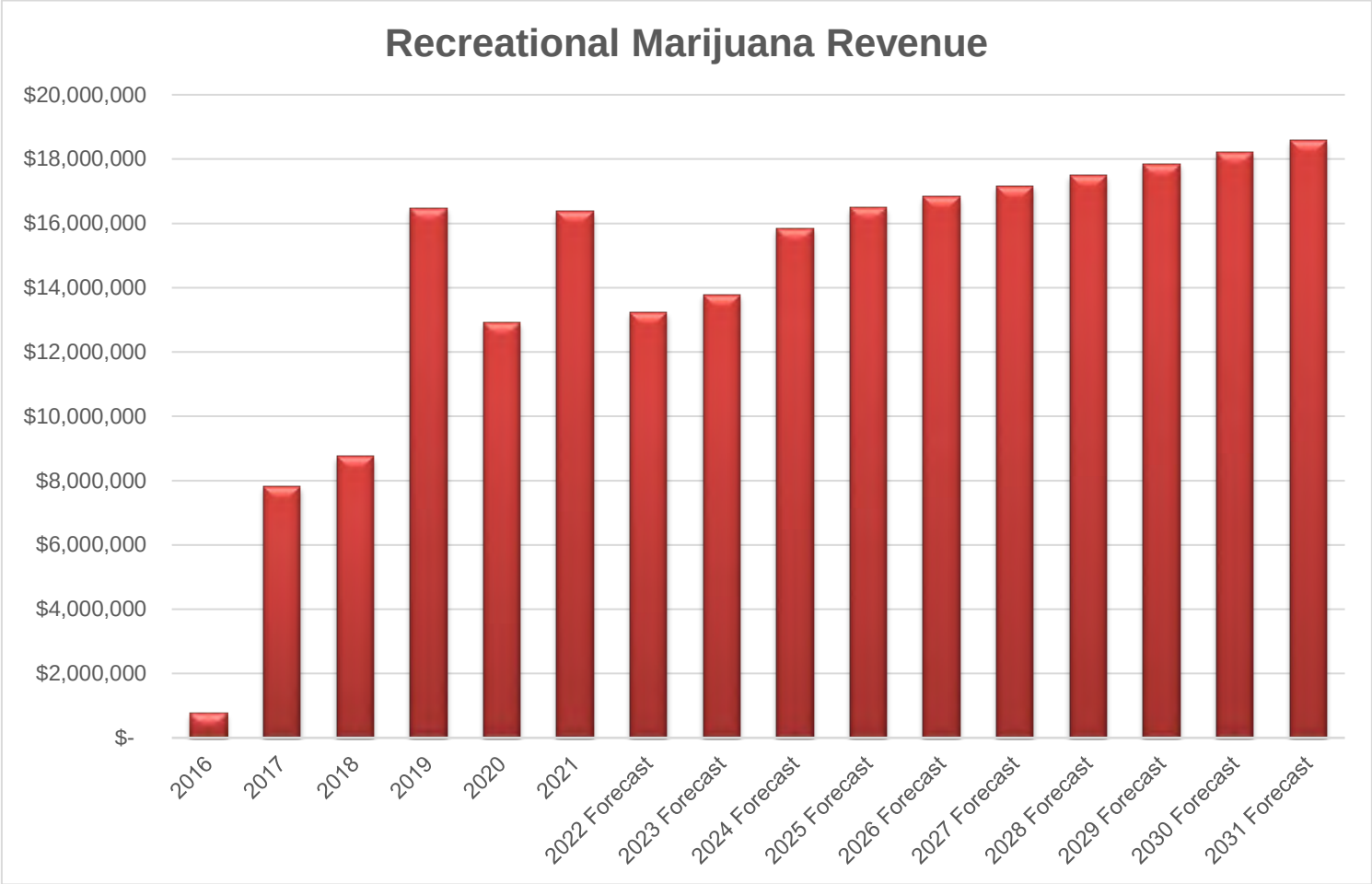
Historically the cost of goods sold remains at approximately 49% of total revenue from distilled spirits sales.

GRAPH B



In 2021, 96% of the revenue came from distilled spirits sales, 3% from privilege tax, and 1% from licensing fees.

GRAPH C


Recreational Marijuana Revenue
$20,000,000
$18,000,000
$16,000,000
$14,000,000
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$-
2016
2017
2018
2019
2020
2021
2022 Forecast
2023 Forecast
2024 Forecast
2025 Forecast
2026 Forecast
2027 Forecast
2028 Forecast
2029 Forecast
2030 Forecast
2031 Forecast

SCHEDULE 1

Distilled Spirits Case Sales
For the 10 Years Ended June 30, 2021
And Forecasted Through June 30, 2031

Fiscal Year Ended 30-Jun	Cases Sold	Quantity Increase	Percent Increase
2012	2,791,591	115,485	4.32%
2013	2,911,100	119,509	4.28%
2014	2,955,352	44,252	1.52%
2015	3,021,942	66,590	2.25%
2016	3,127,664	105,772	3.50%
2017	3,244,815	117,151	3.75%
2018	3,365,702	120,887	3.73%
2019	3,523,837	158,135	4.70%
2020	1,765,310	241,473	6.85%
2021	3,915,554	150,244	3.99%
2021-23 Agency Budget and Forward			
2022 Forecast	3,947,607	32,053	0.82%
2023 Forecast	4,062,260	114,653	2.90%
2024 Forecast	4,208,278	146,018	3.59%
2025 Forecast	4,363,732	155,454	3.69%
2026 Forecast	4,529,541	165,809	3.80%
2027 Forecast	4,703,654	174,113	3.84%
2028 Forecast	4,884,330	180,676	3.84%
2029 Forecast	5,070,760	186,430	3.82%
2030 Forecast	5,262,263	191,503	3.78%
2031 Forecast	5,460,999	198,736	3.78%

SCHEDULE 2

Classification of Gross Distilled Spirits Sales by Type of Purchaser
For the 10 Fiscal Years Ended June 30, 2021
And Forecasted Through 2030

Fiscal Year Ended 30-Jun	Liquor Sales to Licensees Amount	% of Total	Liquor Sales to Individuals Amount	% of Total	Total
2012	$ 115,676,934	24.61%	$ 354,382,933	75.39%	$ 470,059,868
2013	$ 120,162,627	23.91%	$ 382,434,130	76.09%	$ 502,596,757
2014	$ 124,328,306	23.70%	$ 400,195,336	76.30%	$ 524,523,641
2015	$ 130,377,178	23.69%	$ 419,991,443	76.31%	$ 550,368,621
2016	$ 139,616,189	24.16%	$ 438,350,207	75.84%	$ 577,966,396
2017	$ 144,368,233	23.87%	$ 460,530,886	76.13%	$ 604,899,119
2018	$ 149,185,025	23.51%	$ 485,425,823	76.49%	$ 634,610,848
2019	$ 156,905,246	23.25%	$ 517,884,300	76.75%	$ 674,789,546
2020	$ 121,869,972	16.60%	$ 612,505,211	83.40%	$ 734,375,182
2021	$ 92,412,319	11.59%	$ 705,184,094	88.41%	$ 797,596,413
2021-23 Agency Budget Forward					
2022 Forecast	$ 196,927,385	23.47%	$ 642,132,629	76.53%	$ 839,060,014
2023 Forecast	$ 205,956,646	23.47%	$ 671,574,868	76.53%	$ 877,531,514
2024 Forecast	$ 226,768,839	23.47%	$ 739,438,401	76.53%	$ 966,207,240
2025 Forecast	$ 238,109,789	23.47%	$ 776,418,497	76.53%	$ 1,014,528,286
2026 Forecast	$ 249,892,427	23.47%	$ 814,838,836	76.53%	$ 1,064,731,263
2027 Forecast	$ 262,540,053	23.47%	$ 856,079,687	76.53%	$ 1,118,619,740
2028 Forecast	$ 276,039,109	23.47%	$ 900,096,847	76.53%	$ 1,176,135,956
2029 Forecast	$ 290,079,220	23.47%	$ 945,878,256	76.53%	$ 1,235,957,476
2030 Forecast	$ 304,345,477	23.47%	$ 992,397,076	76.53%	$ 1,296,742,553
2031 Forecast	$ 318,869,133	23.47%	$ 1,039,755,208	76.53%	$ 1,358,624,341

SCHEDULE 3

Distilled Spirits Sales Forecast 2023-25
by Month and Year

Fiscal Year 2024	Liquor Sales	Cost of Sales	Cases
July	$ 81,901,774	$ 40,541,378	402,746
August	$ 82,039,128	$ 40,609,368	403,421
September	$ 72,190,372	$ 35,734,234	354,990
October	$ 78,214,869	$ 38,716,360	384,615
November	$ 82,016,966	$ 40,598,398	403,312
December	$ 100,886,749	$ 49,938,941	496,103
January	$ 69,771,862	$ 34,537,072	343,098
February	$ 70,568,927	$ 34,931,619	347,017
March	$ 88,449,402	$ 43,782,454	434,943
April	$ 75,698,176	$ 37,470,597	372,240
May	$ 84,920,723	$ 42,035,758	417,591
June	$ 83,709,021	$ 41,435,965	411,633
Totals	**$ 970,367,969**	**$ 480,332,144**	**4,771,708**
Fiscal Year 2025			
July	$ 88,076,253	$ 43,597,745	433,108
August	$ 83,598,210	$ 41,381,114	411,088
September	$ 80,417,683	$ 39,806,753	395,448
October	$ 84,949,328	$ 42,049,917	417,732
November	$ 83,734,017	$ 41,448,339	411,755
December	$ 105,238,262	$ 52,092,939	517,501
January	$ 73,206,738	$ 36,237,335	359,988
February	$ 70,935,891	$ 35,113,266	348,822
March	$ 83,329,429	$ 41,248,067	409,766
April	$ 82,271,573	$ 40,724,429	404,564
May	$ 84,926,650	$ 42,038,692	417,620
June	$ 89,683,524	$ 44,393,344	441,012
Totals	**$ 1,010,367,558**	**$ 500,131,941**	**4,968,403**
Biennium Totals	**$ 1,980,735,527**	**$ 980,464,086**	**9,740,111**

SCHEDULE 4

GROSS REVENUES

Fiscal Year	Distilled Spirits Revenues*	Privilege Tax	Alcohol License Fees	Recreational Marijuana License Fees	Total Revenue
2006	$ 348,544,133	$ 14,850,823	$ 4,509,318		$ 367,904,274
2007	$ 379,477,230	$ 15,203,958	$ 4,038,247		$ 398,719,436
2008	$ 405,688,218	$ 16,086,956	$ 4,290,056		$ 426,065,230
2009	$ 418,266,004	$ 16,339,768	$ 4,628,019		$ 439,233,791
2010	$ 424,555,782	$ 16,754,392	$ 4,725,715		$ 446,035,889
2011	$ 442,785,514	$ 16,203,500	$ 4,574,925		$ 463,563,938
2012	$ 470,059,868	$ 16,892,654	$ 4,791,065		$ 491,743,587
2013	$ 502,545,579	$ 16,387,708	$ 4,933,215		$ 523,866,502
2014	$ 523,907,277	$ 17,583,833	$ 5,222,685		$ 546,713,795
2015	$ 550,368,638	$ 17,685,881	$ 5,291,583		$ 573,346,102
2016	$ 577,936,396	$ 18,285,984	$ 5,259,570	$ 763,905	$ 602,245,855
2017	$ 604,896,823	$ 18,819,333	$ 5,436,050	$ 7,817,400	$ 636,969,606
2018	$ 634,543,529	$ 18,379,137	$ 5,437,244	$ 8,764,206	$ 667,124,116
2019	$ 674,789,546	$ 19,155,764	$ 5,879,699	$ 16,473,140	$ 716,298,149
2020	$ 734,375,183	$ 18,260,304	$ 8,490,718	$ 12,910,762	$ 774,036,967
2021	$ 797,596,413	$ 17,694,044	$ 8,354,663	$ 16,381,196	$ 840,026,316
2022 Forecast	$ 839,060,014	$ 19,364,477	$ 8,639,560	$ 13,236,784	$ 880,300,835
2023 Forecast	$ 877,531,515	$ 20,554,849	$ 9,011,747	$ 13,777,061	$ 920,875,172
2024 Forecast	$ 966,207,241	$ 20,942,987	$ 8,958,245	$ 15,847,191	$ 1,011,955,664
2025 Forecast	$ 1,014,528,286	$ 21,234,232	$ 9,323,888	$ 16,494,015	$ 1,061,580,421
2026 Forecast	$ 1,064,731,263	$ 21,538,737	$ 9,224,539	$ 16,823,895	$ 1,112,318,434
2027 Forecast	$ 1,118,619,740	$ 21,894,355	$ 9,268,546	$ 17,160,373	$ 1,166,943,013
2028 Forecast	$ 1,176,135,956	$ 22,295,917	$ 9,314,801	$ 17,503,581	$ 1,225,250,255
2029 Forecast	$ 1,235,957,476	$ 22,711,263	$ 9,347,105	$ 17,853,652	$ 1,285,869,497
2030 Forecast	$ 1,296,742,553	$ 23,133,316	$ 9,365,207	$ 18,210,725	$ 1,347,451,801
2031 Forecast	$ 1,358,624,341	$ 23,551,395	$ 9,380,229	$ 18,574,940	$ 1,410,130,904

SCHEDULE 5

Per Capita Sales of Distilled Spirits
Oregon Liquor & Cannabis Commission

Fiscal Year		Distilled Spirits Revenue*	Estimated Population	Per Capita Sales
2006	$	348,544,133	3,685,200	94.58
2007	$	379,477,230	3,739,400	101.48
2008	$	405,688,218	3,784,200	107.21
2009	$	418,266,004	3,815,800	109.61
2010	$	424,555,782	3,837,300	110.64
2011	$	442,785,514	3,854,947	114.86
2012	$	470,059,868	3,878,877	121.18
2013	$	502,545,579	3,911,943	128.46
2014	$	523,907,277	3,953,356	132.52
2015	$	550,368,638	4,002,145	137.52
2016	$	577,936,396	4,062,203	142.27
2017	$	604,896,823	4,124,435	146.66
2018	$	634,543,529	4,176,095	151.95
2019	$	674,789,546	4,214,664	160.11
2020	$	734,375,183	4,243,791	173.05
2021	$	797,596,413	4,266,560	186.94
2022 Forecast	$	839,060,014	4,296,800	195.28
2023 Forecast	$	877,531,515	4,331,100	202.61
2024 Forecast	$	966,207,241	4,366,900	221.26
2025 Forecast	$	1,014,528,286	4,404,000	230.37
2026 Forecast	$	1,064,731,263	4,441,400	239.73
2027 Forecast	$	1,118,619,740	4,478,600	249.77
2028 Forecast	$	1,176,135,956	4,515,600	260.46
2029 Forecast	$	1,235,957,476	4,552,400	271.50
2030 Forecast	$	1,296,742,553	4,589,200	282.56
2031 Forecast	$	1,358,624,341	4,626,000	293.69

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Oregon Liquor & Cannabis Comm — **Agency Number: 84500**

2023-25 Biennium — **Cross Reference Number: 84500-000-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Other Funds						
Privilege Taxes	35,960,695	41,338,962	41,338,962	42,177,219	-	-
Business Lic and Fees	52,702,778	47,771,975	47,771,975	50,350,350	-	-
Charges for Services	-	6,000	6,000	-	-	-
Fines and Forfeitures	757,450	812,731	812,731	-	-	-
Dedicated Fund Oblig Bonds	-	90,735,000	173,652,783	-	-	-
Sales Income	-	784,000	784,000	1,000,000	-	-
Liquor Sales	1,560,676,747	1,639,500,798	1,639,500,798	1,980,735,526	-	-
Liquor Cost of Goods Sold	(781,842,335)	(811,843,609)	(811,843,609)	(1,034,029,616)	-	-
Cost of Goods Sold	(10,715,865)	(19,674,010)	(19,674,010)	(23,180,040)	-	-
Other Revenues	29,495	7,572,093	4,424,567	-	-	-
Transfer In - Intrafund	221,639,195	255,610,203	260,795,790	352,123,233	-	-
Transfer In - Indirect Cost	6,472,200	7,517,394	7,517,394	7,517,394	-	-
Tsfr From Revenue, Dept of	7,000,000	7,000,000	7,000,000	7,000,000	-	-
Tsfr From Oregon Health Authority	-	528,000	528,000	528,000	-	-
Transfer Out - Intrafund	(221,639,195)	(255,610,203)	(260,795,790)	(352,123,233)	-	-
Transfer Out - Indirect Cost	(6,472,200)	(7,517,394)	(7,517,394)	(7,517,394)	-	-
Transfer to Other	(649,335)	(745,142)	(745,142)	(779,000)	-	-
Transfer to General Fund	(342,868,287)	(346,466,692)	(346,466,692)	(344,497,000)	-	-
Transfer to Cities	(108,771,230)	(109,041,031)	(109,041,031)	(120,832,000)	-	-
Transfer to Counties	(54,385,615)	(54,520,515)	(54,520,515)	(60,412,000)	-	-
Tsfr To Administrative Svcs	(76,139,861)	(76,328,722)	(76,328,722)	(84,580,000)	-	-
Tsfr To Oregon Health Authority	(17,655,680)	(20,296,910)	(20,296,910)	(21,489,000)	-	-
Tsfr To Agriculture, Dept of	(292,593)	(793,072)	(793,072)	(2,599,681)	-	-
Total Other Funds	**$263,806,364**	**$396,339,856**	**$476,110,113**	**$389,392,758**	**-**	**-**

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Oregon Liquor & Cannabis Comm — **Agency Number: 84500**

2023-25 Biennium — **Cross Reference Number: 84500-000-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Federal Funds						
Tsfr From Administrative Svcs	1,181,080	-	-	-	-	-
Total Federal Funds	**$1,181,080**	**-**	**-**	**-**	**-**	**-**

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2019-2021 Actual	2021-23 Legislatively Adopted	Legislatively Approved	2023-25 Agency Request	2023-25 Governor's	2023-25 Legislatively Adopted
ALL Sources	OTHER	Various	$263,806,364	$396,339,856	$476,110,113	$389,392,758	TBD	TBD
	Federal		$1,181,080					

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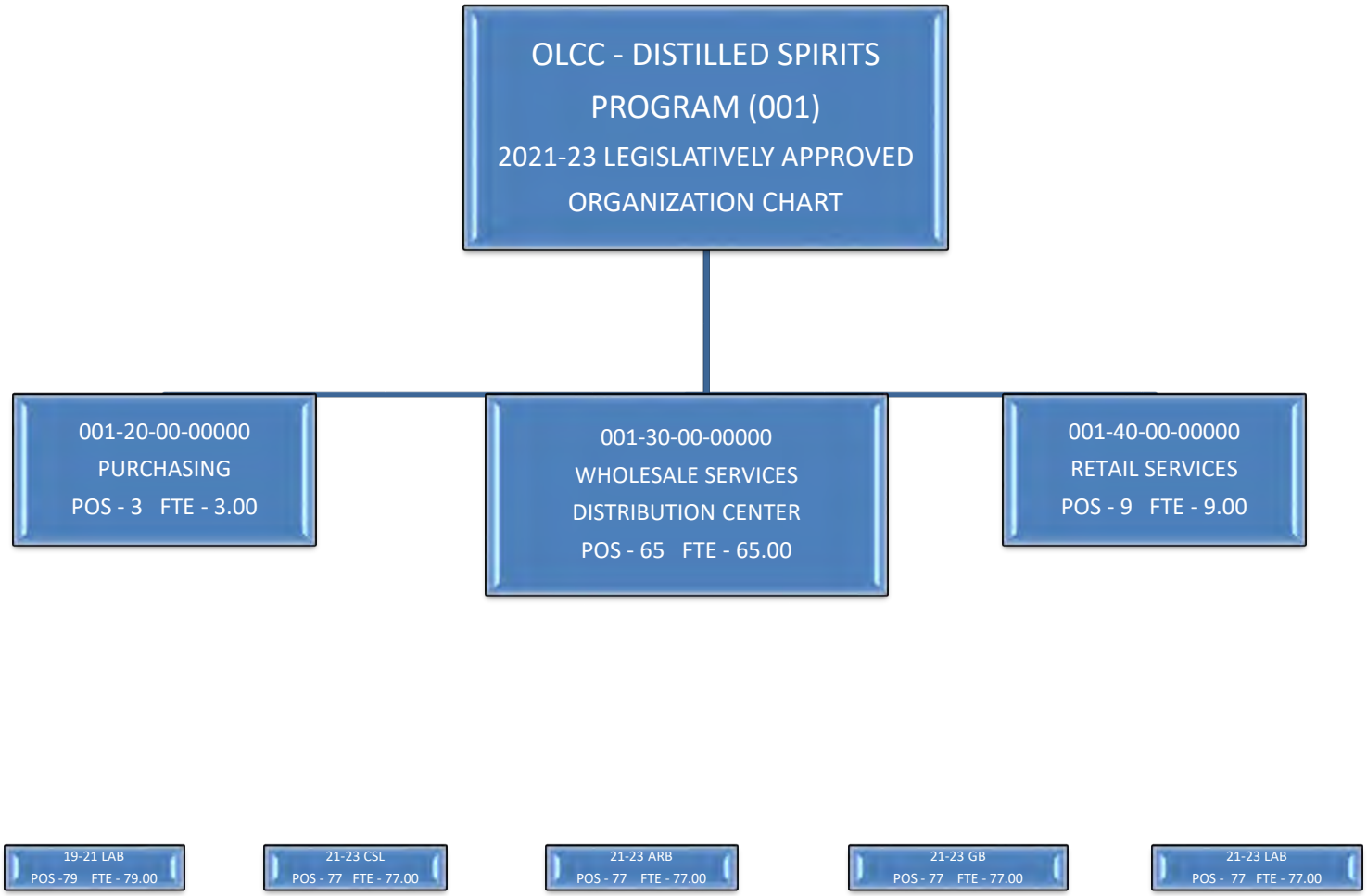
BUDGET NARRATIVE



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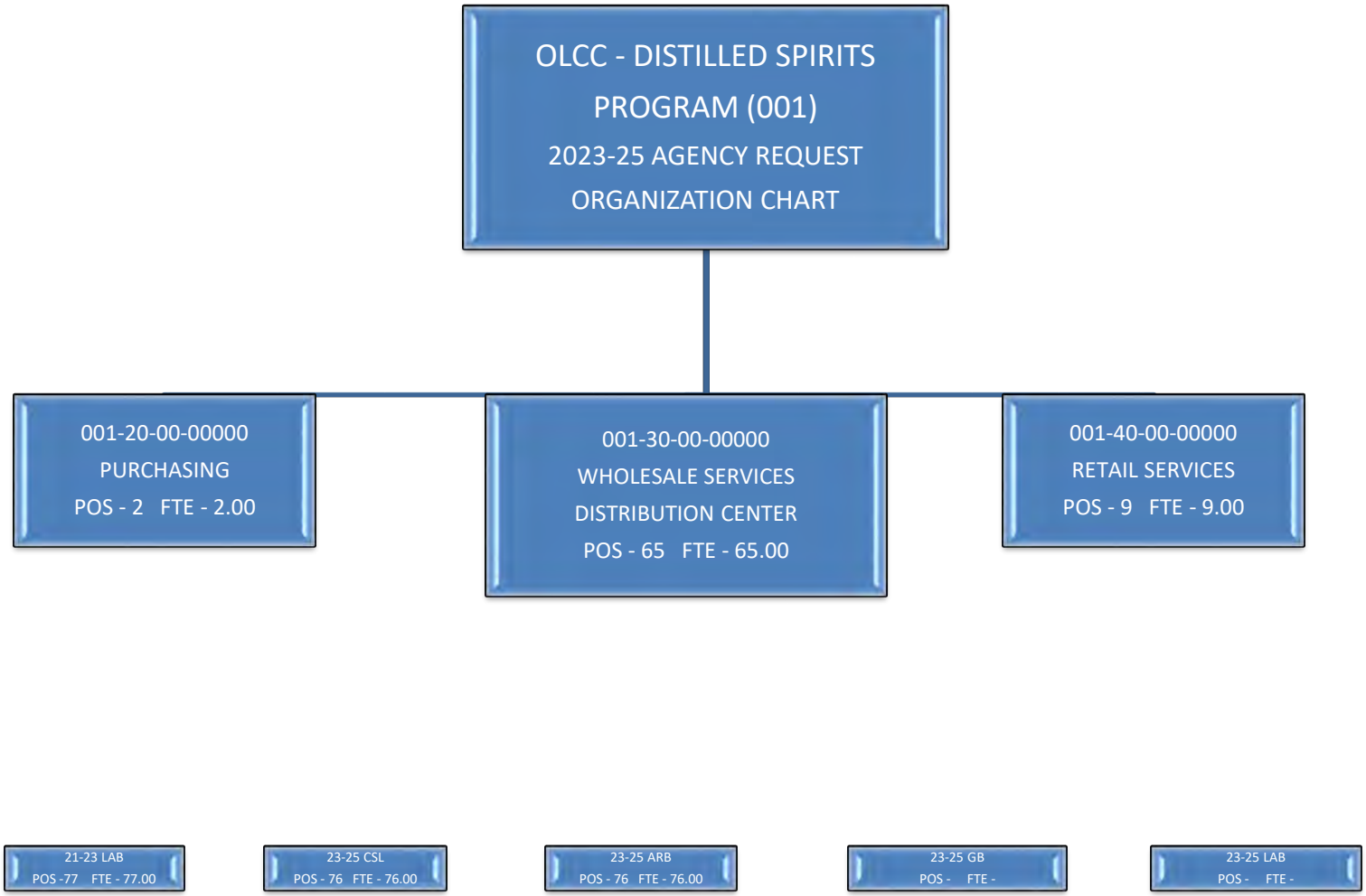
OLCC - DISTILLED SPIRITS PROGRAM (001)
2023-25 AGENCY REQUEST
ORGANIZATION CHART
001-20-00-00000
PURCHASING
POS - 2 FTE - 2.00
001-30-00-00000
WHOLESALE SERVICES
DISTRIBUTION CENTER
POS - 65 FTE - 65.00
001-40-00-00000
RETAIL SERVICES
POS - 9 FTE - 9.00
21-23 LAB
POS -77 FTE - 77.00
23-25 CSL
POS - 76 FTE - 76.00
23-25 ARB
POS - 76 FTE - 76.00
23-25 GB
POS - FTE -
23-25 LAB
POS - FTE -

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BUDGET NARRATIVE

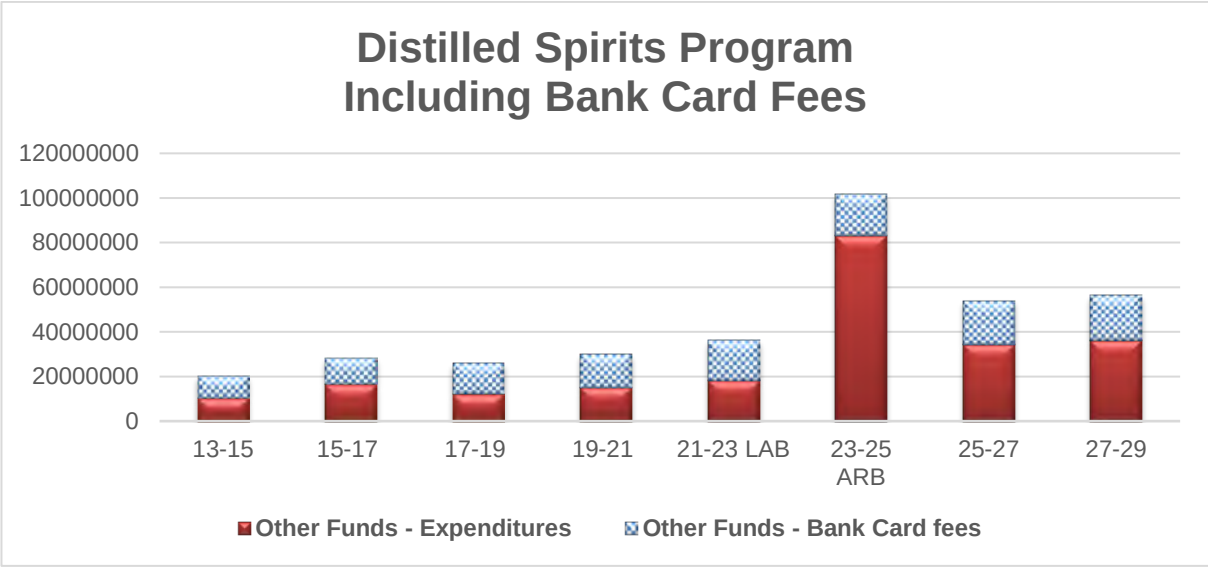
OLCC - DISTILLED SPIRITS PROGRAM - 001
2023-25 BUDGET

PROGRAM UNIT EXECUTIVE SUMMARY

A. PRIMARY OUTCOME AREA Economy and Jobs

B. PROGRAM CONTACT Chris Mayton, OLCC Distilled Spirits Director, (503) 872-5038

C. FUNDS BUDGET AND PERFORMANCE



The bars show OLCC Distilled Spirits (DS) Program's expenditures, separated into bank cards and non-bank card portions. All are funded by Other Funds (OLCC-generated liquor revenues).

D. PROGRAM OVERVIEW

The Distilled Spirits Program centrally purchases, warehouses, and distributes bottled distilled spirits to 292 approved liquor outlets, making spirits available through OLCC appointed retail liquor stores. The Program provides economies of scale and avoids additional "middle-man" markups by providing both wholesaling and retailing functions statewide. This division collaborates with producers, wholesalers, and independent retailers and is responsible for the outcomes of selecting, purchasing, storing, and distributing distilled liquor, maintaining shipping lines within the warehouse, managing the selection, contracts, and operations of liquor agents, and the monitoring, tracking, and safekeeping of manufacturer-owned and state-owned inventory.

The Program also oversees Oregon Distillery Licensees who import, manufacture, distill, rectify, blend or denature distilled spirits that they distribute through the OLCC's distribution system or sell directly to customers who visit their distillery tasting rooms. There are a total of 149 Oregon Distillery licenses issued, of which 65 Distillers collectively operate 98 distillery tasting rooms that report sales.

This program is focused on the effective and efficient sale and distribution of distilled liquor throughout Oregon. The key activities are management oversight of retail liquor agents, distribution processes, and meeting consumers' demands. The Distilled Spirits Program is focused on specific results, including:

- **Preserve a growing revenue stream:** Enhance revenue to the state general fund, counties, and cities by utilizing technology and modern warehouse processes to cost-effectively meet current and expected consumer demand over the next ten years
- **Manage distilled liquor inventory:** Effectively supply liquor stores in a timely fashion without paying for excess inventory.
- **Provide for statewide selection of distilled spirits:** Assure that a wide variety of distilled products, including Oregon products and special orders, are available statewide at a consistent price
- **Enhance Customer Services and Experience through Retail Stores:** Reward agents that make store enhancements and innovate customer services and experiences at the store and the customers' doorstep
- **Support the restaurant and hospitality economy:** Facilitate and support economic growth and recovery of Oregon's vital restaurant and hospitality sector by enhancing server training, facilitating investments in streamlined licensing of events and businesses, and developing enhanced communication channels to decrease time in responding to business needs for products and services

- **Grow Oregon Distilleries:** Work directly with distilleries in Oregon to get their products to statewide markets here in Oregon, and the OLCC will partner with this industry to support their combined vision for a board that looks to expand their development as exporters of products
- **Apply industry best business practices:** The program will utilize enhanced distribution technology to deliver products in a way that effectively manages costs
- **Protect the public and consumers from harm:** Focus on training and education of agent operated independent business to ensure liquor law compliance and will continue to monitor the impact of Oregon's minimum price formula designed to reduce access to cheap distilled spirits

E. PROGRAM FUNDING

The Agency Request Budget is $101,759,908 Other Funds limitation for the 2023-25 biennium for this program, with 76.00 FTE and 76 positions.

F. PROGRAM DESCRIPTION

The Distilled Spirits Program assists with the Commissioners' appointment of new liquor agents and oversees the opening and operation of retail liquor stores and distillery tasting rooms. The Commission owns the distilled spirits inventory in all agent owned retail liquor stores. The Commission's Wholesale Services division operates its warehouse under a vendor managed inventory model called bailment. Liquor agents order inventory from the warehouse; wholesale services distributes the liquor to the agent and then pay the manufacturer for the stock once it leaves the warehouse. Distillery Licensees distribute their products through the warehouse or make direct sales from their Distillery Retail Outlets. The commission does not own the inventory located in Distillery Retail Outlets. Through this bailment inventory system, the OLCC provides the public with a varied and balanced inventory of distilled spirits brands and encourages the development and availability of Oregon products with a significantly reduced amount of agent working capital invested in inventory costs. Through oversight of retail operations, the program ensures responsible sales in retail liquor stores and distillery retail outlets while producing excellent customer service within. Program management collaborates with its varied stakeholders to understand their needs and solve problems constructively. OLCC partners with liquor stores, distilleries, trade conferences, and industry members frequently as part of OLCC's continued outreach focus. OLCC holds an annual Agent Education conference bringing agents, spouses, managers, and manufacturers together for ongoing spirits education and operational best practices.

Oregon has created an exceptional liquor distribution and sales system; in terms of choice and selection for the Oregon customer and in its efficient generation of revenue to support public services. The program efficiently makes available more than 5,882 different distilled spirits products every day, plus special orders, using an economy of scale and minimal distribution layers. It operates a Milwaukie Distribution Center that safeguards $124.6 million worth of vendor-owned distilled spirits inventory, plus up to $4.7 million in state-owned stock in the warehouse. The program is projected to generate $633 million in distributions to state and local governments in the 2023-25 biennium, making alcohol revenue the state's third largest source of revenue. This work and its associated benefits are accomplished on a program budget that is 36% of sales, representing an impressive return on investment for this state-owned business. During the 2023-2025 budget period the OLCC will be executing the legislatively approved construction of a new warehouse and office complex that will relieve management of two older warehouses that are operated above designed capacity; this mission critical investment will ensure the state continues to grow revenue as Oregon's population grows at one store per 15,000 in population.

The structural components of the program are:

Purchasing *(subprogram 20)* staff works closely with the Distribution & Retail Services division's staff to provide distilled liquor to customers. Purchasing staff coordinate the acquisition of bottled spirits produced throughout the world and make sure the emerging Oregon craft distillery industry is represented in the state inventory lineup. Staff continuously assists and facilitates the inventory management program for all liquor stored, distributed, and sold in the statewide retail liquor stores, including support with gathering statistical analysis of sales data, ordering parameters, special handling of discount merchandise, re-pricing of slow moving items to achieve a reasonable balance between product turnover and return on investment ratios. The program constantly communicates product information to suppliers, carriers, liquor sales agents, agency staff, and the buying public. Staff also works closely with industry representatives to stay informed about new products and trends.

This division is the liaison between liquor manufacturers, suppliers, liquor agents, and the Commission. Staff communicates price, sales, purchasing policies, and procedures to the liquor industry. They participate in projects that enhance the Commission's ability to communicate more efficiently and effectively with suppliers, retail liquor agents, and the public.

The Wholesale Services Division *(subprogram 30)* is responsible for receiving distilled spirits from the distilleries and importers for timely delivery to the OLCC distribution center and making the shipments of distilled spirits to retail liquor stores across the state. The distribution center is comprised of two warehouses in Milwaukie, creating inefficiencies for OLCC's centralized distribution and warehousing services. These inefficiencies will be mitigated by housing all distribution activities into one warehouse which is slated to be completed in the spring of 2025.

The center manages the liquor shipments procured by Purchasing; its crews receive and store the products, fill merchandise orders, and ship products coordinating with common carriers to receive and ship millions of cases of liquor a year. The staff keeps the inventory secure in the bailment warehouses. The bailment warehouse has a storage arrangement in which the supplier retains title to the managed stock shipped to the OLCC distribution center and holds all products in bailment until it is withdrawn and sent to the liquor stores for sale statewide. The distribution center staff monitors and settles claims for any damaged and defective goods returned by stores. Coordinating of freight shipment bills impacts our outbound transportation process. This division is responsible for the outcomes of receiving, storing, and shipping distilled spirits, maintaining shipping lines, verifying and keeping inventory records and control, and providing for the security of manufacturer-owned and state-owned inventory.

The Retail Services Division *(subprogram 40)* oversees the operation of the liquor stores and distillery outlets statewide. Retail Services staff work closely with liquor store agents and distillery retail outlet agents to know how to apply liquor regulations and retail operating procedures to their store operations. The staff assists them in managing the state-owned liquor inventory in the stores to make a variety of products—including Oregon products—readily available to customers. The liquor agents receive monthly compensation payments to fund the stores' operating expenses. Distillery retail outlet agents track sales and remit to the state markup on each bottle sold. The OLCC provides specific supplies to the liquor stores; these OLCC expenses, associated with supporting liquor stores, appear in Liquor Sales Support, subprogram 42.

This division is responsible for overseeing the selection, contracts, and operations of the 282 operating liquor stores located throughout Oregon and the onboarding of new liquor and distillery agents. The number of liquor agent locations will increase up to nearly 300 by the end of the 2023-25 biennium. In the 2023-25 biennium, the expansion will occur at a slower pace and will use qualitative and quantitative metrics to maintain growth at about one store per 15,000 residents. This data will determine the quality of the applicants, community needs, and potential impact on existing liquor stores. The system will only expand on a specifically targeted basis for future expansion of store locations across Oregon.
In the 2023-25 biennium, the program will focus on the following strategic initiatives:

Design/build warehouse distribution center to accommodate growth and preserve revenue

- Develop and implement plans for constructing a new warehouse and replacing legacy IT systems
  - Tackling pressing capacity limitations on spirits distribution to capture $1.5 billion in revenue over ten years
  - Modernize agency and program IT to improve the efficiency of warehouse ordering and distribution
  - Replace current legacy ordering systems to protect revenue
- Develop plans and execute a proven CMGC model procurement to design and build a new warehouse and link IT operations and data systems (occupancy of a new warehouse, spring 2025)

- Preserve the state's ability to distribute and sell unique products, including those produced by Oregon distillers
- Support near-term jobs in the planning and construction phase of the project to support economic recovery
- Mitigate near-term impact on revenue distributed to state and local governments by financing warehouse construction projects (including IT, conveyor, and construction) through fixed-rate bonds

Increase retail footprint and data analysis to enhance revenue growth

- Target retail market expansion in tandem with population growth to support customers, revenue growth, and stability
- Increase data analysis and dissemination to improve liquor profitability and increase revenue disbursements
- Enhance customer shopping experience through contracted agents by incentivizing investments in facilities and services
- Plan for online ordering and home delivery

Implement operational improvements for Distilled Spirits Program

- Implement critical product, space, and logistics strategies to match near-term consumer demand beyond the warehouse's current capacity
- Acquire essential equipment to support daily distribution operations
- Launch new initiatives to support the economic growth of business partners by establishing investments to tell the Oregon Story about business partners, services, and products provided through the state's distribution and retail businesses

G. PROGRAM JUSTIFICATION AND LINK TO 10-YEAR OUTCOME

The Distilled Spirits Program's linchpin role in the alcoholic beverage industry supports Oregon's economy and job growth. The industry supplies jobs through an entire supply chain – from international distillers to local micro-distillers, local brokers, delivery truck drivers, retail liquor stores, and the owners and servers in the small restaurant in your neighborhood. They depend on the OLCC's reliable management and movement of spirits for their livelihoods. The sale of distilled spirits generates significant revenue that the OLCC distributes to the state general fund and local governments. The expected total revenue distribution to the general fund, counties, and cities in 2023-25 is $633 million. This program contributes to the following strategies:

- Meeting the immediate growing demand for spirits in Oregon and preparing for anticipated 10-year growth
- Efficiently supplying and supporting local Oregon based businesses, including liquor agents, licensees, manufacturers, and distributors
- Developing and maintaining regulatory rules that protect public safety and promote Oregon's economic development

H. PROGRAM PERFORMANCE

Biennium	Cases of Spirits Handled, millions	Program Cost per Case (excludes bank card fees)	OLCC KPM, Rate of Return (Distribution per Expenditure)	Distilled Spirits Gross Sales (Millions)
2003-05	4.12	$1.67	$2.70	$598
2005-07	4.73	$1.96	$2.44	$728
2007-09	5.12	$1.67	$2.72	$824
2009-11	5.25	$1.75	$2.73	$867
2011-13	5.70	$1.70	$2.89	$973
2013-15	5.98	$1.73	$2.90	$1,074
2015-17	6.37	$2.62	$2.67	$1,183
2017-19	6.89	$1.87	$2.77	$1,309
2019-21	7.69	$2.10	$2.65	$1,582
2021-23 LAB	8.86	$2.58	$2.70	$1,717
2023-25 ARB	9.74	$2.50	$2.70	$1,981
2025-27 est	10.52	$2.50	$2.70	$2,183

The chart above shows the number of cases handled by the program's Distribution Center in millions; the cost per case handled; the critical performance measure of distribution to the state General Fund and local governments per expenditure dollar, and the distilled spirits gross sales dollars (the ultimate output). Actuals are through the fiscal year 2021. Projections include the surcharge estimated to be approved by the Commission. In 2023-25 and future biennia, the OLCC's rate of return is expected to dip due to bond payments for the construction of a new warehouse and headquarters, approved by the legislature in 2021

The OLCC has used the following measures to evaluate how well the Distilled Spirits Program provides retail and wholesale functions:

- *Cases handled* – the number of liquor cases handled daily per distribution center staff
- *Stock availability* – the rate of product in-stock availability in the distribution center when a liquor agent places an order
- *Inventory turnover* – number of turns of product inventory
- *Agent's evaluation* – percent of liquor agent annual performance evaluations that receive an "outstanding" score.
- *Net profit margin* – the net profit margin of OLCC Distilled Spirits Program

The Agency Request Budget forecasts $1.9 billion in total gross liquor sales for 2023-25 and a total of 9.7 million cases shipped.

I. ENABLING LEGISLATION/PROGRAM AUTHORIZATION

The OLCC administers Oregon's Liquor Control Act. The OLCC's authority derives from Oregon Revised Statutes Chapters 471, Alcoholic Liquor Generally; 473, Wine Cider and Malt Beverage Privilege Tax; 474, Trade Practices Related to Malt Beverages; 459A.700 to 74, Beverages Containers; the Bottle Bill, and Administrative Rules Chapter 845.

J. FUNDING STREAMS

OLCC generated revenue funds the Distilled Spirits Program. All revenue received by the OLCC is classified as "Other Funds." Revenues come from liquor sales, license fees and fines, server education fees, taxes on malt beverages and wines (Privilege Tax), and miscellaneous income. ORS 471.805 directs the OLCC to distribute available money to the state General Fund, cities, counties, and Mental Health.

K. SIGNIFICANT PROPOSED PROGRAM CHANGES FOR 2023-25

This program is engaged in a generational shift in all aspects of business operations. The Distilled Spirits Program will be strained as it manages a warehouse operating over capacity, participates in planning for a new warehouse operation with contractors, and works with IT services to ensure new operating systems that meet the needs for advanced inventory optimization, retail inventory management, ordering, and operational needs for the program's future. At the end of the next biennium, the program will have to manage two warehouses before services at the current warehouses are terminated. The program will also have responsibilities for working with business partners across the manufacturing supply chain and agent retailers to prepare, train, and work through the issues associated with new systems and physical moves. The program will need to work through human resource issues associated with the move. At the same time, new and emerging products and services innovations will require significant focus and participation in agent contracts, rules, legislative policy development, and enactment.

Purchasing will be stressed as Ready to Drink (RTD's) distilled spirits grow in popularity. Oregon's current warehouse lacks capacity and is not designed to handle the volume of these products. The size and scale of the retail agent environments with limited cooler space combined with limited agent profits on RTD'S presents challenges in servicing this emerging alcohol beverage consumer market. The program will work with its business partners, control state operational authorities, and the legislature to determine how this segment of the alcohol beverage market could be better serviced in Oregon.

Significant program changes include:

IT Modernization Bonded Costs - Package No. 101, 0 FTE, $23,200,000
The agency's Enterprise Modernization program consists of two projects that will address insufficient, inefficient, and disjointed legacy technology systems: Distilled Spirits supply chain and Marijuana/Alcohol licensing and compliance program. The Enterprise Modernization Program is planned to be financed by a combination of general obligation bond funds and the OLCC operating budget over several years, extending into 2025 for implementation. To complete this project OLCC is requesting that unused bond funding from the General Obligation Bond be carried over into the 2023-25 biennium.

Warehouse and IT Non-bonded Costs - Package No. 102, 0 FTE, $14,403,773
The bond funding for both warehouse and headquarters construction and the agency IT modernization projects will cover capitalized expenses associated with implementation but will not cover costs ineligible for bonding such as hosting costs for the licensing and warehouse IT systems, moving costs, and bank card fees associated with the online payment of the licensing system. OLCC proposes that funding for these non-bondable expenses come from the sale of the existing facilities.

Distribution Center Equipment Replacement - Package No. 104, 0 FTE, $162,000
Retail expansion has had a substantial impact on the increased quantity of distilled spirits cases shipped. The impact of the conveyor system requires distilled spirits products to ship out at a much higher rate of 1,800 cases per hour as compared to 1,000 cases per hour on the old conveyor system – an 80% increase. OLCC is requesting funding for equipment replacement needed to continue sustainable operation of the distribution center.

Alcohol Communication Outreach - Package No. 109, 0 FTE, $600,000
Oregon's unique and world class control system for distribution and sale of distilled spirits to the Oregon public is not well understood. The public doesn't understand that Oregon's agent stores are not operated by the State of Oregon but are independent businesses contracted to sell spirits. Nor do they understand the importance of OLCC's distribution system to local distilleries and the vital role it has in the support and development of Oregon's craft industries, or that distilled liquor is sold in grocery stores. In addition, there is little understanding of the benefits of OLCC's regulatory structure to community livability or the impact of its generated revenue on local city, and state programs. OLCC is proposing to harness the power of diverse communication platforms to increase public understanding of its mission.

Distilled Spirits Board LC - Package No. 116, 0 FTE, $1,000,000

Currently, distilled spirits and small business distillers do not have the benefit of a Board that would operate for the sole benefit of supporting Oregon craft distilleries. Oregon Distillers are a key part of the State's Food and Beverage (F&B) focus, which is one of Oregon's fastest growing manufacturing sectors with almost 91% employment growth over a 10-year period. Establishing and funding an Oregon Distillery Board would create the necessary partnerships between the public and private sectors to ensure sustainable business practices **(see LC 84500-008)**.

BUDGET NARRATIVE

OLCC - PURCHASING - SUBPROGRAM 20
2023-25 Budget

A. PURPOSE, ACTIVITIES & ISSUES

The Purchasing Division is responsible for ensuring that adequate, appropriate inventories and a varied selection of liquor products, including Oregon produced distilled spirits, are available to meet customer demand. This function is a vital component of the system that makes distilled spirits available to Oregon consumers. OLCC division staff monitor changes in the supplier's product lines and manages the OLCC product line. Staff determines OLCC order quantities by regularly reviewing sales history, sales forecasts, inventory on hand and order quantities, and service level expectations. They maintain liquor price quotes from suppliers and supplier discount offers and post the state's retail liquor prices.

The division continues to look for ways to enhance customer service and meet consumer needs in this growing and increasingly sophisticated and varied distilled spirits marketplace. It looks to make up-to-date product information more readily available and accessible to liquor agents and the general public. As part of this effort, the program designed a technology system to capture liquor store distilled spirits retail sales information more frequently by item, daily. With this up-to-date information, the OLCC has significantly improved customer service by letting the public search through the OLCC website, www.oregonliquorsearch.com, to see which products are in stock and at which stores statewide. The site now shows photos of products, as well. The division will continue to develop ways to make information more readily available and useful.

This division is responsible for the outcomes of monitoring changes in the supplier's product lines, managing the OLCC product line, reviewing sales histories, forecasts, managing inventory, obtaining liquor price quotes, and posting liquor prices.

B. BACKGROUND

The powers and duties of the OLCC are defined in ORS 471.705 through 471.810. Under these statutes, the OLCC is authorized to control the manufacture, possession, sale, purchase, transportation, importation, and delivery of distilled spirits (ORS 471.730). The OLCC is also authorized to set retail prices for distilled spirits (ORS 471.745) and to have, in stores and warehouses, the quantities and kinds of products reasonably required to supply the public demand (ORS 471.750). ORS 471.030 (2) clarifies that the policy of this state is to encourage the development of all Oregon industry; the division looks to see that Oregon produced spirits are represented in its line, no matter how small an Oregon craft distiller might be.

The distilled spirits industry continues its trend to introduce many new products, such as higher priced specialty items. Customers have responded enthusiastically to the greater diversity of products. Because the suppliers continue to own most of the product in the OLCC bailment distribution center and the state owns the inventory in the retail stores, the contracted liquor agents can afford to carry an excellent and varied selection of products, often more than most stores carry in open or privatized states. They are not limited to the most significant sellers with the highest turnover. They can also afford to carry products of small Oregon craft distillers. The OLCC continues to expand its product line in response to the industry's creation of new products and the growing Oregon craft distillery industry. In 2021, the OLCC distribution center distributed more than 2,800 listed items and more than 37,050 special orders of more than 3,000 additional products. OLCC anticipates the product line will continue to grow, historically the Agency has increased the number of items by approximately 15% each biennium to meet consumer demand.

By continually evaluating the product line, the division provides the public with new liquor products as they are introduced and eliminates non-performing items. This helps ensure the state's investment in liquor inventory will optimize profits for the state, customers have the products they desire, and the OLCC encourages Oregon's economic development. The dual pressures of adding stock for new stores and the growth in product offerings and Oregon distilleries will require a constant review of sales data in order to maximize limited warehouse space and maintain profits while supporting Oregon distilleries and meeting consumer demand for variety. The construction of the new warehouse approved by legislators in 2021 and slated to be completed in 2025 will allow the department to capture an additional $1.5 billion in revenue for the state, cities, and counties by meeting the statewide demand for distilled spirits fueled by population growth through 2029.

The Purchasing Division continually seeks more efficient ways of doing business and using technology to avoid needing more purchasing staff despite the increased number of items, growing complexity in the marketplace, and increased product demand.
In the 1993-95 biennium, the OLCC converted to a bailment warehouse system. The OLCC does not pay for liquor until it's shipped from the warehouse to liquor store agents or when a case is opened for hand picking. The manufacturers own the distilled spirits under bailment; they are stored in the bailment warehouse before their sale to the state. Under this system, suppliers stock merchandise in the physical OLCC distribution center warehouses. Holding large stocks of state-owned inventory in the warehouses is minimized this way. In most instances, the OLCC purchasing staff sends suppliers suggested bailment replenishment notices rather than purchase orders. Then staff withdraws stock from bailment as needed for the OLCC to fill retail store liquor orders. Twice a month, after orders are shipped, the OLCC sends a combination purchase order/invoice to the suppliers notifying them of items withdrawn from bailment that are due to be paid. A key initiative for 2023-25 is developing and implementing an online purchasing and ordering portal for the distilled spirits supply chain system currently under development.

C. EXPECTED RESULTS

The efforts of the Purchasing Program result in liquor stores' orders being promptly filled as requested and customers who consistently find a wide variety of distilled spirits, including Oregon products, when shopping at the stores throughout Oregon. The goals of the division include:

- **Provide for statewide selection of distilled spirits:** The program will assure that a wide variety of distilled products, including Oregon products and special orders, are available statewide on time at a consistent price
- **Support Oregon's economic growth:** The program supports the development and success of multiple small businesses, including manufacturers of Oregon craft beverage products
- **Provide superior, high-quality customer service:** The program will continuously respond to the evolving needs of stakeholders – consumers, agents, licensees, suppliers, and government

D. REVENUE SOURCE

The Oregon Liquor & Cannabis Commission is 100 percent Other Funded and generates revenues from the sale of distilled spirits, license fees from alcohol and penalties, privilege tax paid on the purchases of beer, wine, and other miscellaneous sources. The OLCC collects this revenue in accordance with ORS Chapters 471 and 473.

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

BUDGET NARRATIVE

OLCC - BANK CARDS - SUBPROGRAM 24
2023-25 Budget

A. PURPOSE, ACTIVITIES & ISSUES

Since the 1995-97 biennium, the Legislature has approved funds in the OLCC budget for liquor stores to accept bank cards; liquor store customers may choose to use their bank cards (credit and debit cards) when they shop in liquor stores. OLCC pays the bank transaction fees and the rental charges for bank card processing equipment in the liquor stores. This funding supports an easy convenience for over-the-counter liquor store customers. These funds are limited; however, conversion to non-limited would recognize that bank card fees and expenses are variable costs correlated with sales and independent purchase decisions by customers; those costs are an expense of doing business and outside of OLCC's control. If bank fees were non-limited, then the OLCC would have funding immediately available for bank card expenses, even as they vary during the biennium.

The OLCC's bank card related expenditures will grow as they continue to add new retail liquor outlets statewide, sales of distilled products continue to grow, and stores and customers rely on cards rather than cash for purchases. Bank fee expenses vary depending on how many customers use bank cards and the nature and volume of their purchases. Customers' bank card use continues to increase as a percentage of overall liquor sales. In the fiscal year 2000, bank card sales were 28 percent of total consumer sales. By 2007, they had grown to 57 percent, and in the 2023-25 biennium, bank cards are expected to be used in 90% of consumer sales. Consumers continue to shift towards bank cards and away from cash/checks due to the convenience of cards and an increasingly electronic society. Customers using cards also tend to buy higher priced liquor products than customers using cash or checks, bolstering liquor revenues. OLCC expects these trends to continue. The OLCC's bank card expenses are a function of customers' choices when buying distilled spirits and vary accordingly.

B. BACKGROUND

Before the mid-1990s, liquor stores did not accept any bank cards. A 1993 legislative budget note directed the OLCC to study bank cards during 1993-95. The OLCC did a pilot study, developed a plan, and projected revenue and expenditure effects. Based on that information, the legislature approved $425,000 to phase in implementation during 1995-97. The OLCC projected that additional revenue would offset both onetime implementation and ongoing operating costs because customers tend to buy higher priced products when using bank cards. The legislature approved the funding if the liquor commissioners would support an administrative rule change to allow stores to accept the cards. The liquor commissioners approved the rule change on April 25, 1995. By the end of the fiscal year 1996, all stores choosing to be in the program received equipment and training and started accepting bank cards. From the beginning,

bank cards were popular with customers, and today, most customers pay with debit or credit cards. In 1999, bank card expenses were non-limited, and in 2005, they were limited. Consumer trends in the use of debit and credit cards have continued to grow. Consequently, since 1998, the OLCC has needed to request additional limitation authority from the Emergency Board to pay the transaction fees. The Emergency Board has used increases in liquor sales revenue to pay for the bank card transactions that helped fuel that revenue increase.

C. EXPECTED RESULTS

For 2023-25, the OLCC will continue to allow customers to use alternative payment methods by enabling liquor stores to accept Visa, MasterCard, Discover, and debit cards as demanded by the retail customer.

D. REVENUE SOURCE

The Oregon Liquor & Cannabis Commission is 100 percent Other Funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, penalties, privilege tax paid on the sales of beer and wine, and other miscellaneous sources. The OLCC collects this revenue in accordance with ORS Chapters 471 and 473.

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

OLCC - WHOLESALE SERVICES - SUBPROGRAM 30
(DISTRIBUTION CENTER)
2023-25 Budget

A. PURPOSE, ACTIVITIES & ISSUES

The OLCC operates a distribution center for centralized distilled spirits distribution and warehousing services for the state liquor operation. This centralized distribution function enables economies of scale for the OLCC's wholesale services, which support the retail store functions. Responsibilities of the division are to manage and execute effectively and efficiently these functions:

- Receive and store incoming shipments of distilled spirits to the State of Oregon
- Verify and maintain accurate records of product receipts and shipments
- Control and ensure security for inventory
- Schedule order-picking sequence and pick orders
- Ship distilled spirits via common carrier to all retail liquor stores statewide
- Monitor and coordinate freight shipment bills
- Process and settle claims for any damaged and defective goods returned by stores.

The distribution center has been handling more cases, more diverse product lines of distilled spirits from around the world that suppliers are offering, and an increasingly large number of stocked liquor items. Customers desire more innovative products, specialty holiday items, and Oregon produced products. The program encourages the development of the Oregon economy by carrying products from Oregon distillers. Even though the total number of bottles may be small, the center carries a wide variety of products from the growing number of Oregon craft distilleries. The Wholesale Division supports this growing industry by splitting and repacking cases to send individual bottles to liquor stores throughout Oregon. This service is more expensive than shipping cases, but it is an important service for the distribution of specialty and craft products, assisting smaller agents in managing their inventory, and reducing state-owned inventory. Maintaining adequate product selection and quantities is important to fill liquor store orders, meet consumers' needs, and encourage the development of small, growing Oregon distilleries.

Success in growing case sales volume continues to put increased pressure on the Distribution Center infrastructure. A significant issue facing the OLCC's Distilled Spirits Program is managing resources and gaining efficiencies to keep pace with the changing, growing, and flexible marketplace while working within the comparatively static state budget framework. The more responsive the OLCC can be to meet marketplace demands and changes, the more efficiently the system meets liquor agents', customers', and industry needs. If the

OLCC does not have adequate infrastructure and resources to achieve consistent case growth, the state risks losing significant distilled spirits sales revenue.

Warehouse space has become a premium to keep up with the growth in Oregon distillers, population growth, new product offerings, and the addition of stores, all requiring additional inventory. In 2021, in response to capacity limitations, legislators approved funding for constructing a new warehouse to enable the agency to meet future spirits demand, thus preserving $1.5 billion in sales through 2029. The construction is slated to be completed in spring 2025. Meanwhile, the agency has taken steps to implement critical product, space, and logistics strategies to match near-term consumer demand beyond the warehouse's current capacity.

The OLCC expects a growth rate of 4.9% per year in unit case sales during the 2023-25 biennium. Customers' special orders for products outside the regular product line continue to be a small but significant portion of sales. For 2021, OLCC processed more than 37,050 special orders of more than 3,000 items. The trend of gaining dollars per case is good for both the generation of revenue and social concerns. The availability of over 3,000 product SKUs with over 37,050 special orders a year marks this system as a world-class one for consumers, and Oregon represents one of a few vast, one-stop national markets for worldwide manufacturers and brokers of distilled spirits.

In 2023-25 biennium, the program will focus on the following strategic initiatives:

- ***Design/build a warehouse distribution center to accommodate growth and preserve revenue***
    - Develop and implement plans to construct a new warehouse and replace legacy IT systems
    - Tackling pressing capacity limitations on spirits distribution to capture $1.5 billion in revenue over ten years
    - Modernize agency and program IT to improve the efficiency of warehouse ordering and distribution
    - Replace current legacy ordering systems to protect revenue
- Develop plans and execute a proven CMGC model procurement to design and build a new warehouse and link IT operations and data systems (occupancy of a new warehouse, Spring 2025)
- Preserve the state's ability to distribute and sell unique products, including those produced by Oregon distillers
- Support near-term jobs in the planning and construction phase of the project to support economic recovery
- Mitigate near-term impact on revenue distributed to state and local governments by financing warehouse construction projects (including IT, conveyor, and construction) through the issuance of fixed-rate bonds

- Create a business strategy to manage critical Human Resources and workforce issues associated with the logistics of operating an overcapacity warehouse and operating an old and new warehouse simultaneously. The transfer of workers to the new operation will require training on new operational systems and planning and communication to ensure valued workers understand all aspects of the move for their planning and continuing future with OLCC

Implement operational improvements for Distilled Spirits Program

- Implement critical product, space, and logistics strategies to match near-term consumer demand beyond the warehouse's current capacity
- Acquire essential equipment to support daily distribution operations

B. BACKGROUND

The OLCC maintains and operates a centralized distribution center in Milwaukie. The distribution center has two warehouses– the first, a 124,000 square foot main warehouse/shipping center, and the second, a 106,000 square foot "Milport" storage warehouse. The first warehouse was filling beyond capacity because of the growing business. OLCC bought the second Milport warehouse in 2007. OLCC then moved most of its manufacturer-owned bulk case storage to the second warehouse. Moving manufacturer-owned products to the second warehouse created room in the main warehouse for another full case conveyor line and a longer split-case (repack) conveyor, which improved shipping efficiencies. OLCC staff move products as needed between the buildings, but this is a less efficient practice than managing all receiving and shipping through a single warehouse.

Both warehouses have floors arranged in a grid system similar to blocks and streets in a town. This grid system is used to assign each space a unique storage address which serves as a location identification number. With the addition of the new sorting conveyors, in July of 2016, three of the main warehouse's four conveyors and the storage system are laid out according to product demand and efficiency. The new warehouse will add additional capacity to meet increasing demand.

In addition, numerous disjointed and aging software systems are slated to be replaced as the agency works to replace them with an integrated Distilled Spirits Supply Chain system, which was approved and funded by legislators in the 2021 legislative session. This software will optimize the productivity of the conveyor system and streamline product flow, including ordering, shipping, and receiving as well as provide integration with the agency's finance department, manufacturing partners, liquor store agents, and distillery retail agents.

The agency's Enterprise Modernization program consists of two projects that will address insufficient, inefficient, and disjointed legacy Distilled Spirits supply chain and Marijuana/Alcohol licensing and compliance program technology systems. The Enterprise Modernization Program is planned to be financed by a combination of general obligation bond funds and OLCC operating budget over several years, extending into 2025 for implementation. To complete this project OLCC is requesting that unused bond funding from the General Obligation Bond be carried over into the 2023-25 biennium **(see POP 101 "IT Modernization Bonded Costs").**

The bond funding for both the warehouse construction and the IT will cover capitalized expenses associated with implementation of the systems but will not cover costs ineligible for bonding such as hosting costs for the licensing and warehouse IT systems, moving costs, and bank card fees associated with the online payment of the licensing system. OLCC proposes that funding for these nonbondable expenses come from the sale of the existing facilities **(see POP 102 "Warehouse and IT Nonbonded Costs").**

Retail expansion has had a substantial impact on the increased quantity of cases shipped. The impact of the conveyor system requires distilled spirits products to ship out at a much higher rate of 1,800 cases per hour as compared to 1,000 cases per hour o the old conveyor system – an 80% increase. OLCC is requesting funding for equipment replacement needed to continue sustainable operation of the distribution center **(see POP 104 "Distribution Center Equipment Replacement").**

C. EXPECTED RESULTS

The efforts of the Wholesale Services Program (Distribution Program), including the policy option packages, will enable the division to meet the liquor (spirits revenue) forecast of $1.9 billion in total gross sales and ship 9.7 million cases of spirits in 2023-25. The goals of the division include:

- **Preserve a growing revenue stream:** The program will preserve revenue to the state general fund, counties, and cities by utilizing technology and efficient warehouse processes to cost-effectively meet current and expected consumer demand over the next ten years
- **Provide for a wide selection of products:** The program will preserve a wide selection of distilled spirits that Oregon is known for and is expected by the consumer, increase sales, and deliver additional revenue to the general fund
- **Effectively manage distilled liquor inventory:** The program will continue to supply exclusive and nonexclusive liquor stores in a timely fashion without paying for excess inventory
- **Apply distribution industry best business practices:** The program will utilize enhanced distribution technology to deliver products in a way that effectively manages costs and records the movement of the product with precision

- **Safely store and manage manufacturer-owned and state-owned inventory:** The program will participate in inventory control and make sure that inventory is protected from damage
- **Implement enterprise resource planning:** Enterprise systems allows for full distribution center control; since all data is stored within the enterprise system, it can generate detailed reports utilized to monitor and improve distribution activities, including financial information and specific inventory reporting

D. REVENUE SOURCE

The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees and penalties, privilege tax paid on the sales of beer and wine, and other miscellaneous sources. The OLCC collects this revenue in accordance with ORS Chapters 471 and 473.

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

OLCC - RETAIL SERVICES DIVISION - SUBPROGRAM 40
2023-25 Budget

A. PURPOSE, ACTIVITIES & ISSUES

The Retail Services Division oversees the operation of the statewide retail distilled spirits business. Currently, Retail Services oversees 282 operating stores (up from 248 in 2016). The total number of new store locations is difficult to target. Still, the OLCC believes there is a demand for over 315 throughout the state, considering the population growth over the last decade. The final number approved will depend upon the quality of applications, community needs, and potential impact on existing liquor stores. Independent businesspeople or businesses contract with OLCC to operate the stores as liquor agents (retail contractors). The Retail Services Division manages the retail function for the state and oversees these contracted liquor agents.

State statutes, administrative rules, liquor agents' contracts, and the OLCC retail operations manual provide the guidelines and requirements for store operations. Retail Services staff works closely with liquor store agents to help them understand and follow liquor regulations and store operating procedures. Staff assists agents in managing the state's investment in inventory. They make sure enough merchandise is available to meet customer demands while optimizing investment dollars and encouraging the development of the Oregon economy. Agency staff works with liquor store agents to enhance sales, cash control, customer service, upgrading store appearances, layout, signing, displays, and compliance with liquor laws in Oregon. The staff works to understand liquor agents' changing needs and respond to their concerns. The staff explores updating procedures, technology, and policies. They advise agency administration and commissioners on their policy decisions affecting liquor store agent contracts and compensation administration. The division continues to focus on developing and implementing a retail business plan to modernize the system while enhancing the customer experience by offering annual education to the retail liquor store and distillery retail outlet agents and staff.

This division is responsible for the outcomes of oversight of selection, contracts, and operations of statewide liquor agents, the development and education of agent store operating requirements and procedures, assisting in managing the state's investment in inventory, and oversight of agent cash control, customer service and relationship with the agency. Growth in retail services fuels the need for additional personnel to manage the logistics of adding new liquor stores and distilleries.

To accomplish its mission, the program purchases, warehouses, and distributes bottled distilled spirits centrally to the 282 operating locations. Also, distilled spirits manufactured by Oregon Distillery Licensees are available in 98 tasting room outlets. In April 2016, as a first step to increase store density to meet population growth and customer convenience needs, the Commission approved new retail liquor locations to sell distilled spirits in the Portland tri-county area as part of an open recruitment effort. In each biennium thereafter,

the Commission has taken a measured approach to adding new locations in efforts to support customers, enhance revenue stability, and provide growth to meet population demand. By the end of the 2023-25 biennium, the Commission expects to have close to 300 locations statewide.

Prior to the pandemic, restaurants and bars – often locally-owned businesses – purchased approximately 24% of the spirits sold by the liquor stores, and sales now are once again approaching that percentage. Liquor store agents are Oregon entrepreneurs who serve as independent contractors that operate the liquor stores and employ hundreds of store employees statewide. Additionally, the craft distillery industry has been growing in Oregon and hopes to gain more national momentum and recognition. The OLCC, through its distribution system and its liquor stores, can make sure that these local micro-businesses get an equal footing, alongside national and international brands, on the shelves of Oregon liquor stores.

The program continues to respond to today's marketplace. About 30 years ago, Oregon had one liquor store for every 12,000 Oregonians. Until the open recruitment process initiated by the Commission in 2016, OLCC operated 248 liquor outlets, with a 1 to 15,000 ratio of stores to the state population; however, in some areas of the state, that ratio was as high as 1 to 29,000. This presented a unique opportunity for the Commission to increase store density while exploring new and innovative business models to meet the state's highly convenience driven market. As of June 1, 2022, the Commission has 282 operating liquor stores, bringing the ratio to one liquor store for every 15,130 Oregonian. The Commission will continue strategically expanding stores to support customers and enhance revenue stability and growth during the 2023-25 biennium. Operationally, OLCC is committed to serving population growth and maintaining the ratio of one store to 15,000 Oregon residents into the future. This policy direction normalizes store growth and sets a standard for local liquor markets. On this basis, Oregon will maintain one of the nation's lowest stores to population ratios; most states have a much higher liquor store density. For the Oregon system, this moderate expansion rate balances the concerns of liquor availability, the profitability of existing agents, and the OLCC's responsibility to provide convenience and serve a growing population.

In the 2023-25 biennium, the program will focus on the following strategic initiatives:

Increase retail footprint and data analysis to enhance revenue growth

- Target retail market expansion in tandem with population growth to support customers, revenue growth, and stability
- Increase data analysis and dissemination to improve liquor profitability and increase revenue disbursements
- Enhance customer shopping experience
- Provide training and instruction to agents as new point of sale, ordering, inventory management and financial services systems change

- Ensure agent stores are communicated with regards to the warehouse move so product selection can be maintained while managing both IT changes and the relocation of the warehouse operations
- Plan for online ordering and home delivery

B. BACKGROUND

In 1933, the Knox Act created the alcohol "control system" in Oregon. This state chose a control system to make alcohol available in a regulated, managed environment and avoid the abuses that led to the national Prohibition movement. Since the Knox Act, Oregon's system has evolved in response to changing environments. The original retail system, with its larger stores operated by state employees, was converted to a completely exclusive and nonexclusive agent-run system by the early 1980s. With Measure 5 reductions to this program in the 1990s, the program began in earnest to reduce administrative costs by reassigning OLCC staff duties, streamlining, and incorporating more efficient, modern technology. The program continues to contain administrative cost increases through implementing greater efficiencies.

The Distilled Spirits Program continues to focus on modernizing operations, meeting higher customer expectations, and responding to the industry's long term growth trends. OLCC has been revitalizing its product selection processes, managing the product line to be more responsive to the market, and carrying more variety and enhancing its distribution center's systems and equipment, relying more on electronics, computerization, and automation to gain efficiencies while minimizing needs to increase staffing levels. The agency is currently in the planning process for an integrated and flexible end-to-end web software solution to replace inefficient and disjointed legacy distribution and retail IT systems. Funding for the new system was legislatively approved in 2021. When completed, these technology solutions will aid the Retail Services Division in its efforts for retail expansion, data analysis, and inventory management for up to 300 retail liquor stores and 100 distillery retail outlets in 2023-25.

In 2009, the OLCC and stakeholders saw the need for system and process improvements. Several forums have been implemented to address those needs. Forums such as The Retail Partners Council (agents and OLCC staff) and the Retail Enterprise Review Committee (liquor agents, grocery industry representatives, distilled spirits industry members, public safety officials, legislators, and OLCC staff) were formed to continually evaluate new policy ideas and ways of enhancing the current business model. These stakeholder groups have addressed creative solutions to the changing business dynamics with ideas such as allowing liquor stores the flexibility to sell more types of products (including beer and wine), allowing corporations (including grocery stores) to compete with individuals for appointment as liquor agents, and overall general program flexibility in relation to seasonal/satellite stores. In subsequent biennia, liquor commissioners instituted many of the ideas through administrative rule changes.

In 2019, the agency met with liquor retail and distillery retail outlet agents to identify changes in compensation that more accurately reflect the actual business costs of running a retail liquor store or the economic reality of running a tasting room outlet with few products to sell. Agent compensation formula changes were approved during the 2021 legislative session and implemented shortly thereafter. These changes more accurately reflect sales growth and compensates for increasing lease and employment costs while allowing the OLCC to meet its long-term mission of producing stable and predictable revenue to support public services.

Oregon's unique and world class control system for distribution and sale of distilled spirits to the Oregon public is not well understood. The public doesn't understand that Oregon's agent stores are not operated by the State of Oregon but are independent businesses contracted to sell spirits. Nor do they understand the importance of OLCC's distribution system to local distilleries and the vital role it has in the support and development of Oregon's craft industries, or that distilled liquor is sold in grocery stores. In addition, there is little understanding of the benefits of OLCC's regulatory structure to community livability or the impact of its generated revenue on local city, and state programs. OLCC is proposing to harness the power of diverse communication platforms to increase public understanding of its mission **(see POP 109 "Alcohol Communication Outreach").**

Currently, distilled spirits and small business distillers do not have the benefit of a Board that would operate for the sole benefit of supporting Oregon craft distilleries and craft distillers. Oregon Distillers are a key part of the State's Food and Beverage (F&B) focus, which is one of Oregon's fastest growing manufacturing sectors with almost 91% employment growth over a 10-year period. Establishing and funding an Oregon Distillery Board would create the necessary partnerships between the public and private sectors to ensure sustainable business practices **(see LC 84500-008 and POP 116 "Distilled Spirits Board LC").**

C. EXPECTED RESULTS

The efforts of the Retail Services Division, including the policy option packages, will enable the division to meet the liquor (spirits revenue) forecast of $1.93 billion in total gross sales and ship 9.7 million cases of spirits in 2023-25. The goals of the division include:

- **Preserve a growing revenue stream:** The program will preserve revenue to the state general fund, counties, and cities by utilizing technology and efficient warehouse processes to cost-effectively meet current and expected consumer demand over the next ten years.
- **Provide a statewide selection of distilled spirits:** The program will assure that a wide variety of distilled products, including Oregon products and special orders, are available statewide on time at a consistent price.
- **Support Oregon's economic growth:** The program supports the development and success of multiple small businesses, including manufacturers of Oregon craft beverage products.

- **Provide superior, high-quality customer service:** The program will continuously respond to the evolving needs of stakeholders – consumers, agents, licensees, suppliers, and government.
- **Protect the public and consumers from harm:** The program will continue to train and provide oversight on Liquor Law compliance in the 282 agent-operated liquor stores and new stores as they are appointed and become operational.

D. REVENUE SOURCE

The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees for alcohol and penalties, privilege tax paid on the sales of beer and wine, and other miscellaneous sources. The OLCC collects this revenue in accordance with ORS Chapters 471 and 473.

E. PROPOSED LEGISLATIVE CHANGES

Agency Concept 84500- 008 - Distilled Spirits Board LC
Oregon Distillers are a key part of the State's Food and Beverage (F&B) focus, which is one of Oregon's fastest growing manufacturing sectors with almost 91% employment growth over a 10-year period. Establishes and funds an Oregon Distillery Board would create the necessary partnerships between the public and private sectors to ensure sustainable business practices.

BUDGET NARRATIVE

OLCC - LIQUOR SALES SUPPORT - SUBPROGRAM 42
2023-25 Budget

A. PURPOSE, ACTIVITIES & ISSUES

The Distilled Spirits Program has an ORBITS organization structure that captures OLCC expenses specifically associated with operating the retail liquor business. This structure, called "Liquor Sales Support," reflects many expenses incurred to support the retail stores operated by contracted agents.

In 2023-25, the OLCC is providing agents with the following, which the OLCC pays from the liquor sales support subprogram/cost center. The costs will increase in this area as new stores are appointed and become operational:

- Bank deposit slips
- Signage and forms
- Movement of store fixtures and safes during store relocations

B. BACKGROUND

Beginning with the 1987-89 legislatively adopted budget, the OLCC, with the support of legislative staff, began to break out specific program operating expenditures, such as postage and supplies that directly support liquor agencies, into a separate cost center. The types of expenditures included in subprogram 42, Liquor Sales Support, fit into the category of expenses normally incurred by private retail businesses.

In 2011-13 the OLCC migrated to electronic versions of the following publications, instead of using this cost center to pay for their printing:

- Product Price Lists
- OLCC Retail Services Newsletter
- Top 100 Items List
- New Items List
- Retail Operation Manual

OLCC staff will continue to refine this list as a resource to contracted agents.

C. EXPECTED RESULTS

The Distilled Spirits Program expects to continue to provide agents with the supplies they need. Please see the Distilled Spirits Program summary and the Store Operating Expenses Program narratives for the expected results of agent-operated liquor stores.

D. REVENUE SOURCE

The Oregon Liquor & Cannabis Commission is 100 percent Other Funded and generates revenues from the sale of distilled spirits, license fees for alcohol and penalties, privilege tax paid on the sales of beer and wine, and other miscellaneous sources. The OLCC collects this revenue in accord with ORS Chapters 471 and 473.

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

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IT Modernization Bonded Costs
OLCC 23-25 Budget, Policy Option Package No. 101, Agency Priority No. 1

A. Package Purpose

The Enterprise Modernization program consists of two projects that will address insufficient, inefficient, and disjointed legacy Distilled Spirits supply chain and Marijuana/Alcohol licensing and compliance program technology systems. The Enterprise Modernization Program is planned to be financed by a combination of general obligation bond funds and OLCC operating budget over several years, extending into 2025 for full implementation. OLCC has been granted $27 million through General Obligation Bonds for the Enterprise Modernization Program through Policy Option Package (POP) 101, SB 5006, from the 2021 legislative session. These bonds will be repaid with OLCC revenue, not the general fund. As the agency moves through the state's Stage Gate process, the OLCC has procured the solution vendor for the Marijuana and Liquor Licensing and Compliance (MLLC) system and is currently working with DAS Procurement Services to release a Request for Proposal for the Distilled Spirits Supply Chain (DSSC) solution. This investment into OLCC's IT modernization will increase revenue returned by improving productivity, increasing processing time and service levels, decreasing paper usage, and improving stakeholder relations. The bond funding will cover capitalized expenses associated with implementation of the systems. The purpose of this request is to request that unused bond funding from the General Obligation Bond be carried over into the 23-25 biennium.

Below in Table 1 is the expected expenditures and when they are expected to be incurred for the bonded part of the project.

Table1. Bonded Enterprise Modernization Projected Expenditures by Biennium

	Funding Source	2021 - 23 Biennium	2023 - 25 Biennium	2025 - 27 Biennium	Total
DSSC Vendor (TBD)	Bond		$ 16,500,000.00		$ 16,500,000.00
Computronix MLLC Vendor	Bond	$ 2,703,879.00	$ 4,792,589.00	$ 79,650.00	$ 7,576,118.00
RDI	Bond	$ 87,756.00	$ 596,590.00		$ 684,346.00
Gartner	Bond	$ 269,500.00	$ 644,800.00	$ 191,000.00	$ 1,105,300.00
OCM Vendor (TBD)	Bond	$ 250,000.00	$ 500,000.00	$ 250,000.00	$ 1,000,000.00
Total Costs		**$ 3,311,135.00**	**$ 23,033,979.00**	**$ 520,650.00**	**$ 26,865,764.00**
Program Total Bondable Costs					

B. <u>How Achieved</u>

OLCC has professional services contracts with Resource Data, Inc. for project management and integration consulting as well as Gartner for quality management services. Each of these contracts includes deliverables associated with system implementation that is capitalized and bondable expenses.

For Marijuana and Liquor Licensing and Compliance (MLLC), the agency has executed a contract in May 2022 with solution vendor, Computronix for a cloud-hosted solution, accessible through a web browser that will accept online license applications and payments. While some bondable expenses will be incurred during the 21-23 biennium, a significant portion of the implementation budget will be expended during the 23-25 biennium. The solution will be implemented in four phases: Marijuana Licensing (October 2023), Alcohol Licensing and special events (March 2024), Marijuana Worker Permits and Alcohol Service Permits (December 2024), and Enforcement and Hearings (July 2025).

As mentioned above, the agency is in the process of drafting the RFP for the Distilled Spirits Supply Chain (DSSC) solution vendor(s). The DSSC will include Warehouse Management System, Enterprise Resource Planning, and Point of Sale solutions. Depending on the outcome of the RFP, these may be one or multiple systems with one or multiple vendors. Anticipating contract execution near the end of the 21-23 biennium, most of the costs for this project will be bondable expenses incurred during the 23-25 biennium. The agency is planning operational implementation of the DSSC to be complete by 2025 to coincide with the opening of OLCC's new warehouse facility. Distilled spirits supply chain functionality includes Warehouse Management, Liquor Store Order and Fulfillment, Liquor Sales Tracking, Point of Sale at liquor stores, Financial Reconciliation, and Financial Payments to vendors, suppliers, and liquor agents. **OLCC requests $23,200,000 in limitation of bonded funding to continue the project in the 2023-25 biennium.** This will ensure that there is enough limitation to finish the project within the biennium while leaving enough limitations for finalization in the 2025-27 biennium.

Distilled Spirits – IT Modernization Bonded Project
OLCC 2023-25 Policy Option Package No. 101

Division	Package Description	FTE	One-time	Ongoing	Total
Distilled Spirits - Systems Bondable	Management Information Systems Bonded Costs		$23,200,000	$0	$23,200,000
		0.00	$23,200,000	$0	$23,200,000
TOTALS - IT Modernization Bonded Costs - Package # 101		***0.00***	***$23,200,000***	***$0***	***$23,200,000***

a. Benefits to Stakeholders

The project will upgrade key information technology systems at OLCC, allowing liquor stores, vendors, and licensees to access and utilize information to better serve customers and manage their businesses. Vendors and liquor stores will be paid in a timelier manner.

The spirits industry has publicly supported a new distilled spirits supply chain system. The alcohol licensees have been clamoring for an online system for decades. Marijuana licensees have also publicly supported OLCC using a new system. OLCC's administration is committed to its stakeholders and including them in the development, testing, and training of new processes. OLCC's stakeholders will benefit through improved efficiency, speed, and the ability to pay online as well as conduct their business on a convenient, streamlined portal rather than through a mirage of disparate methods.

The OLCC supports a wide variety of users across the industries that it serves including a mix of education levels, socio-economic backgrounds, and representing the diversity Oregon has to offer. OLCC constituents include bartenders, budtenders, wait staff, trimmers, corner markets, boutique bottle shops, craft brewers, award-winning vintners, rural mom and pop shops big box grocery stores, family farms, industrial processors, small distillers and national distributors. OLCC is responsible for ensuring that they all have access to OLCC services. As the wholesaler of distilled spirits, OLCC is also the steward of access to distilled spirits, ensuring that they are available and accessible in any part of the state. Improving the tracking of distilled spirits sales in real time will help public customers, our licensee customers, liquor stores, manufacturers and suppliers, as well as OLCC to be able to make better informed decisions based on actual inventory.

b. Benefits to OLCC

Electronic systems will improve the experience for OLCC staff and increase efficiency. OLCC users are included in creating requirements for the systems. Current manual systems will be replaced, resulting in labor efficiencies. This investment will better serve the public, permittee, and licensee customers and improve the OLCC workflow through the elimination of manual paper processes and collating data in one place. Less paper will be generated, which will significantly reduce the current manual processes of filing and archiving. Improving the tracking of distilled spirits sales in real time will help public customers, licensee customers, liquor stores, manufacturers and suppliers, as well as OLCC to make informed decisions based on actual inventory.

C. Staffing Impact

The bonded Information Technology projects will add no staff to OLCC.

D. Quantifying Results

Gross liquor sales are forecast to be $1.9 billion in the upcoming biennium and are critically reliant on information technology to receive, store and sell spirits. The OLCC has the revenue through the General Obligation Bonds to design, develop and implement the systems.

E. Revenue Source

"The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B."

Warehouse and IT Non-bonded Costs
OLCC 23-25 Budget, Policy Option Package No. 102, Agency Priority No. 2

A. Package Purpose

The bond funding for both the warehouse construction and the IT modernization software projects will cover capitalized expenses associated with the implementation of the projects but will not cover costs ineligible for bonding or considered in the current development contracts. These anticipated costs include moving costs for the office, preparing the current OLCC property for sale, furniture and fixtures, forklifts, and other equipment for the new warehouse, licensing and warehouse IT software solution hosting costs, support, licensing, training, and bank card fees associated with the online payment of the licensing system. The purpose of this request is to request funding for the items that will not be covered by the General Obligation Bond. OLCC proposes that funding for these non-bondable expenses come from the sale of the existing facilities and be used to offset the costs. The current value of OLCC facilities has been appraised at $26 million.

B. How Achieved

The anticipated costs associated with the relocation of the new warehouse and headquarters office as well as the enterprise modernization program software systems are outlined below. Most of the costs for the warehouse and headquarters office will be one-time and not ongoing. Costs for hosting, license subscription fees, credit card fees, ACH fees, and support associated with the software solutions will require ongoing limitations. The following are detailed breakdown of costs associated with the current construction and IT implementation in the 2023-225 biennium:

Office Moving Costs
OLCC will be moving its headquarters to new facilities in Canby. A portion of the staff currently housed in the headquarters will be moved to the leased McLaughlin Plaza facility, which currently hosts Public Safety personnel for the Portland Region. There is room in the current leased facility in the McLaughlin Plaza to host other divisions of Public Safety, such as Licensing and the Hearings Division, so that they remain centrally located in the Portland Metro area. Filling out the space at Mcloughlin will enable the agency to minimize the current footprint and construction costs for the new office build at the Canby warehouse site. The Canby headquarters office will be connected to the new warehouse and house Administration, Financial Services, and the Distilled Spirits Program. The estimated cost to move equipment,

files, supplies, and furniture to both facilities is $200,000 per move (one to McLoughlin Plaza and one to Canby). **OLCC requests $ 400,000 to cover these expenses in the next biennium**.

Prepare Current OLCC Property for Sale

OLCC anticipates selling the current facilities in the next biennium. The existing facilities consist of the Milport Warehouse, the McLoughlin warehouse, and the office facility currently housing administration, licensing, financial services, distilled spirits, and hearings. The total footprint of warehouse and office space is 282,000 square feet. The original facility at McLoughlin was constructed in 1954. Given the age of the current infrastructure and the length of time it has been occupied, there has been an accumulation of files, equipment, furniture, and supplies and deferred maintenance that will need to be disposed of in order to sell the facility. The current facility will need to be cleaned. Substantial amounts of equipment, furniture, and electronics will need to be surplused or disposed of. **OLCC estimates and requests $420,000 to cover these costs in the next biennium.**

Furniture/Fixtures and Electronics for New Office

Construction of the new office is expected to be completed in spring 2025. The new office is expected to be about 30,000 square feet and will also host a large hearings room for public meetings and monthly commission meetings. Many of these rooms will require electronics for streaming commission meetings, hosting public hearings, and teams meeting to accommodate a hybrid workforce. The electronics in the current facility are almost ten years old and will incur a high cost to move and reinstall. In addition, office space in the new facility will require new systems furniture (cubicles) to fit the new facility and match the current requirements for space planning required by DAS. Areas for file storage and other equipment will also need to be equipped. Although the precise estimates for how much outfitting the new office will require are not totally known at the time of this drafting, **OLCC requests $1,200,000 in limitation to purchase furniture, electronics, and other equipment for the new office facility.** As the planning for the new facility progresses later in the current biennium, OLCC will refine this estimate to reflect the actual design of the facility more accurately.

Forklifts, Order Pickers, and Other Equipment for the New Warehouse

The new warehouse area is now being designed to be 400,000 square feet. The current warehouse at Milport is 124,000 square feet, and the warehouse at McLoughlin is 105,000 square feet. The new warehouse is also being designed to be 10 feet higher than the current warehouses. This will require different forklifts to be able to reach the new racking levels. The new warehouse will be bigger, requiring forklifts, pallet jacks, and carts that will be able to not only reach higher heights but also travel farther distances in a day and be able to navigate the new layout rapidly. Most of the equipment in the current warehouse is ten years old or older. Some of the pallet jacks date back to the 1990s. Replacement and equipping the new warehouse with new equipment will make the operation as efficient as possible.

Surplusing of the old equipment will provide some revenue to help offset some of the new costs. **OLCC requests $4,788,000 for the 2023-25 biennium** to equip the new warehouse.

The expected breakdown of costs to equip the new warehouse is in Table 1.

Table 1. Equipment for New Warehouse

Description	QTY	Each Cost	Estimated Cost
4 Stage Forklift with Lithium Battery	30	$80,000.00	$2,400,000.00
2 Stage Forklift with Lithium Battery with Bottlers Tilt	4	$80,000.00	$320,000.00
Order Picker Mast with Lithium Battery	10	$55,000.00	$550,000.00
Taylor Dunn Cart	12	$15,000.00	$180,000.00
Plastic Balers	2	$15,000.00	$30,000.00
Cardboard Baler	1	$30,000.00	$30,000.00
Electric Pallet Jack	8	$6,000.00	$48,000.00
Walkie Rider Pallet Jack	4	$20,000.00	$80,000.00
Scissor Lift	2	$60,000.00	$120,000.00
Shrink Wrap Machine	1	$25,000.00	$25,000.00
Auto Labeler	1	$35,000.00	$35,000.00
Zebra Printer	15	$4,000.00	$60,000.00
U-Boat Cart	30	$500.00	$15,000.00
Hand Truck	30	$233.33	$7,000.00
Compressors	1	$40,000.00	$40,000.00
Industrial Electric Warehouse Floor Sweeper	1	$30,000.00	$30,000.00
Pallet Wrapper Machine	2	$10,000.00	$20,000.00
20% Contingency for Inflation			$798,000
Total			**$4,788,000**

IT Solution for Licensing & Compliance: Ongoing Services, Training, and Close-out Costs

For the Marijuana and Liquor Licensing and Compliance (MLLC) solution, the agency executed a contract with solution vendor, Computronix in May 2022 for a cloud-hosted solution accessible through a web browser that will accept online license applications and payments. Training, close-out, and ongoing services such as hosting, licensing, and support are included in the contract, although they are not bondable expenses. The solution will provide better management of OLCC relationships with customers throughout the life cycle of products, licenses, and permits. The solution will be implemented in four phases: Marijuana Licensing (October 2023), Alcohol Licensing and special events (March 2024), Marijuana Worker Permits and Alcohol Service Permits (December 2024), and Enforcement and Hearings (July 2025). **OLCC requests $1,125,363 in budget limitation for hosting, close-out, and help desk costs for the new licensing system in the 2023-25 biennium**. The expected ongoing costs in the 2025-27 biennium are expected to be $1,422,462 ($711,231 per year) for ongoing hosting and help desk costs.

IT Solution for Licensing & Compliance: Credit Card and ACH Fees

Development of the Marijuana and Liquor Licensing Compliance system (MLCC) will allow licensees to renew and pay their license fees online. This capability will require the OLCC to pay bank card and ACH transaction fees to Treasury as the agency does with liquor purchases. Much of the system will be up and taking payments by Fiscal Year 2025. Based on the current forecast of license fee revenue in FY 2025 ($25 million), this is expected to incur about $443,000 in transaction fees. **OLCC requests $886,200 in budget limitation to cover these fees in the 2023-25 biennium.** The fees will be ongoing and likely to increase as the number of licenses grows. The ongoing costs in the 2025-27 biennium are forecast to be about $886,000 total; however, this will be dependent on the number of licenses in the system over time.

IT Solution for Distilled Spirits Supply Chain

The agency is in the process of drafting the RFP for the Distilled Spirits Supply Chain (DSSC) solution vendor(s). The DSSC will include Warehouse Management System, Enterprise Resource Planning, and Point of Sale solutions. The distilled spirits supply chain functionality includes Warehouse Management, Liquor Store Order and Fulfillment, Liquor Sales Tracking, Point of Sale at liquor stores, Financial Reconciliation, and Financial Payments to distilled spirits suppliers, freight carriers, and liquor agents. Depending on the outcome of the RFP, these may be one or multiple systems with one or multiple vendors. Training, close-out, and ongoing services such as hosting, licensing, and support will be included in the contract(s) but are not bondable expenses. The agency is planning operational implementation of the DSSC to be complete by spring 2025 to coincide with the opening of OLCC's new warehouse facility. **OLCC requests a budget limitation of $4,224,210 for the 2023-35 biennium to cover non-bondable subscriptions and close out costs.** Ongoing subscription and hosting costs are expected to be $5,000,000 per biennium in 2025-2027 and beyond.

Bond Issuance Costs in 2023-25

OLCC anticipates that not all the approved bonding will need to be sold in the current biennium. Bond revenues for the conveyor system and part of the IT development will not be needed until next biennium. To avoid carrying unnecessary additional debt service into next biennium **OLCC requests that limitation be provided for $1,360,000 in debt issuance costs** that was scheduled for the current biennium.

Non-bondable Warehouse Relocation and Enterprise Modernization Costs.
OLCC 2025-27 Budget Policy Option Package No. 102

Division	Package Description	FTE	One-time	Ongoing	Total
Distilled Spirits - Distribution Center	Office Moving Costs (Furniture, Files)		$400,000	$0	$400,000
Distilled Spirits - Distribution Center	Preparing OLCC property for sale - Cleaning, surplus disposal		$420,000	$0	$420,000
Distilled Spirits - Distribution Center	Furniture / Fixtures / Video Screens		$1,200,000	$0	$1,200,000
Distilled Spirits - Distribution Center	New Forklifts and Order Pickers		$4,788,000	$0	$4,788,000
Distilled Spirits - Distribution Center	DSSC fees and Annual services		$0	$4,224,210	$4,224,210
Distilled Spirits - Distribution Center	MLLC SaaS, training, closeout, help, annual licensing & hosting		$0	$1,125,363	$1,125,363
Distilled Spirits - Distribution Center	MLLC credit card or ACH fees (alcohol licensing)		$0	$886,200	$886,200
Distilled Spirits - Distribution Center	Bond Cost of Issuance		$1,360,000		$1,360,000
		0.00	$8,168,000	$6,235,773	$14,403,773
TOTALS - Warehouse and IT Nonbonded Costs - Package # 102		***0.00***	***$8,168,000***	***$6,235,773***	***$14,403,773***

C. Staffing Impact

The package will not add or reduce positions to OLCC

D. Quantifying Results

Gross liquor sales are forecast to be $1.9 billion in the upcoming biennium and are critically reliant on information technology to receive, store and sell spirits. The OLCC has the revenue through the General Obligation Bonds to design, develop and implement the systems but requires the additional funding to maintain the systems on an ongoing basis.

E. Revenue Source

"The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B."

Distribution Center Equipment Replacement
OLCC 23-25 Budget, Policy Option Package No. 104, Agency Priority No. 4

A. Package Purpose

The Retail expansion of Oregon's liquor stores has substantially impacted the increased quantity of cases shipped. OLCC anticipates this trend will continue as the number of stores increases along with the volume sold in each store. Currently, the OLCC Milwaukie warehouse ships distilled spirits to 282 stores. Through retail expansion, the staff is expecting an increase to more than 300 retail outlets - which is 10% higher than the current number of weekly shipments. The impact of the conveyor system requires distilled spirits products to ship out at a much higher rate of 1,800 cases per hour compared to 1,000 cases per hour on the old conveyor system – an 80% increase. Distribution personnel relies on equipment for the movement of products throughout the warehouse. The distribution center has equipment in the warehouse which has become obsolete or worn out and needs replacing. Costly repairs and breakdowns hamper OLCC's ability to continue sustainable distribution center operations.

B. How Achieved

OLCC distribution center is requesting funding for one Forklift, one Order Picker, and six batteries to replace equipment that has become obsolete or worn out.

Distribution Center Equipment Replacement
OLCC 23-25 Budget, Policy Option Package No. 104

Division	Package Description	FTE	One-time	Ongoing	Total
Distilled Spirits - Distribution Center	1 Forklift		$60,000	$0	$60,000
Distilled Spirits - Distribution Center	4 Forklift Batteries		$36,000	$0	$36,000
Distilled Spirits - Distribution Center	1 Order Picker		$50,000	$0	$50,000
Distilled Spirits - Distribution Center	2 Order Picker Batteries		$16,000	$0	$16,000
		0.00	$162,000	$0	$162,000
TOTALS - Distribution Center Equiment Replacement - Package # 104		***0.00***	***$162,000***	***$0***	***$162,000***

C. Staffing Impact

This package adds no positions in 2023-25 or 2025-27.

D. Quantifying Results

The OLCC Warehouse Operation is responsible for shipping and receiving over 15.8 million cases of distilled spirits each biennium, over 7.9 million each year. The one Forklift, one Order Picker, and six batteries will support the warehouse to manage the increased volume related to receiving, replenishment, and shipping of over 15.8 million-plus cases of distilled spirits.

E. Revenue Source

The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine, and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B.

Alcohol Communications Outreach
OLCC 2023-25 Budget, Policy Option Package No. 109, Agency Priority No. 9

A. Package Purpose

Oregon's unique and world-class control system for the distribution and sale of distilled spirits to the Oregon public is not well understood. The public doesn't understand that Oregon's agent stores are not operated by the State of Oregon but are independent businesses contracted to sell spirits. Nor do they understand the importance of OLCC's distribution system to local distilleries and the vital role it has in the support and development of Oregon's craft industries, or that distilled liquor is sold in grocery stores. In addition, there is little understanding of the benefits of OLCC's regulatory structure to community livability or the impact of its generated revenue on local city, and state programs.

Often overlooked is the role the Commission plays as the nexus for the alcohol beverage sector of Oregon's economy. This includes deep connections to the restaurant and hospitality sector and its positive impact in building thriving communities and sustaining economic growth. The story of the control system and the partnerships that make it work is foundational; it explains the resiliency of the state's long-term intention to continue its work to help this sector thrive while continuing to meet its public safety responsibilities.

Building and maintaining strong and focused communication channels will benefit the Commission's goals. This approach contributes to revenue growth and provides statewide communication channels that can be used to promote and aid in public health, public safety, and community livability messaging. Examples would include responsible consumption information, local safety information, and licensee education to enhance regulatory compliance.

The Commission needs to utilize the power of diverse communication platforms to strengthen the understanding of its mission. This approach would ensure the agency's ability to balance the needs of public health as well as the economic activity produced through independent store sales and the significant revenue that activity generates for the state. This is an investment in strong retail store services and in our state's alcohol beverage manufacturer economy.

B. How Achieved

OLCC requests an allocation of $600,000 in budget limitation from Distilled Spirits to support a contract with an external public affairs-focused communications agency to develop a professional communication strategy tactics, messaging, and collateral creation for this effort. An open procurement will allow the agency to evaluate the best strategies and proposals to support increased public awareness and understanding of the State of Oregon's system for alcohol beverage regulation and the distribution and sales of distilled spirits. This money will not be spent on advertising spirits or promoting individual brands or bottle sales.

Alcohol Communications Outreach
OLCC 2023-25 Policy Option Package No. 109

Division	Package Description	FTE	One-time	Ongoing	Total
Distilled Spirits - Retail Services	Communication Outreach - Distilled Spirits	0.00	$600,000	$0	$600,000
		0.00	$600,000	$0	$600,000
TOTALS - Alcohol Communications Outreach - Package # 109		***0.00***	***$600,000***	***$0***	***$600,000***

C. Staffing Impact

This package adds no staff to OLCC

D. Quantifying Results

OLCC tracks stakeholder engagement and participation in the alcohol control system and will seek to evaluate whether the funding changed the perceptions of citizens and consumers about the system.

E. Revenue Source

The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine, and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B.

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Oregon Distilled Spirits Board LC
OLCC 23-25 Budget, Policy Option Package No. 116, Agency Priority No. 16

A. Package Purpose

Currently, distilled spirits and small business distillers do not have the benefit of Board that would operate for the sole purpose of supporting Oregon's Distilleries and craft distillers. Oregon Distillers are a key part of state's Food and Beverage (F&B) focus, which is one of Oregon's fastest growing manufacturing sectors with almost 91% employment growth over 10-year period. Business Oregon recognizes Oregon Beverages as "core piece" of the state's image. Distiller tasting rooms focus on the customers' experience where distillers market their new products. Travel Oregon acknowledged that distilled spirits in Oregon are "the product of thinking small, with distillers pouring their hearts and souls into each concoction." In 2021 the total share of sales through OLCC stores for Oregon Craft Distillers was $782 million ($716 million nationally; $67 million Oregon).

In 2007, craft distilleries came together to form the Oregon Distillers Guild, offering spirit lovers from around the country a taste of Oregon's handcrafted spirits. Establishing the Oregon Distillery Board (ODB) would continue this tradition by creating a coordinated response the necessary partnership between the public and private sectors to ensure sustainable business practices. The creation of a semi-independent distillery board would also work toward promoting the best of Oregon's distilled spirits industries by educating the public on the related impacts to working Oregonians, local agricultural industries, and Oregon's rural economies. For example, local distillers support Oregon's grain from Wasco, Jefferson, Sherman, Gilliam, Morrow and Umatilla Counties; fruit & nuts from Hood River, Yamhill, Marion and Linn counties; cranberries from Coos County and; apricots from Grant County. As such, the proposed action advances the OLCC's long term goals and mission to support businesses, public safety, and community livability. Additionally, it aligns with what would be in the best interest of the state to encourage the growth and development of the distilled spirits industry in Oregon.

B. How Achieved

Agency Concept 84500-008 creates an Oregon Distillery Board/ Oregon Distilled Spirits Board with the following strategic goals:

1. Establish the board as a semi-independent state agency with members appointed by the Governor
2. Enhance and promote the reputation of Oregon distilled spirits
3. Provide leadership and build partnerships; harness statewide strength to unite and empower the Oregon distilled spirits industry.
4. Advance collective intelligence in support of making and selling quality distilled spirits.

OLCC requests a limitation of $1,000,000 to fund startup of this board including hiring of an administrator and staff to carry out duties of the board. This would be one time startup funding until a source of sustainable funding can be established.

Oregon Distilled Spirits Board LC
OLCC 23-25 Budget Policy Option Package No.116

Division	Package Description	FTE	One-time	Ongoing	Total
Distilled Spirits - Retail Services	Distilled Spirits Board	0.00	$1,000,000	$0	$1,000,000
		0.00	$1,000,000	$0	$1,000,000
TOTALS - Distilled Spirits Board LC - Package # 116		***0.00***	***$1,000,000***	***$0***	***$1,000,000***

C. Staffing Impact

This package adds no staff to OLCC.

D. Quantifying Results

The Board would operate for the purpose of supporting economic research to develop sustainable business practices for Oregon's distilleries and supporting the promotion of Oregon's craft distillers growing industries. Similar to the wine board, the ODB would create and maintain a long-term strategic plan and use that plan to guide the granting and funding decisions of the board. The executive director and staff would create events that encourage coordinated marketing, legislative discussions, cost-effective projects and other related events that are integrated to implement the board's strategic statewide objectives for the development of emerging micro distilleries.

E. Revenue Source

The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B.

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Distilled Spirits Program**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 84500-001-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	14,286	-	-	-	14,286
Overtime Payments	-	-	8,993	-	-	-	8,993
Shift Differential	-	-	104	-	-	-	104
All Other Differential	-	-	374	-	-	-	374
Public Employees' Retire Cont	-	-	1,818	-	-	-	1,818
Pension Obligation Bond	-	-	24,452	-	-	-	24,452
Social Security Taxes	-	-	1,817	-	-	-	1,817
Unemployment Assessments	-	-	278	-	-	-	278
Paid Family Medical Leave Insurance	-	-	38	-	-	-	38
Mass Transit Tax	-	-	1,738	-	-	-	1,738
Vacancy Savings	-	-	(133,070)	-	-	-	(133,070)
Total Personal Services	**-**	**-**	**($79,172)**	**-**	**-**	**-**	**($79,172)**
Services & Supplies							
State Gov. Service Charges	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	(79,172)	-	-	-	(79,172)
Total Expenditures	**-**	**-**	**($79,172)**	**-**	**-**	**-**	**($79,172)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Distilled Spirits Program**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 84500-001-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	79,172	-	-	-	79,172
Total Ending Balance	**-**	**-**	**$79,172**	**-**	**-**	**-**	**$79,172**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Distilled Spirits Program**

Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 84500-001-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Other Services and Supplies	-	-	(2,019,952)	-	-	-	(2,019,952)
Total Services & Supplies	**-**	**-**	**($2,019,952)**	**-**	**-**	**-**	**($2,019,952)**
Capital Outlay							
Industrial and Heavy Equipment	-	-	(270,000)	-	-	-	(270,000)
Data Processing Software	-	-	(27,000,000)	-	-	-	(27,000,000)
Total Capital Outlay	**-**	**-**	**($27,270,000)**	**-**	**-**	**-**	**($27,270,000)**
Total Expenditures							
Total Expenditures	-	-	(29,289,952)	-	-	-	(29,289,952)
Total Expenditures	**-**	**-**	**($29,289,952)**	**-**	**-**	**-**	**($29,289,952)**
Ending Balance							
Ending Balance	-	-	29,289,952	-	-	-	29,289,952
Total Ending Balance	**-**	**-**	**$29,289,952**	**-**	**-**	**-**	**$29,289,952**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 031 - Standard Inflation

Cross Reference Name: Distilled Spirits Program
Cross Reference Number: 84500-001-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	2,477	-	-	-	2,477
Out of State Travel	-	-	228	-	-	-	228
Employee Training	-	-	220	-	-	-	220
Office Expenses	-	-	760,922	-	-	-	760,922
Telecommunications	-	-	2,735	-	-	-	2,735
State Gov. Service Charges	-	-	(319)	-	-	-	(319)
Data Processing	-	-	3,606	-	-	-	3,606
Publicity and Publications	-	-	768	-	-	-	768
Professional Services	-	-	1,356	-	-	-	1,356
IT Professional Services	-	-	464	-	-	-	464
Employee Recruitment and Develop	-	-	401	-	-	-	401
Dues and Subscriptions	-	-	100	-	-	-	100
Facilities Rental and Taxes	-	-	3,538	-	-	-	3,538
Fuels and Utilities	-	-	9,923	-	-	-	9,923
Facilities Maintenance	-	-	1,296	-	-	-	1,296
Agency Program Related S and S	-	-	5,715	-	-	-	5,715
Other Services and Supplies	-	-	593	-	-	-	593
IT Expendable Property	-	-	1,580	-	-	-	1,580
Total Services & Supplies	**-**	**-**	**$795,603**	**-**	**-**	**-**	**$795,603**
Capital Outlay							
Industrial and Heavy Equipment	-	-	1,021	-	-	-	1,021
Data Processing Software	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 031 - Standard Inflation

Cross Reference Name: Distilled Spirits Program
Cross Reference Number: 84500-001-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Data Processing Hardware	-	-	688	-	-	-	688
Total Capital Outlay	**-**	**-**	**$1,709**	**-**	**-**	**-**	**$1,709**
Total Expenditures							
Total Expenditures	-	-	797,312	-	-	-	797,312
Total Expenditures	**-**	**-**	**$797,312**	**-**	**-**	**-**	**$797,312**
Ending Balance							
Ending Balance	-	-	(797,312)	-	-	-	(797,312)
Total Ending Balance	**-**	**-**	**($797,312)**	**-**	**-**	**-**	**($797,312)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Distilled Spirits Program
Cross Reference Number: 84500-001-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Office Expenses	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 101 - IT Modernization Bonded Costs

Cross Reference Name: Distilled Spirits Program
Cross Reference Number: 84500-001-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Capital Outlay							
Data Processing Software	-	-	23,200,000	-	-	-	23,200,000
Total Capital Outlay	**-**	**-**	**$23,200,000**	**-**	**-**	**-**	**$23,200,000**
Total Expenditures							
Total Expenditures	-	-	23,200,000	-	-	-	23,200,000
Total Expenditures	**-**	**-**	**$23,200,000**	**-**	**-**	**-**	**$23,200,000**
Ending Balance							
Ending Balance	-	-	(23,200,000)	-	-	-	(23,200,000)
Total Ending Balance	**-**	**-**	**($23,200,000)**	**-**	**-**	**-**	**($23,200,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Distilled Spirits Program**

Pkg: 102 - Warehouse and Nonbonded IT Costs | **Cross Reference Number: 84500-001-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Office Expenses	-	-	1,706,200	-	-	-	1,706,200
IT Professional Services	-	-	5,349,573	-	-	-	5,349,573
Other Services and Supplies	-	-	1,360,000	-	-	-	1,360,000
Total Services & Supplies	**-**	**-**	**$8,415,773**	**-**	**-**	**-**	**$8,415,773**
Capital Outlay							
Office Furniture and Fixtures	-	-	1,200,000	-	-	-	1,200,000
Industrial and Heavy Equipment	-	-	4,788,000	-	-	-	4,788,000
Total Capital Outlay	**-**	**-**	**$5,988,000**	**-**	**-**	**-**	**$5,988,000**
Total Expenditures							
Total Expenditures	-	-	14,403,773	-	-	-	14,403,773
Total Expenditures	**-**	**-**	**$14,403,773**	**-**	**-**	**-**	**$14,403,773**
Ending Balance							
Ending Balance	-	-	(14,403,773)	-	-	-	(14,403,773)
Total Ending Balance	**-**	**-**	**($14,403,773)**	**-**	**-**	**-**	**($14,403,773)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Distilled Spirits Program**

Pkg: 104 - Distribution Center Equipment Replacement | **Cross Reference Number: 84500-001-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Industrial and Heavy Equipment	-	-	162,000	-	-	-	162,000
Total Capital Outlay	**-**	**-**	**$162,000**	**-**	**-**	**-**	**$162,000**
Total Expenditures							
Total Expenditures	-	-	162,000	-	-	-	162,000
Total Expenditures	**-**	**-**	**$162,000**	**-**	**-**	**-**	**$162,000**
Ending Balance							
Ending Balance	-	-	(162,000)	-	-	-	(162,000)
Total Ending Balance	**-**	**-**	**($162,000)**	**-**	**-**	**-**	**($162,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 109 - Alcohol Communication Outreach

Cross Reference Name: Distilled Spirits Program
Cross Reference Number: 84500-001-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Publicity and Publications	-	-	600,000	-	-	-	600,000
Total Services & Supplies	**-**	**-**	**$600,000**	**-**	**-**	**-**	**$600,000**
Total Expenditures							
Total Expenditures	-	-	600,000	-	-	-	600,000
Total Expenditures	**-**	**-**	**$600,000**	**-**	**-**	**-**	**$600,000**
Ending Balance							
Ending Balance	-	-	(600,000)	-	-	-	(600,000)
Total Ending Balance	**-**	**-**	**($600,000)**	**-**	**-**	**-**	**($600,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 116 - Distilled Spirits Board LC

Cross Reference Name: Distilled Spirits Program
Cross Reference Number: 84500-001-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Professional Services	-	-	1,000,000	-	-	-	1,000,000
Total Services & Supplies	**-**	**-**	**$1,000,000**	**-**	**-**	**-**	**$1,000,000**
Total Expenditures							
Total Expenditures	-	-	1,000,000	-	-	-	1,000,000
Total Expenditures	**-**	**-**	**$1,000,000**	**-**	**-**	**-**	**$1,000,000**
Ending Balance							
Ending Balance	-	-	(1,000,000)	-	-	-	(1,000,000)
Total Ending Balance	**-**	**-**	**($1,000,000)**	**-**	**-**	**-**	**($1,000,000)**

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DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Oregon Liquor & Cannabis Comm — **Agency Number: 84500**

2023-25 Biennium — **Cross Reference Number: 84500-001-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Other Funds						
Dedicated Fund Oblig Bonds	-	28,197,735	28,197,735	-	-	-
Other Revenues	-	7,547,093	4,399,567	-	-	-
Transfer In - Intrafund	33,670,707	33,752,558	35,044,634	101,759,908	-	-
Total Other Funds	**$33,670,707**	**$69,497,386**	**$67,641,936**	**$101,759,908**	**-**	**-**

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DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2019-2021 Actual	2021-23 Legislatively Adopted	Legislatively Approved	2023-25 Agency Request	2023-25 Governor's	2023-25 Legislatively Adopted
ALL Sources	OTHER	Various	$33,670,707	$69,497,386	$67,641,936	$101,759,908	TBD	TBD

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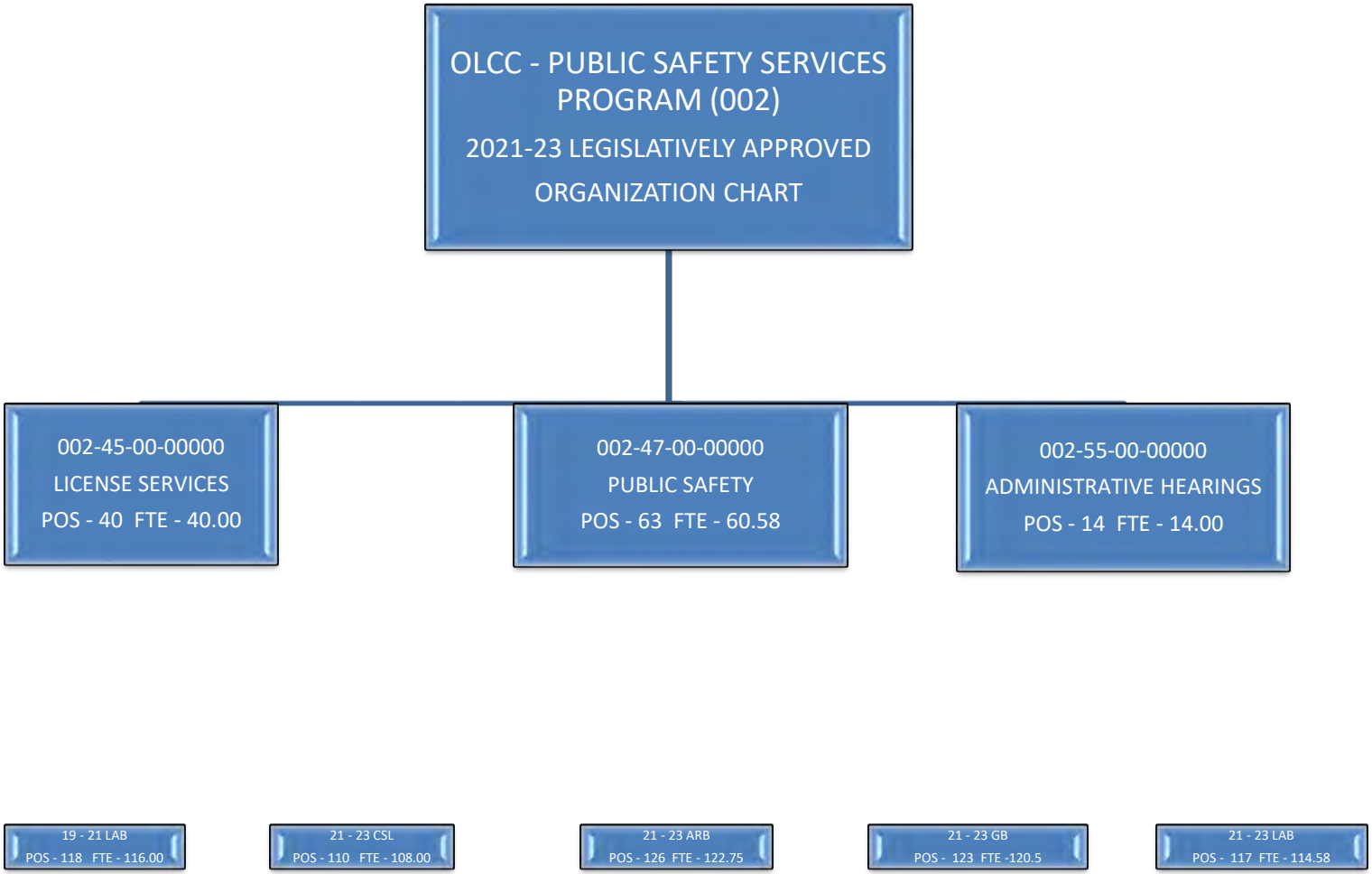
BUDGET NARRATIVE



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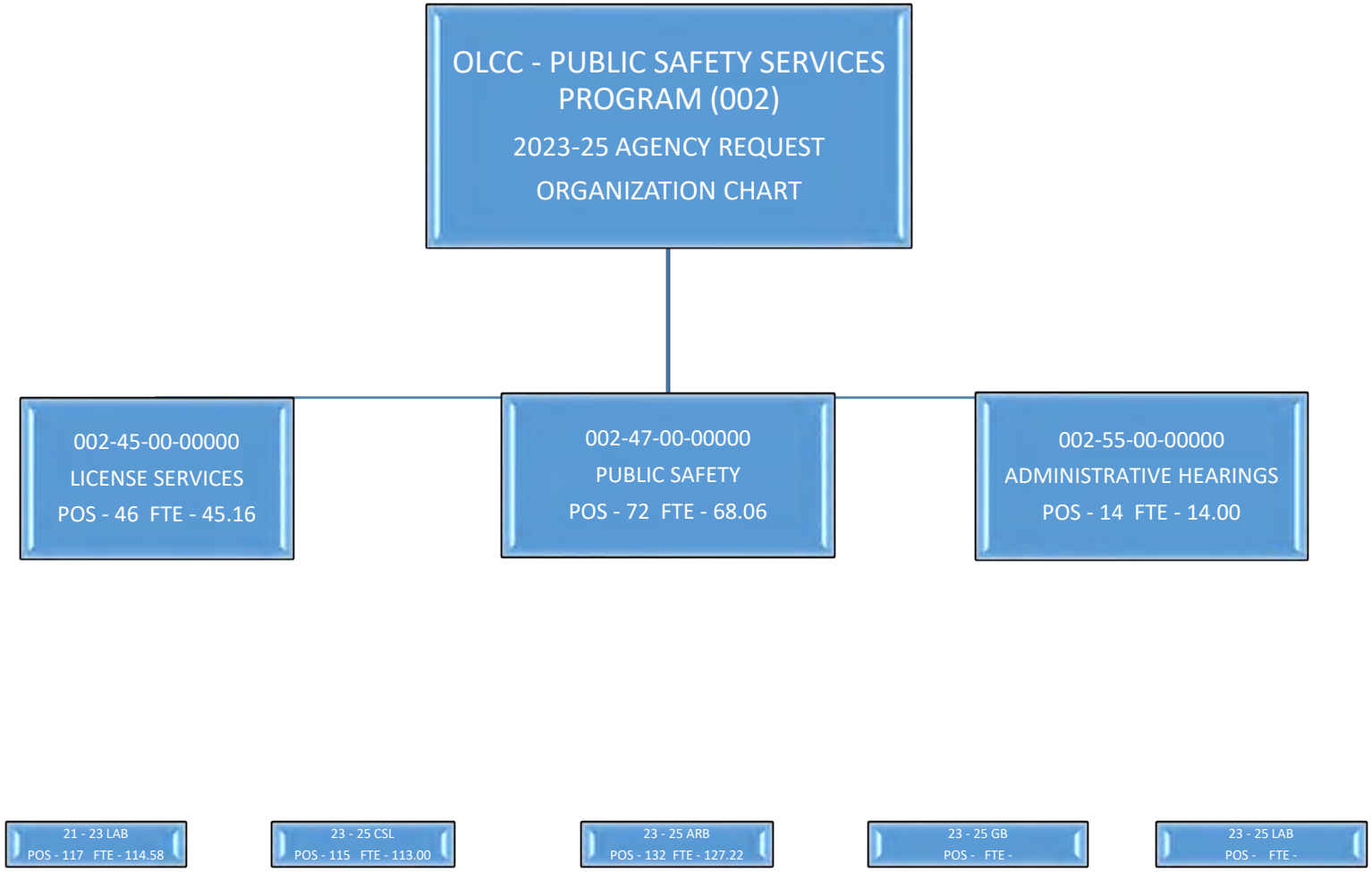
BUDGET NARRATIVE



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BUDGET NARRATIVE

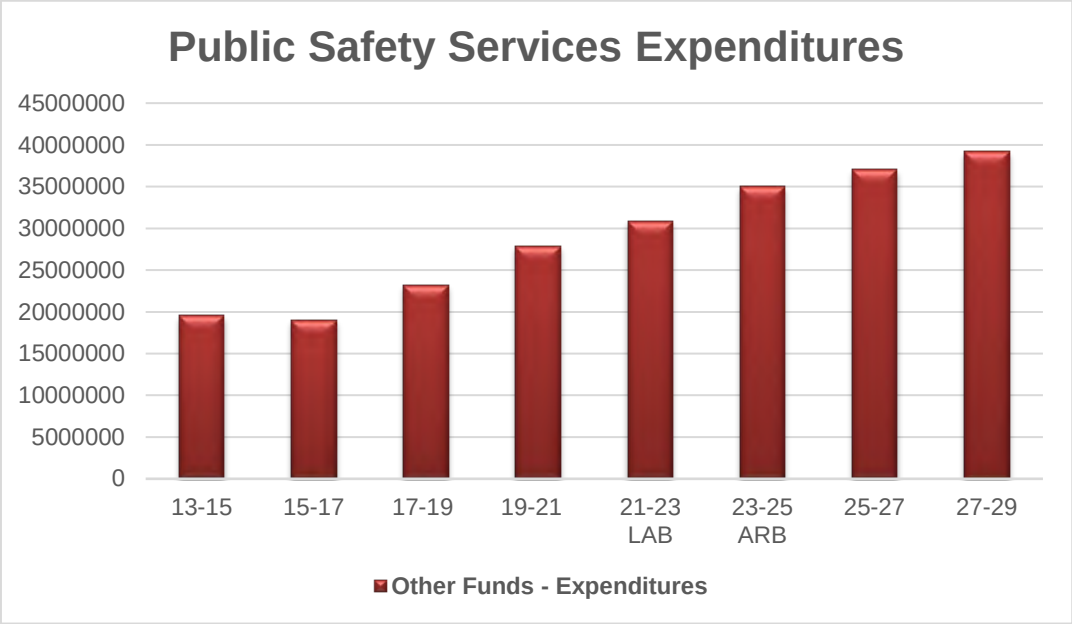
OLCC - PUBLIC SAFETY SERVICES PROGRAM - 002
2023-25 BUDGET

PROGRAM UNIT EXECUTIVE SUMMARY

A. PRIMARY OUTCOME AREA Economy and Jobs

B. PROGRAM CONTACT Will Higlin, OLCC Deputy Director, 503-872-5224

C. FUNDS BUDGET AND PERFORMANCE



D. PROGRAM OVERVIEW

The OLCC Public Safety Services (PSS) Program regulates the manufacture, distribution and sale of alcohol beverages and provides management of personnel of the Recreational and Medical Marijuana programs who oversee the production, processing, and sale of recreational marijuana while encouraging the development of Oregon's economy. This program is focused on ensuring the legal sale of alcohol and marijuana, service of alcohol to responsible adults and minimizing alcohol and marijuana-related public safety risks. This program implements all fundamental agency responsibilities and strategies related to licensing, education and enforcement; this effort has statewide reach and contributes to the quality of community life throughout Oregon

E. PROGRAM FUNDING REQUEST

The Agency Request Budget is $35,061,362 Other Funds limitation for the 2023-25 biennium, including 132 positions and 127.22 FTE.

F. PROGRAM DESCRIPTION

The Public Safety Services Program is vital to meeting the agency's mission to support businesses, public safety and community livability through education and the enforcement of liquor and marijuana laws. The three divisions within this Program are focused on OLCC's primary objective of preventing alcohol and marijuana from getting into the hands of minors and preventing the over-service of alcohol.

- **License Services Division** – responsible for investigating and processing license applications and renewals for alcohol and marijuana licensees, issuing alcohol service permits and marijuana worker permits and maintaining records for all permits and licenses.

- **Public Safety (Compliance) Division** – responsible for educating licensees, investigating complaints and enforcing liquor and marijuana laws through a voluntary compliance model including sanctions if education is not effective.

- **Administrative Hearings Division** – reviews the final OLCC internal investigative reports for technical sufficiency. The Division provides due process to the OLCC's licensees, permittees, applicants and liquor agents by developing the agency record at

contested case hearings and ensuring consistent application of administrative rules and statutes.

The Public Safety Program is responsible for providing statewide services to every Oregon community. As of June 1, 2022, OLCC is responsible for the oversight of more than 13,600 in-state alcohol licensees, including 11,200 restaurants, bars, grocery and convenience stores, plus 282 liquor stores, 149 distiller licenses and 98 tasting rooms, and nearly 150,000 alcohol service permittees throughout the state. In addition, the Program provides oversight for 2,784 marijuana licenses including producers, processors, wholesalers, retailers, laboratories and nearly 63,900 marijuana worker permittees. To ensure statewide reach, the Program continues to build upon the need for community services through five regional offices (including its headquarters in Milwaukie) and eight satellite offices. All three divisions of the Program work with businesses, citizens, local government and law enforcement to license, educate, and enforce if required through charges and sanctions.

Management of the public safety program continues to develop and evolve as the OLCC continues to grow. To create efficiencies in operations the OLCC separated the management of the licensing and compliance divisions. The licensing and compliance divisions are further divided with focuses on either alcohol or marijuana. This approach has allowed the agency to keep workflow within one defined chain of command leading to more consistent decisions and outcomes. Compliance and Licensing will always be intertwined at a functional level at the regional offices.

Regulation of alcohol and marijuana use is essential to minimizing these products' risk to society, while making it available for responsible consumption. Irresponsible use is widely recognized as a cause of social and health problems including increased criminal activity such as crimes of violence and domestic abuse, driving under the influence and addiction: all significant factors for society's desire to regulate the availability and consumption of alcohol and marijuana. Regulation is a focus of government—not only because of concern for the health, safety and welfare of all individuals—but also because substance abuse burdens society with high-costs related to preserving health and the livability of communities. Controlling the misuse of alcohol and marijuana and setting standards for the responsible sale and service of alcohol and marijuana, is a means to preventing both problems and limiting costs to the state.

At the same time, the responsible use of alcohol is intertwined with Oregonians love of food, sport, entertainment and social and cultural relationships and celebrations. The sale and service of alcohol is an important part of the Oregon economy including not just those business and jobs related to the manufacturing, shipping, marketing, warehousing, distribution and sales to the public, but it is a major component of our hospitality, tourism and special events business base. These activities represent a significant portion of the Oregon economy that was negatively impacted by the pandemic. In 2023-25 a focus of this Program is to help these businesses reopen while ensuring licensees and

permittees comply with liquor laws: to protect public safety and safeguard Oregon's economic development and viability.

A main strategy for protecting the public and community welfare is to prevent underage consumption of alcohol and marijuana. Alcohol is a major contributor in the four leading causes of teen deaths: highway crashes, homicides, suicides and drowning. Minor alcohol consumption is also linked to other crimes such as sexual assault, vandalism, excessive noise, littering and public urination – which deeply affect communities' livability. Similarly, consumption of marijuana by minors is linked to increased risk of mental health issues including depression, suicide, self-harming, impaired driving, and a potential for addiction.

In providing for access to alcohol and marijuana, Oregon has five high priority issues for control: 1) keeping alcohol and marijuana out of the hands of minors; 2) preventing the over service of individuals, 3) preventing illegal diversion of marijuana in or out of the legal market, 4) educating and communicating information vital to compliance and consumer protection and safety, and 5) supporting law enforcement in their efforts to thwart illegal activity.

G. PROGRAM JUSTIFICATION AND LINK TO LONG TERM OUTCOMES

The Public Safety Program has long worked to balance the concerns of its wide range of stakeholders. Licensees and license applicants expect fair, speedy and responsive service from the OLCC. The public expects to be able to buy alcoholic beverages from a variety of convenient outlets such as grocery stores, restaurants, and taverns and marijuana products from OLCC licensed retail stores. The public expects business operators to comply with liquor and recreational marijuana laws, especially laws related to avoiding alcohol and marijuana sales to minors and intoxicated persons. Neighbors of liquor outlets and recreational marijuana retailers do not want businesses to have adverse impacts on their communities. Public Safety Services Program staff work to balance all these concerns in partnership with diverse groups, such as local government, law enforcement and neighborhood associations, to provide quality service to all Oregonians while promoting the responsible sale of alcohol and marijuana.

Licensing policies
As the marketplace innovates, OLCC can support the economy by proactively helping to keep the Legislature aware of entrepreneurs' modern business models, and revise statutes as appropriate. OLCC can also reinterpret existing laws and rules, or amend its rules, to reflect modern industry standards and needs. Most recently the agency adopted a

variety of measures to aid struggling businesses during the pandemic including for alcohol, providing automatic approvals of license requests such as an Off-premises temporary authority and expansion of premises which previously first required approval as well as allowing expanded hours for sale of alcohol and aligning hours of sale for same-day and next-day delivery. For marijuana, this included adopting temporary rules allowing a marijuana license to be issued without first requiring the passing of a pre-license on-site inspection. Two key issues going forward will be the examination of regulation of e-commerce for alcohol and the implementation of rules and regulations to support evolving business practices and customer preferences.

Community-based regulatory plans
The Public Safety Division will continue to work proactively with local communities to tailor regulatory compliance plans to their needs and develop community-based solutions. Businesses who sell alcohol do generate considerable local attention, but the OLCC has narrow means on which to reject a license. The OLCC will continue to educate local government about these standards and will engage in discussion in how cities can impact licensees through proactive zoning and local regulation.

Education first
The agency's compliance philosophy in both the alcohol and recreational marijuana programs is education first. The OLCC continues to review its processes to ensure it uses its enforcement and punitive strategies – including penalties such as license suspensions, fines and ultimately business closures – in extreme circumstances or as last resorts – to protect the public from safety threats posed by licensees or permittees not able to comply with laws even after education efforts. Education for licensees and server and marijuana worker permit holders is only a first step; investigators and inspectors can provide ongoing education and corrective feedback to help ensure liquor and recreational marijuana law compliance, especially for new licensees and start-up businesses.

Licensee visits
The Public Safety Division's First Call Program helps give new retail licensees the resources to successfully comply with liquor laws. Division staff visit newly licensed businesses, businesses whose ownership is changing, and businesses with restrictions placed on their newly issued licenses. Program staff visit within 90 days of the license issuance to provide education and information on all liquor laws, review any restrictions to ensure the licensee understands them and help solve any compliance issues without penalty for non-priority violations during this 90-day start-up period. In the recreational marijuana program, applicants are visited on a rotating basis.

Workload design
In order to continue to be an effective agency, the program continues to seek ways for the OLCC to issue liquor and recreational marijuana licenses in a timely manner in the face of growing numbers of people wanting OLCC services. The program remains committed to streamlining the license process to reduce regulatory barriers to getting people into business.

Technology development
The OLCC is heavily reliant on technology in all aspects of its work from accepting orders and shipping alcohol from the warehouse to accepting and issuing worker permits electronically. As with all service providers, OLCC's customers have come to expect electronic formats for serving their needs. OLCC is in the process of modernizing its digital commerce and regulatory business lines to serve its licensees and permit holders and meet the expectations of the Governor and Legislature.

Economic development and community livability
OLCC's ability to efficiently and quickly issue appropriate statute-required licenses and permits to qualified individuals and entities in both the alcohol beverage and recreational marijuana programs generate economic benefits throughout rural and urban Oregon. The state's regulated market requires adherence to laws and rules that are focused on creating both a market for the sale and service of alcohol and marijuana and comprehensive controls to minimize public safety risks and to support local businesses and community livability. Businesses such as producers, processors, wholesalers and retailers are generating considerable jobs and commerce in local communities and record point of sale tax proceeds to fund city, county and state services. If abused, alcohol and marijuana can contribute to increased crime and health problems that exact high societal costs. Revenues generated by the agency are dedicated to programs that support health and public services including education and public safety.

The Program links to supporting and building Oregon's economy and the creation of jobs in the following ways:

- **Protecting the public and consumers from harm.** The Program works with licensees and communities to respond to community level problems associated with the consumption and service of alcohol and marijuana with an emphasis on education and prevention strategies as a key part of a regulatory system that ranges from corrective compliance to loss of licensing and service privileges.

- **Proactively encouraging economic recovery within Oregon communities**. The Program contributes to the growing and stable revenue for the support of public programs by focusing on supporting the success of licensees and their employees while preserving public safety and community livability

H. PROGRAM PERFORMANCE

OLCC regulates and licenses all businesses that produce, distribute, sell and serve alcohol in Oregon. The number of alcohol licenses has grown 1.7% per year over the last 10 years. Until Covid, OLCC has seen a steady increase in the number of licenses and alcohol service permits issued (Table 1). The forecasts indicicate of increasing number of licenses and service permits that will need to issued, regulated as the industry recovers.

Table 1. Historic Liquor Licenses and Alcohol Service Permits

Fiscal Year	Total Liquor Licenses Active in Fiscal Year	New and Renewed Alcohol Service Permits Processed
2012	14,973	33,286
2013	15,273	34,421
2014	15,729	38,218
2015	16,041	38,902
2016	16,466	40,633
2017	16,794	41,111
2018	17,217	44,333
2019	17,539	51,236
2020	17,471	40,249
2021	17,168	30,515
2022 Forecast	17,741	38,479
2023 Forecast	18,339	43,337
2024 Forecast	18,471	45,117
2025 Forecast	18,577	46,072

Key Performance Measures for Public Safety include the Minor Decoy Pass Rate and the Time to License. Minor decoy operations were discontinued during the pandemic due to closure of restaurants, the Governor's work from home order and concern for the health and safety of minors. The agency is in the process of hiring and training minor decoys and plans to resume decoy activities for alcohol and marijuana in the 3rd and 4th quarter of 2022. The agency will take additional steps in 2023-25 to assure overall compliance rates. The Time to License and alcohol establishement went up from 85 days in 2020 to 105 days in 2021. Resources are being requested to address this increase in time and to help Oregon business recover from the pandemic.

I. ENABLING LEGISLATION/PROGRAM AUTHORIZATION

The OLCC administers Oregon's Liquor Control Act. The OLCC's authority is derived from Oregon Revised Statutes Chapters 471, Alcoholic Liquor Generally; Chapter 473, Wine Cider and Malt Beverage Privilege Tax; Chapter 474, Trade Practices Related to Malt Beverages; Chapters 459A.700 to 74, Beverages Containers; the Bottle Bill; Chapter 475C, Cannabis Regulation, and Administrative Rules Chapter 845.

J. FUNDING STREAMS

All OLCC programs are funded by OLCC-generated revenue. All revenue received by the OLCC is classified as "Other Funds." Revenues come from liquor sales, alcohol and marijuana license fees and fines, server permit and marijuana worker permit fees, taxes on malt beverages and wines (Privilege Tax) and miscellaneous income. ORS 471.805 directs the OLCC to distribute available moneys to the state General Fund, cities, counties, and mental health. The surcharge goes directly to the General Fund. The Marijuana program is funded solely through recreational marijuana program application, licensing and permit fees. Marijuana tax revenue is collected and distributed by the Oregon Department of Revenue to state and local governments for statewide education, state and local policing and health programs. The OMMP Tracking Program is paid for by Marijuana Tax deposited to the Marijuana Administrative Fund of the Oregon, Department of Revenue, and proceeds of OHA fees to support costs related to the Cannabis Tracking System.

K. SIGNIFICANT PROPOSED PROGRAM CHANGES FROM 2021-23

Significant program changes for 2023-25 include:

Alcohol Licensing Staff - Package No. 208, 6.16 FTE, $1,373,677
The OLCC expects increases in new licensing activity to serve Oregon's hospitality demands over the course of the 2023-2025 budget. Since 2016 the program has not met its KPM of 75 days for issuance of licenses and caseloads have jumped from about 650 to nearly to 831 today. In 2019 that moved up to 900 (down about 50 in 2020). Licensing times have grown to an average of 95 days during COVID -- an unacceptable number as businesses are looking to OLCC to help them with recovery and make necessary business changes in licensing. Alcohol Service Permits have been serviced by four FTE since 2018. They processed approximately 40,000 permits in 2021 that allow people to serve alcohol. One of these positions is limited duration and needs to be made permanent. Special Events Licensees remain in high demand, and these are really the lifeblood of community vibrancy, celebration and increasingly important in supporting regional and local commerce and tourism – such as wine festivals, sporting and entertainment events, with some as simple as a family wedding. In 2019 the agency issued 11,512 permits; all of which represent jobs. Additional staffing is needed to fulfill this demand.

Public Safety Call Center Staffing - Package No. 211, 2.64 FTE, $572,942
OLCC has seen a significant increase in calls to its complaint hotlines for both alcohol and marijuana. Calls are currently logged and given staff resources when available; however, this has been difficult due to increasing workloads. For example, alcohol compliance inspector caseloads have grown from one inspector per 320 licensees in 2014 to one inspector per 401 licensees. OLCC is often the central clearing house for public inquiries and complaints, regardless of the regulating agency. Those calls range from public inquiries to complaints of illegal activity. Receiving and responding to these calls for information and assistance has negatively impacted the departments' ability to concentrate on licensing and compliance. The agency needs staffing and a clear system of receiving, archiving and responding to calls and emails into the complaint line. The agency is proposing to develop an agency call center to assist public safety in its efforts to respond to citizens, licensees, local governments, and law enforcement on a timely basis. As well the center will speed the dissemination of complaints outside of OLCC's jurisdiction to state agencies with the appropriate authority.

Alcohol Delivery - Package No. 215, 5.42 FTE, $1,610,784
During the Covid-19 emergency, the OLCC allowed third party platforms to facilitate the ordering and delivery of alcohol from licensees and distillery tasting rooms. Under existing law, wine, cider and malt beverages may also be delivered to consumers as well as cocktails and single servings of wine-to-go. The number of for-hire-carriers which includes e-commerce platforms and common carriers doubled from February 2020 to February 2021. The commission's enforcement framework related to alcohol deliveries is complaint driven and the commission has limited options to ensure that those sales are occurring in a manner consistent with Oregon law. The commission proposes the development of a comprehensive minor decoy program to evaluate the rate of compliance with age verification requirements at the door. Collecting data on the rate of compliance will better position the Commission in its efforts to develop an education and accountability framework for alcohol delivery **(see LC 84500-007)**.

BUDGET NARRATIVE

OLCC - LICENSE SERVICES DIVISION - SUBPROGRAM 45
2023-25 BUDGET

A. PURPOSE, ACTIVITIES & ISSUES

The License Services Division promotes the safe and responsible operation of businesses within Oregon's hospitality and craft wine, beer, and spirits industries as well as the recreational marijuana industry. The alcohol businesses that make up these industries are both small and large, new and established, and all are a vital part of the state's economy and identity. The recreational marijuana businesses are new in comparison to alcohol licensees; however, they vary in size, expertise and capital investment. Oversight of capital investment is complex as this industry does not have the ability to bank funds or acquire traditional business loans, and reviews of investments and ownerships are not standard. A liquor license is a key component for most businesses in the hospitality and grocery industries. A liquor license is a statutory requirement for all producers, distributors and sellers of distilled spirits, beer, wine and cider. A recreational marijuana license is a statutory requirement for all producers, wholesalers, processors, laboratories, retailers and research businesses. These industries thrive in Oregon where the cost of licensure is very low for alcohol businesses, affordable for marijuana businesses, and the licensing framework and process is straightforward and easily navigated compared to other states.

Licensing continues to be a frontline service for ensuring public safety. Conducting criminal background checks and review of complex financial interests, and business management and ownership are primary public safety concerns in the issuance of licenses. The License Services Division investigates applications and issues licenses and permits for alcohol businesses, marijuana businesses and special events. The division also issues alcohol service permits and marijuana worker permits. Additionally, the licensing division maintains all records for licenses and permits. The License Services Division is also responsible for permitting and certifying out-of-state alcohol producers and distributors that sell and ship spirits to the OLCC or beer, wine and cider products to Oregon businesses.

Licensing staff work with applicants, providing the initial education and assistance with liquor and recreational marijuana laws and working to develop safe, responsible businesses for communities. Staff closely reviews local governments input when processing new and renewing annual licenses and event licenses, to ensure the community voice is heard and listened to when the input cites statutory and actionable denial criteria. Division staff communicates and collaborates regularly with individual businesses, alcohol beverage industry representatives, marijuana industry representatives, local governments, neighborhood associations and moderation groups to ensure understanding and

compliance with liquor and recreational marijuana laws, and to promote awareness of general public policy issues, as well as those issues arising from specific licensing matters

Management of the state-wide program is supervised by staff in the Portland office to ensure consistency in the quality and standards of review. This approach allows for utilization of statewide electronic workload assignments between regions, streamlining of licensing through one supervisory chain, and agency-wide consistency and efficiency. This process includes the opportunity to advance issues in marijuana and alcohol licensing to a Licensing Policy Committee (LPC) made up of staff and management with different areas of expertise. This committee considers interpretations and the application of its rules to specific licensing issues and considers requests for waivers. OLCC's regulatory inspectors assist the licensing process by completing on premise license inspections for licensure and renewals.

Key initiatives for the agency's licensing staff in the 2023-25 biennium are the development and implementation of an online licensing system, aligning the alcohol and marijuana licensing processes, and a focus on diversity. At the same time the demand for alcohol licensing continues to grow, outpacing the capacity of licensing staff that has seen little growth in recent biennia. New licenses are in demand, replacing the many bars and restaurants that were sold or went out of business during the pandemic. At the same time applications for permits and special events continue to grow.

The OLCC expects increases in new licensing activity to serve Oregon's hospitality demands over the course of the 2023-2025 budget. Since 2016 the program has not met its KPM of 75 days for issuance of licenses and caseloads jumped from about 650 to nearly to 831 today. In 2019 that moved up to 900 (down about 50 in 2020). Licensing times have grown to an average of 95 days during COVID -- that is an unacceptable number as businesses are looking to OLCC to help them with recovery and make necessary business changes in licensing. Alcohol Service Permits have been serviced by four FTE since 2018. They processed approximately 40,000 permits in 2021 that allow people to serve alcohol. One of these positions is limited duration and needs to be made permanent. Special Events Licensees remain in high demand, and these are really the lifeblood of community vibrancy, celebration and increasingly important in supporting regional and local commerce and tourism -- think wine festivals, sporting and entertainment events, with some as simple as a family wedding. In 2019 the agency issued 11,512 permits. This is accomplished with two administrative specialists, of which one is limited duration and the agency requests that the limited duration position be made permanent. All of these special license permits represent jobs. **(See POP 208 Alcohol Licensing Staff)**

Similarly, a significant number of marijuana licensees are changing their organizational structures, operational plans, and physical structures to adapt to changing market conditions. Change requests are growing due to the current stressed economic climate and the current moratorium on accepting new marijuana applications. The Commission expects high demand for changes of ownership applications which is a very similar process to original license application reviews.

A requirement for alcohol licensing is to maintain a bond for privilege taxes, even though failure to pay is rare. Confirming whether these applicants have a bond holds up the licensing process and does not align well with the implementation of online licensing which is currently underway. The agency proposes to eliminate the bond requirement **(see LC 84500-005 "Eliminate Privilege Tax Bond Requirement").**

While overall licensing and compliance activities are similar between alcohol and marijuana, the specific practices differ. OLCC is in process of comprehensively examining both alcohol and marijuana licensing and streamlining policies and protocols in preparation for the development of its online licensing system **(see LC 84500-004 "Establish symmetry in alcohol and marijuana licensing processes").**

The Public Safety Division processes marijuana worker permits in addition to alcohol server permits. It lacks the authority to issue temporary marijuana worker permits which creates redundant processes and unnecessary delays for applicants and employers **(see LC 84500-006 "Marijuana Worker Permit").**

B. BACKGROUND

The division is organized into two sections:

The Metro Licensing Unit is stationed in Portland; whereas liquor licenses are processed within a local regional office, the vast majority of all recreational marijuana licenses are processed by the Metro Licensing Unit. Technical and administrative staff are responsible for distributing license applications and providing guidance and information on liquor and marijuana licensing regulations to applicants, local governments and the public. The staff investigates applications for annual and temporary liquor licenses. The unit generally serves licensees in Multnomah, Clackamas, Washington, Clatsop, Hood River, Wasco and Columbia counties, but frequently assists other field office investigations around the state. They are responsible for presenting policy matters to decision makers. They also develop and maintain the license manual.

The License Process Unit oversees liquor and recreational marijuana licenses and service permit and marijuana worker permit application workflow and maintains records. The unit is the conduit between the license investigators, compliance inspectors and licensing data systems. It processes initial applications and issues licenses and service permit renewals statewide; maintains the OLCC's official license and service permit files; responds to public records requests and provides clerical support to the License Services Division staff. Unlike in field offices outside of the Portland-Metro area, this unit's staff processes licenses for alcohol businesses owned out-of-state that now require Oregon licenses: licenses such as direct shippers, certificates of approval (CERAs) and wine self- distributors.

The complexity of licensing work has also increased during the last decade, as businesses pursue new operational models not contemplated when the agency's regulatory and licensing framework was first conceived. The sale of beer and wine growlers or take-home containers of alcohol are a great example of new industry innovation. Many of these complexities focus on creating new capability and innovation desired by Oregon's own craft producers that are interested in maximizing their ability to grow business income in Oregon and internationally. replaced by new license applications and change of ownership applications.

Except for the shutdown during the pandemic, the Licenses Services Division has seen a substantial increase in the requests for special liquor licensing. In addition to special licenses, OLCC has also had an increase in requests for alcohol service permits and marijuana worker permits, all representing persons ready and willing to work. Even with implementing technology to assist in the application process, calls for questions and assistance are at an all-time high.

C. EXPECTED RESULTS

In the 2023-25 biennium, the division expects the following results:

- **Increased licensing efficiency**
  Enable Oregon businesses to begin and operate safely and responsibly as soon as possible. Issue alcohol licenses more quickly than an average of 75 days statewide, a key performance measurement (KPM) target set by the 2013 legislative session. With data and experience a KPM will be developed for marijuana licensing. Normalize timeframes for marijuana licenses and propose KPM's for issuance of marijuana licenses. Eliminate the backlogs for licensing, permits, and renewals.

- **Improved license processing times**
  Migrate the existing manual process system to a contemporary, web-based software platform and eliminate duplicate data entry through process reengineering.

- **Refinement of the Cannabis Tracking System**
  Increase ease of use of the agency's recreational marijuana licensees, OMMP and hemp tracking programs.

- **Increased licensee outreach and education**
  Outreach and education lead to increased licensee knowledge of rules and ability to comply.

D. REVENUE SOURCE

The Oregon Liquor & Cannabis Commission is 100 percent Other Funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana and penalties, privilege tax paid on the sales of beer and wine and other miscellaneous sources. The OLCC collects this revenue in accordance with ORS Chapters 471, 473, and 475C.

E. PROPOSED LEGISLATIVE CHANGES

Agency Concept 84500-004 – Establish symmetry in alcohol and marijuana licensing processes.
Unsynchronized alcohol and marijuana license renewal processes will result in significant additional online system building and maintenance costs as well as creates additional risks for implementation.

Agency Concept 84500-005 - Eliminate Privilege Tax Bond Requirement
The number of licensees who fail to pay owed taxes is minimal. As such, licensees are subjected to the expense of maintaining a bond when the requirement for a bond is in most cases unnecessary. Confirming these applicants have met the bond requirement holds up the licensing process, both for initial and renewing licensing. Implementing a bond requirement does not align well with the implementation of the online licensing system which is currently under development.

Agency Concept 84500-006 – Marijuana Worker Permit
Provide the Commission authority to establish by rule a process to issue temporary worker permits to applicants who have not previously applied for a worker permit. This will streamline the process by allowing applicants to work off a temporary permit while applications are being processed.

BUDGET NARRATIVE

OLCC - PUBLIC SAFETY DIVISION - SUBPROGRAM 47
2023-25 Budget

A. PURPOSE, ACTIVITIES & ISSUES

To promote public safety, the Public Safety Division ensures liquor and recreational marijuana licensed businesses statewide comply with all applicable laws. The Division does this by providing education and training on liquor and recreational marijuana laws to licensees, conducting in-depth investigations, enforcing special events (temporary sales permits), and enforcing liquor and marijuana laws through administrative sanctions. Division staff in the field offices also assist in the licensing process by doing on-site licensing inspections prior to licensure and when necessary, at renewal. The Division builds partnerships with local governing bodies, citizen groups, neighborhood associations, local law enforcement, federal law enforcement, schools and universities and moderation groups. The Division's proactive relationship with the alcohol beverage and marijuana industries helps to ensure Industry's understanding and compliance with liquor and marijuana laws. The Division collaborates with communities statewide to maintain neighborhood livability and safeguard the marketplace and economy.

The Public Safety Division's field operational staff implements regulatory operations, processes and procedures and OLCC policies. The Division's compliance inspectors investigate complaints of law violations; referrals by police agencies, reports or complaints from the public; industry members and other agencies; and violations encountered during OLCC staff's observations. Inspectors' help licensees identify compliance problems and offer education. If these efforts fail and violations continue, staff may initiate administrative sanctions and/or issue criminal citations. If public safety is at risk, the agency can order an immediate license suspension.

The Division has five regional work units reporting to the Public Safety Division director. These units include the metro enforcement unit headquartered in the Milwaukie office and four other units located throughout the state. As OLCC grows, the agency has segregated the regional managers in its larger offices into program areas. OLCC currently has one regional manager in the metro enforcement unit that is dedicated to alcohol and one that is dedicated to recreational marijuana. The OMMP medical marijuana tracking and inspection is a state-wide program and is managed by a manager out of the Portland Field Office. Regulatory Specialists are assigned to the five regional units as well as the metro enforcement unit in three program areas, alcohol, recreational marijuana and the medical marijuana program.

The five regional units are:

- Metro Enforcement Unit, headquartered in Milwaukie moved to a new building in November 2019, and includes a field office in Hood River.
- Salem Region, headquartered in Salem with a field office in Warrenton.
- Eugene Region headquartered in Eugene with field offices in Newport, Roseburg & Corvallis.
- Medford Region, headquartered in Medford with field offices in Klamath Falls and Coos Bay.
- Bend Region, headquartered in Bend with a field office in Pendleton.

Regulatory staff activities include making on-site observations; educating licensees; issuing citations; doing compliance work with licensees in their districts; responding to alcohol parties involving minors; working with local governments, neighborhoods, and law enforcement; and conducting license investigations. In addition to these activities, field operations staffs are using the following proactive programs for educating new licensees and dealing with minors and impaired drivers ongoing:

First Call Program To provide new retail licensees with the resources to be successful by complying with liquor laws, division staff visits newly licensed premises. They also visit licensees who have restrictions placed on their newly issued licenses, and when a business's ownership changes. Staff visit within 90 days to provide education and information on all liquor laws, review any restrictions to ensure the licensee understands them, and helps solve any compliance issues without penalty the licensee for non-priority violations during this 90-day start-up period. In the Marijuana Program, recreational marijuana applicants are visited on a rotating basis.

Minor Intervention Program The division focuses enforcement resources on the prevention of underage drinking. Staff uses a variety of techniques, which are constantly under review and further development. The Division balances enforcement efforts between those that target alcohol and marijuana retailers, such as the minor decoy program; those that are undertaken in cooperation with the industry, such as high-priority identification checking; and those that focus on the minors, such as working with communities and citing minors who purchase and/or consume alcohol and marijuana. Minor intervention programs include minor decoy, high-priority identification checking, false ID and providing education to licensees and their staff on checking ID.

Data Driven Enforcement is a common practice used by police departments to identify trends and incidents based upon relevant data that can be used to lower crime rates. OLCC uses the same philosophy, using data to identify points of diversion or non-compliance through data analysis of the Cannabis Tracking System. OLCC has gained experience

identifying these data points through investigations, speaking with law enforcement and members of the recreational marijuana industry. OLCC's marijuana compliance work was initially mostly centered on industry complaint driven investigations, retail inspections and minor decoy operations. Now the agency has considerable and growing expertise in analyzing data in the Cannabis Tracking System, adding a significant component to its compliance work. The agency will continue to learn from its law enforcement partners, other regulated states and its own investigations which violations in the system have led to diversion. The agency will focus its compliance efforts on these violations to prevent diversion of marijuana to the illegal market.

Education and Outreach is key to compliance. The Public Safety Division conducts classes and training at the DPSST, the Police Academy, Oregon universities, colleges and schools, tribal governments and community organizations. It has been working more proactively with local communities to tailor regulatory compliance plans to their needs and develop community-based solutions.

In 2023-25 compliance activities and coordination with other public agencies will be especially important to stem the proliferation of illegal hemp and marijuana activities including illegal water use and human trafficking. Field inspections are a primary tool to achieve compliance and prevent serious violations for legal licensees. The program utilizes a suite of sanctions and penalties that are progressive – ranging from minor fines up to the revocation of licenses and permits. Violations for unlicensed and illegal activity are subject to criminal sanctions.

Compliance Inspector caseloads have grown from one inspector per 320 licensees in 2014 to one inspector per 401 licensees. Certainly, COVID related changes that have moved into permanent rules has added to the workload and responsibilities of inspectors. As well, the proliferation of home delivery of alcohol will drive expanded inspector activity without systemic policies in place to help the Commission verify compliance at the door. At the same time receiving and responding to calls for alcohol and marijuana assistance has negatively impacted the department's ability to concentrate on licensee compliance. OLCC is often the central clearing house for public inquiries and complaints, regardless of the regulating agency. Those calls range from public inquiries to complaints of illegal growing or non-compliant activity related to marijuana grows and the processing and distribution of cannabis. It includes inquiries about the regulatory jurisdiction of grows and questions about the active transportation of cannabis products from law enforcement. Tips, complaints, and inquiries include reports of illegal use of water and human trafficking, particularly in Southern Oregon. The agency is proposing to develop an agency call center to assist public safety in its efforts to respond to citizens, licensees, local governments, and law enforcement on a timely basis. As well the center will speed

the dissemination of complaints to state agencies with authority, for example complaints about illegal water use. **(See POP 211 "Public Safety Call Center Staffing").**

During the Covid-19 emergency, the OLCC allowed third party platforms to facilitate the ordering and delivery of alcohol from licensees and distillery tasting rooms. Under existing law wine, cider and malt beverages may also be delivered to consumers as well as cocktails and single servings of wine-to-go. The number of for-hire-carriers which includes e-commerce platforms and common carriers doubled from February 2020 to February 2021. The commission's enforcement framework related to alcohol deliveries is complaint driven and the commission has limited options to ensure that those sales are occurring in a manner consistent with Oregon law. The commission proposes the development of a comprehensive minor decoy program to evaluate the rate of compliance with age verification requirements at the door. Collecting data on the rate of compliance will better position the Commission in its efforts to develop an education and accountability framework for alcohol delivery **(see LC 84500-007 and POP 215 "Alcohol Delivery LC").**

B. BACKGROUND

The Public Safety (Compliance) Division operates thirteen offices statewide whose staff conduct local license investigations, respond to complaints, and investigate liquor and recreational marijuana law violations. The top priorities are: educating licensees and the staff of licensed establishments on liquor and recreational marijuana laws and strategies to run a safe business; preventing sales to minors and visibly intoxicated persons; preventing disorderly establishments; and minimizing community and other substance-related problems caused by alcohol and marijuana businesses and their patrons, such as impaired driving. If preventative efforts through education are insufficient, the Division can use its administrative authority to gain compliance. This can involve warnings, fines, license restrictions, suspensions and ultimately license or permit cancellations. These latter strategies are a last resort because they have negative impacts on the livelihoods of the people working in the businesses and on the economic viability of the communities at large.

The Division works proactively with local communities to tailor regulatory compliances plans to their needs and develop community-based solutions. Field office staff also work in partnership with local governments and community groups to resolve or prevent problems created by liquor and marijuana businesses or their patrons. In addition to regulating the alcohol industry, the division also enforces laws related to unlicensed sales, adults furnishing alcohol to minors and minor keg parties. The scope of OLCC's authority to regulate the recreational marijuana market is limited

to the licensed premises framework by law. The agency works closely with local, state and federal law enforcement to enforce laws outside of the recreational framework. The agency relies on the agency's Cannabis Tracking System as a vital tool to help identify potential violations, particularly diversion. Daily activity on movement of product and sales are logged by recreational licensees and OHA registrants subject to tracking. OLCC assists the Oregon Health Authority by carrying out compliance inspections of OHA medical grows who grow for more than two medical cardholders.

The Public Safety Services Division collaborates with a variety of entities to provide services, create solutions, and increase communication. Program staff have been active on the Governor's Advisory Committee on DUII and in working with the Governor's Alcohol and Drug Policy Commission, the Oregon Association of Chiefs of Police, Oregon State Sheriffs' Association, Office of Mental Health and Addiction Services Department, Oregon Lottery, local law enforcement agencies, State Police and city and county government agencies. OLCC continues to work with stakeholders on livability and public health issues. The OLCC is currently evaluating how it communicates internally and with its partners to facilitate opening channels of communication and engagement; its work in that regard will ensure effective long-term partnerships for the agency and provide it with a greater ability to structure important compliance and community prevention messages.

C. EXPECTED RESULTS

- **Decrease the availability of alcohol to minors through licensed premises**
  Attain a 90 % compliance rate for minor decoy operations per year, a key performance measure (KPM) target established by the 2019 legislative session.
- **Improve liquor law compliance as shown by a limited number of repeat violators**
  Limit to 12 % the number of licensed businesses who deserve receiving a second violation within two years of the first, a key performance measurement (KPM) target established by the 2013 legislative session.
- **Increase contact with licensees and service permittees**
  Visit at least 25 % of all licensed premises during the biennium; check for service permits and inform licensees about other compliance requirements.
- **Balance enforcement**
  Maintain existing minor intervention programs: minor decoy, college/contacts, high-priority ID checking and false ID investigations. Direct compliance staff resources to priority violations to ensure that licensed establishments do not threaten neighborhood livability and can be good employers and contributors to the community's economic foundation.

- **Cooperate with law enforcement agencies**
  Provide training to local law enforcement agencies on liquor and recreational marijuana laws. Develop strong partnerships with local law enforcement to enforce liquor laws. Assist in investigations leading to prosecutions of illicit commercial marijuana offenses in Oregon.
- **Develop and operate an agency call center**
  Answer questions, direct resources and provide real time investigation assistance.
- **Serve as liaisons**
  Be responsive to industry groups, neighborhood organizations, local governments, and citizens to promote open communication, mutual understanding, and participation in OLCC processes.
- **Provide staff training**
  Ensure OLCC staff are trained and proficient in liquor and recreational marijuana laws, medical marijuana laws, policies, procedures, ethics, and cultural sensitivity. Ensure staff maintains consistent work practices to maintain fair and impartial compliance efforts throughout the State of Oreg

D. REVENUE SOURCE

The Oregon Liquor & Cannabis Commission is 100 % Other Funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana and penalties, privilege tax paid on the sales of beer and wine and other miscellaneous sources. The OLCC collects this revenue in accordance with ORS Chapters 471, 473 and 475C.

E. PROPOSED LEGISLATIVE CHANGES

Agency Concept 84500-007 – Regulatory Framework for Alcohol Delivery
Enable the Commission to use the authority granted through this proposal to develop a systemic approach to oversight of the delivery of alcohol to the door by services, individuals and licensees that are providing home delivery. Technology, training, permitting, and provider registrations, are fundamental tools for making home delivery at the door as accountable and verifiable as in store sales. In conjunction with placing more responsibility on those making deliveries of alcohol to consumer's doorstep, regulatory oversight will also depend upon the comprehensive minor decoy operations as a vital tool for compliance. The purpose of this program to evaluate the rate of compliance with age verification requirements at the door by anyone delivering alcohol from the seller's premises. By partnering with industry on the development of a program that reflects a strong mutual interest in compliant home delivery, both the industry and the Commission will be able to verify the fidelity of home delivery of alcohol through collected data, investigation and limited implementation of spot-checking minor decoy operations to monitor the success of compliance by industry.

OLCC - ADMINISTRATIVE HEARINGS DIVISION - SUBPROGRAM 55
2023-25 Budget

A. PURPOSE, ACTIVITIES & ISSUES

The Administrative Hearings Division reviews and evaluates investigative reports with recommended enforcement actions or with actions involving contractual violations. Its staff reviews the cases for technical sufficiency, and after evaluating reports, may issue a violation notice initiating the contested case hearing process. Staff ultimately resolves these cases via administrative hearing, settlement, and withdrawal or default final order.

The division makes recommendations to the OLCC executive director for cases where the executive director or the OLCC commissioners must make the final decisions. If the final licensing decision is negative, the Hearings Division issues a notice initiating the contested case hearing process.

The division presents the OLCC's administrative violations, licensing and certain contractual violation cases at contested case hearings; an OLCC employee representative prepares and presents the contested case before the Office of Administrative Hearings. OLCC's assigned assistant Attorney General sometimes consults on the case, and in rare cases presents the case with the OLCC employee representative assisting. Case preparation involves reviewing the case for legal sufficiency, identifying witnesses and documentary evidence, responding to discovery requests, subpoenaing witnesses, participating in pre-hearing conferences, filing and responding to motions, and planning and executing the presentation of the case at hearing. The OLCC employee representative reviews the administrative law judge's proposed order, files comments as appropriate and orally presents the comments to the liquor commissioners at their regularly scheduled meetings.

The Hearings Division director reviews the hearing record and assists the OLCC commissioners in drafting and issuing final orders. If a final order is appealed, staff prepares and files the official hearing record with the Court of Appeals and tracks the progress of the appeal. The Director receives requests for legal assistance from throughout the OLCC and, in coordination with the Attorney General's (AG) Office, answers the requests where appropriate, or routes to the AG's Office and is part of a team responsible for the OLCC's legislative initiatives, including drafting legislative concepts, providing testimony, and assisting legislators.

Fines levied on licensees are fully transferred to the Criminal Fines and Assessment Account which is fungible with General Funds and represents revenue to the state. In 2023-2025 the transfer is expected to be nearly $273,000.

B. BACKGROUND

The division performs the following functions: reviewing and evaluating final reports generated by the Public Safety Division (subprogram 47); issuing charging documents and otherwise resolving contested cases for the OLCC Public Safety Services (including hearing preparations, post-hearing exceptions and oral argument to the liquor commissioners); providing technical assistance to the Public Safety Division; coordinating with the state Office of Administrative Hearings; providing technical and policy support to the liquor commissioners, including assistance with drafting final orders in contested cases; compiling the contested case record on appeal, and compiling a Digest of Cases chronicling final orders in contested cases.

The Administrative Hearings Division reviews the final OLCC internal investigative reports for technical sufficiency in issuing charges of violations. It provides due process to the OLCC's licensees and case presenters represent the agency in administrative hearing before an administrative law judge (ALJ). The unit makes recommendations to the commission on cases returning to the OLCC commission and provides for the commission adoption of final orders cases for licensees, holders of servers permits and those involving worker permits. The staff assist the Commission and Executive Director in the consistent application of policies, with maintaining understanding of the relation of current cases to prior Commission decisions and informing them of applicable laws. The unit consults frequently with the Oregon Department of Justice for legal advice. In addition, the unit is responsible for a growing amount of official and required notifications of violations, hearings, and final orders.

This division is responsible for the outcomes of: providing guidance on policy and rulemaking, ensuring effective agency representation in contested case matters; and, providing for the fair and equitable application and resolution of violations, penalties and settlements. Importantly, while the division director is managed and supervised within Public Safety, on case and policy matters the OLCC Executive Director is a direct report.

Fines and penalties for violations of rules that are settled or adjudicated are transferred to the Criminal Fines and Assessment Account. The Legislature appropriates this fund for public safety and other public services in adoption of the state budget. This separation ensures that the Commission does not have a financial interest in penalties and reflects a proper practice of government fiduciary responsibility.

C. EXPECTED RESULTS

Hearings Division will continue to provide its services and activities in the 2023-25 biennium. The expected result is to meet growing demand for services.

Meet an anticipated increase in demand for charging documents,
As the number of licensees grow, so do the number of violations and charges, and in the 2023-25 budget period the hearings division's workload is expected to increase. In order to preserve agency resources and achieve equitable results, the division continues a process for formal settlement negotiations to increase the number of settlements and reduce the number of contested case hearings.

Meet an expected demand for increased technical assistance
Innovation within growing spirits, wine and beer industries in Oregon and internationally is creating new complexities for regulating the industries and entertainment and hospitality businesses that serve alcoholic beverages. Technical assistance in interpreting alcohol and marijuana statutes and rules will increase as the market and regulatory landscape evolve. Consequently, there is increasing need for technical assistance for the industry, and for personnel, to ensure commerce while maintaining compliance.

Transfer Fines to the Criminal Fines and Assessment Account (proper name)
Holding licensees accountable for compliance of the rules is a primary duty of the Commission and the assessment of fines is primary tool used in adjudications and settlements of violations. As hearings activity increases the Commission contribution to criminal justice and public program supported by the revenues deposited into the Criminal Fines and Assess Account . Additionally, packaging and labeling violations in the marijuana program to protect public health and safety can be considerable and are a significant factor in growing revenue transfers based on violations.

D. REVENUE SOURCE

The Oregon Liquor & Cannabis Commission is 100 percent Other Funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana and penalties, privilege tax paid on the sales of beer and wine and other miscellaneous sources. The OLCC collects this revenue in accordance with ORS Chapters 471, 473 and 475C.

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes for 2023-25.

Alcohol Licensing Staffing
OLCC 23-25 Budget, Policy Option Package No. 208, Agency Priority No. 8

A. Package Purpose

OLCC license and permit requests for both the alcohol and marijuana program continues to grow. For alcohol, over the last two biennia, the agency has averaged a net growth of 340 active alcohol licenses each year. This has increased demands on staff responding to increasing information requests from the public and industry as well as carry higher caseloads in order to maintain the KPM of 75 days to licensure. Additionally, since 2016 due to agency growth to accommodate the marijuana program, dual role inspector/investigator positions were discontinued which resulted in a loss of staffing resources approximate to five investigators. Since this change, the alcohol program has been unable to achieve the 75 days to licensure KPM. The demand and responsibility for expeditious processing of alcohol licenses and permits as well as the maintenance of licenses and permits and those records associated to them remains a top priority for OLCC. To meet this expectation, OLCC must better align the number of staff and classification of current staff to the growth and change of both industries.

B. How Achieved

OLCC requests addition of three liquor licensing specialists for alcohol licensing. The current licensee to liquor licensing specialist ratio is unsustainable and has created significant workload issues. The marijuana program has brought additional work requirements for liquor licensing specialists. This includes using separate systems to verify marijuana compliance history for liquor license applicants and completing investigations to substantiate if the marijuana compliance history would impose restrictions or denial of the application. Additionally, licensing has received increased requests for direction from applicants and the public regarding policies that involve both marijuana and alcohol. Liquor licensing specialists assist the public with questions regarding liquor related rules and laws and answer about 500 – 700 questions a month from walk-in customers, phone calls and emails.

OLCC requests addition of one Administrative Specialist 1 for alcohol licensing. The alcohol licensing program currently does not have an administrative support position. The addition of this position will further this programs effectiveness by providing necessary administrative support functions to both the manager and the program. The Liquor Licensing Unit currently has 17 licensing specialists located in five different offices and one manager. Administrative support is needed to be a liaison for information flow between the offices and to be the primary office support for the Liquor Licensing Unit. Without administrative support, the manager and licensing specialists must perform many support functions for the unit which lessen their effectiveness in their primary responsibilities.

OLCC requests addition of one Office Specialist 2. This position will add support to the service permit team which processes and maintains alcohol service permits. Currently, the unit consists of one Administrative Specialist 2 position and two Office Specialist 2 positions. Effective 5/1/2018, the Commission moved to online applications for Service Permits. Below are some results from the first 18 months of processing:

- OLCC issued 61,998 permits from 76,950 applications.
- OLCC receives, on average, 150-200 applications per day.
- It has taken an average of 9 days to approve applications that do not require a background check. Page Break
- The standard rate of background checking used to be about 20% of applications. About 10% of applicants disclose criminal backgrounds and we run those automatically. We would randomly select another 10% and would find a number of people with backgrounds they did not disclose. OLCC is currently unable to run *any* random background checks and the processing of those we do run is backlogged, all due to workload.

OLCC requests addition of one Principal Executive Manager C "Assistant Licensing Manager" for alcohol licensing. Currently there are 17 licensing specialist positions under the supervision of the alcohol licensing manager. With the addition of the above requested staff, providing an assistant manager position to support this program is essential to maintain an appropriate management/staff ratio as well as to support the work required of these positions. This would create a manager to employee ratio of 1:12 rather than 1:24. Additionally, adding a lower level management position supports effective succession planning by developing a pathway into the PEM-D level management positions and beyond.

OLCC requests addition of one Compliance Specialist 3 "Alcohol Licensing Program Coordinator" for alcohol and marijuana licensing. The increase of alcohol licenses year-over-year has increased the demand for access to information and contact with the alcohol licensing program. Currently alcohol licensing specialists must share in the responsibility to step away from their work when information requests come, either in-person, on the phone or electronically. These contacts, on average, range from 500 to 700 per month (See chart below). This directly affects their work as it creates a distraction from their primary responsibilities of investigating and processing license applications. This position will serve a vital role in preparing this program

with a technical resource to include building a capacity of knowledge in preparation for the upcoming online licensing systems as well as help create a central resource for the industry and community to ensure the accuracy and consistency of information sharing and reducing non-applicant communication from licensing specialists. This position will be an integral part of the Liquor Licensing Unit as the agency is moving towards an online application system from a paper system. The position is necessary to triage technical information and metric data.

Alcohol Licensing Staff
OLCC 2023-25 Budget, Policy Option Package No. 208

Division	Package Description	FTE	One-time	Ongoing	Total
Public Safety - License Services	3 Licensing Specialists for Alcohol License Investigations	2.64		$506,136	$506,136
	Services & Supplies, including office space @ $17,000 per employee		$9,660	$69,720	$79,380
	Work station furniture & chair		$17,700		$17,700
		2.64	$27,360	$575,856	$603,216
Public Safety - License Services	AS1 for Alcohol Licensing Coordinator	0.88		$127,776	$127,776
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair, Vehicle		$5,900		$5,900
		0.88	$9,120	$151,016	$160,136
Public Safety - License Services	OS2 for Alcohol Licensing Support	0.88		$122,299	$122,299
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.88	$9,120	$145,539	$154,659
Public Safety - License Services	PEM-C for Alcohol Licensing Manager	0.88		$194,658	$194,658
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.88	$9,120	$217,898	$227,018
Public Safety - License Services	CS3 for Marijuana / Alcohol Training	0.88		$196,288	$196,288
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.88	$9,120	$219,528	$228,648
TOTALS - Alcohol Licensing Staffing - Package # 208		***6.16***	***$63,840***	***$1,309,837***	***$1,373,677***

*Personal Services calculated at Step 3 for all new positions

a. **Benefits to stakeholders**

OLCC's licensing system processes over 19,000 alcohol and marijuana licenses annually. In addition, there is processing and renewals annually for approximately 35,000 alcohol service permits and 20,500 marijuana worker permits. Timely processing of licenses and permits enables businesses and employees to begin contributing economically to the state. Oregon's liquor regulatory system oversees over 18,000 alcohol licensees including brewpubs, bars, restaurants, convenience stores, entertainment venues, special events and wineries. Oregon's recreational marijuana program oversees over 650 retail licensees. Businesses need to be regulated effectively so they do not become a public safety risk. Prevention of alcohol and recreational marijuana sales to minors is a top priority for OLCC. Having minors to consistently conduct decoy operations checks will effectively and consistently confirm the enhancement of Public Safety's proactive measures ensuring alcohol and marijuana doesn't get into the hands of minors.
OLCC is currently responsible for three separate program areas including alcohol, recreational and medical marijuana. Additional supervisory oversight will assist OLCC in meeting legislative benchmarks and assist in meeting the needs of stakeholders through adequate management oversight.

b. **Benefits to OLCC**

Resource constraints within the agency have led to significant overtime and stress related to increased workloads. Non-compliance of some licensees can lead to high profile cases where perception of the agency is diminished. More resources allow OLCC to more effectively serve the public as well as capture revenue more efficiently. Additional Public Safety resources will allow OLCC to more effectively serve the public. Compensating minor decoys within the Student/Technical Professional Worker classification (AU 0150) will allow OLCC to meet their minor decoy compliance goals. Having appropriate employee to supervisor ratios allows for appropriate oversight to provide quality customer service and to make sure the needs of our employees are being met as they carry out the mission of the Commission.

C. Staffing Impact

The package adds 7 positions (6.16 FTE) to OLCC.

D. Quantifying Results

This request links directly to two agency Key Performance Measures; Time to License for Alcohol and Sales to Minors.

E. Revenue Source

The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B.

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Public Safety Call Center Staffing
OLCC 23-25 Budget, Policy Option Package No. 211, Agency Priority No. 11

A. Package Purpose

OLCC has seen a significant increase in calls to its complaint hotlines for both alcohol and marijuana. Calls are currently logged and given staff resources when available; however, this has been difficult due to increasing workloads. For example, alcohol compliance inspector caseloads have grown from one inspector per 320 licensees in 2014 to one inspector per 401 licensees. Receiving and responding to calls for alcohol and marijuana information and assistance has negatively impacted the departments' ability to concentrate on licensing and compliance. Certainly, COVID related changes that have moved into permanent rules has added to the workload and responsibilities of inspectors. As well, the proliferation of home delivery of alcohol will drive expanded inspector activity without systemic policies in place to help the Commission verify compliance at the door. OLCC is often the central clearing house for public inquiries and complaints, regardless of the regulating agency. Those calls range from public inquiries to complaints of illegal marijuana activity. It includes inquiries about the regulatory jurisdiction of marijuana grows and questions about the active transportation of cannabis products from law enforcement. Tips, complaints, and inquiries include reports of illegal use of water and human trafficking, particularly in Southern Oregon. The agency needs staffing and a clear system of receiving, archiving and responding to calls and emails. The agency is proposing to develop an agency call center to assist public safety in its efforts to respond to citizens, licensees, local governments, and law enforcement on a timely basis. The call center will speed the dissemination of complaints outside of OLCC's jurisdiction to state agencies with the appropriate authority.

B. How Achieved

OLCC request addition of one Licensing and Permitting Supervisor 2 (formally Principle Executive Manager C) to coordinate Call Center activities and coordination with managers and regulatory specialist for follow up to registered complaints and investigations. The position would provide for coordination between both the alcohol, recreational marijuana and medical marijuana programs. The position would coordinate request from state and local law enforcement for OLCC assistance for active investigations at licensed premises that may have involved criminal activity.

BUDGET NARRATIVE

OLCC request addition of two Administrative Specialist 2s for support to the alcohol/marijuana call center. These positions would take the calls and pull messages off the OLCC complaint hotline and answer them or pass these to the call center manager who would coordinate responses with the appropriate department or regional manager. Responsibilities will include acknowledgement of receipt of the inquiries and tracking to make sure the requests are fulfilled. They would also be responsible for maintaining records and archiving the messages appropriately. Reports would be created to track call center activity by regions throughout the state to identify frequently asked questions and potential geographical or industry areas needing additional education.

Alcohol Compliance Call Center Staffing
OLCC 2023-25 Budget, Policy Option Package No. 211

Division	Package Description	FTE	One-time	Ongoing	Total
Public Safety - Public Safety Services	PEM-C for Public Safety Customer Service Manager	0.88		$194,658	$194,658
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.88	$9,120	$217,898	$227,018
Public Safety - Public Safety Services	Two AS2s for Public Safety support	1.76		$281,204	$281,204
	Services & Supplies, including office space @ $17,000 per employee		$6,440	$46,480	$52,920
	Work station furniture & chair		$11,800		$11,800
		1.76	$18,240	$327,684	$345,924
TOTALS - Public Safety Call Center Staffing - Package # 211		***2.64***	***$27,360***	***$545,582***	***$572,942***
	*Personal Services calculated at Step 3 for all new positions				

a. Benefits to stakeholders

Oregon's liquor regulatory system oversees over 18,000 alcohol licensees including brewpubs, bars, restaurants, convenience stores, entertainment venues, special events and wineries. Oregon's recreational marijuana program oversees over 650 retail licensees. Businesses need to be regulated effectively so they do not become a public safety risk.

OLCC is currently responsible for three separate program areas including alcohol, recreational and medical marijuana. Additional supervisory oversight will assist OLCC in meeting legislative benchmarks and assist in meeting the needs of stakeholders through adequate management oversight.

b. Benefits to OLCC

Resource constraints within the agency have led to significant overtime and stress related to increased workloads. Non-compliance of some licensees can lead to high profile cases where perception of the agency is diminished. More resources allow OLCC to more effectively serve the public as well as capture revenue more efficiently. Additional Public Safety resources will allow OLCC to more effectively serve the public.

C. Staffing Impact

The package adds 3 positions (2.64 FTE) to OLCC's Public Safety Program

D. Quantifying Results

This requests links directly to two agency Key Performance Measures; Time to License for Alcohol and Sales to Minors.

E. Revenue Source

"The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B."

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Alcohol Delivery Regulation LC
OLCC 23-25 Budget, Policy Option Package No. 215, Agency Priority No. 15

A. Package Purpose

During the COVID-19 emergency, the OLCC allowed third-party ecommerce platforms to facilitate the ordering and delivery of alcohol from licensees and distillery agents (those operating tasting rooms) to customers. Both the licensees and the ecommerce operators are required to follow an interim policy for offering/using order facilitation services on third-party platforms. Under existing Oregon law and the OLCC's regulatory framework, wine, cider and malt beverages may be delivered to consumers by parties with retail off-premises sales privileges either directly or using approved for-hire carriers. In addition, distillery agents may deliver the distilled liquor that they manufacture to Oregon consumers. In 2021, Senate Bill 317 permanently allows Full-On-Premises Sales licensees to sell cocktails and single servings of wine to-go.

The number of for-hire-carriers (which includes e-commerce platforms providing delivery services and common carriers, among others) doubled from February 2020 to February 2021. There are currently 118 for-hire carriers approved to deliver alcohol to consumers in Oregon. In addition to the traditional carrier/shipment model operated by businesses like Federal Express and a variety of smaller local delivery services currently approved as carriers, there is an emerging field of personal convenience businesses such as, UberEats, Drizly, Grubhub, DoorDash, Delivery.com and others interested in providing same-day, rapid turn-around delivery of food and/or alcohol between businesses and consumers via an ecommerce platform marketplace. For-hire carriers of all types deploy delivery people to carry out the pick-up, transfer and delivery of alcohol between eligible businesses and consumers. The dramatic growth in the use of these services since the onset of the COVID-19 emergency and, the interest on the part of consumers to access these resources for delivery of alcohol, will continue to grow.

The commission's enforcement framework related to alcohol deliveries is complaint-driven and the commission has limited options for evaluating the methods employed by the third-party delivery services related to age verification or the technology used to facilitate transactions for alcohol to ensure that those sales are occurring in a manner that is consistent with Oregon law. The agency's legislative concept LC 84500-007 and this policy option package will enable the Commission to build and carry out a comprehensive minor decoy operations program to evaluate the rate of compliance with age verification requirements at the door by anyone delivering alcohol from the seller's premises. In addition, by collecting data through implementation of the

minor decoy operations program for alcohol deliveries, the Commission will be better positioned to develop an education and accountability framework for the future.

B. How Achieved

LC84500-007 amends ORS 471.410 to treat delivery persons similarly to off-premises sales licensee clerks. The concept would: require any person delivering alcohol to Oregon consumers to complete alcohol delivery training; establish a civil penalty for failing to complete training and failure to provide proof of training upon request by OLCC; require use of electronic ID scanning technology that collects and stores details related to person who provided ID upon delivery; expand the minor decoy operations program to "home" deliveries of alcoholic beverages and include any person who delivers alcohol in the group of entities covered by statute governing the execution of alcohol minor decoy operations; provide uniform standards developed by the commission for investigating deliveries; and extend the reduced penalty schedule for providing alcohol to a minor to store clerks and anyone who delivers alcohol to a home or business.

OLCC requests the following to operationally enable this statute change:

Five Liquor Regulatory Specialists to build, manage and staff minor decoy operations in each of the commission's five regulatory regions. The positions would be added with 18 months in the biennium remaining.

One Compliance Specialist 3 for the Administrative Hearings Division of the agency to evaluate and manage violations related to unlawful deliveries of alcohol to minors and any other violations discovered in the course of compliance activities related to alcohol deliveries. The position would be added with 18 months of the biennium remaining.

One Human Resource Analyst 2 for recruitment and shepherding candidates through the hiring process. The position would be added with 22 months in the biennium remaining.

Alcohol Delivery Regulation LC
OLCC 23-25 Budget Policy Option Package No. 215

Division	Package Description	FTE	One-time	Ongoing	Total
Public Safety - Public Safety	Add 5 Regulatory Specialists	3.75		$1,020,070	$1,020,070
	Services & Supplies, including office space @ $17,000 per employee		$16,100	$116,200	$132,300
	Work station furniture & chair		$29,500		$29,500
		3.75	$45,600	$1,136,270	$1,181,870
Public Safety - Public Safety	Add 1 Compliance Specialist 3	0.75		$168,245	$168,245
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.75	$9,120	$191,485	$200,605
Support Services - Human Resources	Add 1 Human Resources Assistant 2	0.92		$195,949	$195,949
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.92	$9,120	$219,189	$228,309
TOTALS - Alcohol Delivery Regulation LC - Package # 215		***5.42***	***$63,840***	***$1,546,944***	***$1,610,784***

*Personal Services calculated at Step 3 for all new positions

C. Staffing Impact

The package adds 7 positions (5.42 FTE) to Public Safety Program

D. Quantifying Results

The package relates to and is measured by the OLCC Key Performance Measure #1 Sales to Minors for alcohol.

E. Revenue Source

"The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B."

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Public Safety Services Program**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 84500-002-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	5,379	-	-	-	5,379
Overtime Payments	-	-	4,506	-	-	-	4,506
Shift Differential	-	-	2,619	-	-	-	2,619
All Other Differential	-	-	1,761	-	-	-	1,761
Public Employees' Retire Cont	-	-	1,705	-	-	-	1,705
Pension Obligation Bond	-	-	30,181	-	-	-	30,181
Social Security Taxes	-	-	1,091	-	-	-	1,091
Unemployment Assessments	-	-	420	-	-	-	420
Paid Family Medical Leave Insurance	-	-	36	-	-	-	36
Mass Transit Tax	-	-	5,609	-	-	-	5,609
Vacancy Savings	-	-	(200,647)	-	-	-	(200,647)
Total Personal Services	**-**	**-**	**($147,340)**	**-**	**-**	**-**	**($147,340)**
Total Expenditures							
Total Expenditures	-	-	(147,340)	-	-	-	(147,340)
Total Expenditures	**-**	**-**	**($147,340)**	**-**	**-**	**-**	**($147,340)**
Ending Balance							
Ending Balance	-	-	147,340	-	-	-	147,340
Total Ending Balance	**-**	**-**	**$147,340**	**-**	**-**	**-**	**$147,340**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Public Safety Services Program**

Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 84500-002-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Telecommunications	-	-	(3,000)	-	-	-	(3,000)
Professional Services	-	-	-	-	-	-	-
IT Expendable Property	-	-	(15,600)	-	-	-	(15,600)
Total Services & Supplies	**-**	**-**	**($18,600)**	**-**	**-**	**-**	**($18,600)**
Capital Outlay							
Office Furniture and Fixtures	-	-	(46,200)	-	-	-	(46,200)
Total Capital Outlay	**-**	**-**	**($46,200)**	**-**	**-**	**-**	**($46,200)**
Total Expenditures							
Total Expenditures	-	-	(64,800)	-	-	-	(64,800)
Total Expenditures	**-**	**-**	**($64,800)**	**-**	**-**	**-**	**($64,800)**
Ending Balance							
Ending Balance	-	-	64,800	-	-	-	64,800
Total Ending Balance	**-**	**-**	**$64,800**	**-**	**-**	**-**	**$64,800**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 031 - Standard Inflation

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	9,947	-	-	-	9,947
Out of State Travel	-	-	570	-	-	-	570
Employee Training	-	-	10,706	-	-	-	10,706
Office Expenses	-	-	14,567	-	-	-	14,567
Telecommunications	-	-	44,517	-	-	-	44,517
State Gov. Service Charges	-	-	(500)	-	-	-	(500)
Data Processing	-	-	2,375	-	-	-	2,375
Publicity and Publications	-	-	2,752	-	-	-	2,752
Professional Services	-	-	31,245	-	-	-	31,245
IT Professional Services	-	-	5,098	-	-	-	5,098
Employee Recruitment and Develop	-	-	392	-	-	-	392
Dues and Subscriptions	-	-	417	-	-	-	417
Facilities Rental and Taxes	-	-	33,639	-	-	-	33,639
Fuels and Utilities	-	-	1,016	-	-	-	1,016
Facilities Maintenance	-	-	814	-	-	-	814
Agency Program Related S and S	-	-	1,872	-	-	-	1,872
Other Services and Supplies	-	-	1,201	-	-	-	1,201
IT Expendable Property	-	-	1,507	-	-	-	1,507
Total Services & Supplies	**-**	**-**	**$162,135**	**-**	**-**	**-**	**$162,135**
Capital Outlay							
Office Furniture and Fixtures	-	-	324	-	-	-	324

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 031 - Standard Inflation

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Technical Equipment	-	-	1,617	-	-	-	1,617
Total Capital Outlay	**-**	**-**	**$1,941**	**-**	**-**	**-**	**$1,941**
Total Expenditures							
Total Expenditures	-	-	164,076	-	-	-	164,076
Total Expenditures	**-**	**-**	**$164,076**	**-**	**-**	**-**	**$164,076**
Ending Balance							
Ending Balance	-	-	(164,076)	-	-	-	(164,076)
Total Ending Balance	**-**	**-**	**($164,076)**	**-**	**-**	**-**	**($164,076)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 208 - Alcohol Licensing Staffing

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	710,472	-	-	-	710,472
Empl. Rel. Bd. Assessments	-	-	322	-	-	-	322
Public Employees' Retire Cont	-	-	136,340	-	-	-	136,340
Social Security Taxes	-	-	54,352	-	-	-	54,352
Paid Family Medical Leave Insurance	-	-	2,841	-	-	-	2,841
Worker's Comp. Assess. (WCD)	-	-	280	-	-	-	280
Flexible Benefits	-	-	242,550	-	-	-	242,550
Total Personal Services	**-**	**-**	**$1,147,157**	**-**	**-**	**-**	**$1,147,157**
Services & Supplies							
Employee Training	-	-	7,280	-	-	-	7,280
Office Expenses	-	-	7,280	-	-	-	7,280
Telecommunications	-	-	14,630	-	-	-	14,630
Data Processing	-	-	10,920	-	-	-	10,920
Facilities Rental and Taxes	-	-	119,000	-	-	-	119,000
Other Services and Supplies	-	-	7,280	-	-	-	7,280
IT Expendable Property	-	-	18,830	-	-	-	18,830
Total Services & Supplies	**-**	**-**	**$185,220**	**-**	**-**	**-**	**$185,220**
Capital Outlay							
Office Furniture and Fixtures	-	-	41,300	-	-	-	41,300
Total Capital Outlay	**-**	**-**	**$41,300**	**-**	**-**	**-**	**$41,300**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 208 - Alcohol Licensing Staffing

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	1,373,677	-	-	-	1,373,677
Total Expenditures	**-**	**-**	**$1,373,677**	**-**	**-**	**-**	**$1,373,677**
Ending Balance							
Ending Balance	-	-	(1,373,677)	-	-	-	(1,373,677)
Total Ending Balance	**-**	**-**	**($1,373,677)**	**-**	**-**	**-**	**($1,373,677)**
Total Positions							
Total Positions							7
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**7**
Total FTE							
Total FTE							6.16
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**6.16**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Public Safety Services Program**

Pkg: 211 - Public Safety Call Center Staffing | **Cross Reference Number: 84500-002-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	292,089	-	-	-	292,089
Empl. Rel. Bd. Assessments	-	-	138	-	-	-	138
Public Employees' Retire Cont	-	-	56,051	-	-	-	56,051
Social Security Taxes	-	-	22,345	-	-	-	22,345
Paid Family Medical Leave Insurance	-	-	1,169	-	-	-	1,169
Worker's Comp. Assess. (WCD)	-	-	120	-	-	-	120
Flexible Benefits	-	-	103,950	-	-	-	103,950
Total Personal Services	**-**	**-**	**$475,862**	**-**	**-**	**-**	**$475,862**
Services & Supplies							
Employee Training	-	-	3,120	-	-	-	3,120
Office Expenses	-	-	3,120	-	-	-	3,120
Telecommunications	-	-	6,270	-	-	-	6,270
Data Processing	-	-	4,680	-	-	-	4,680
Facilities Rental and Taxes	-	-	51,000	-	-	-	51,000
Other Services and Supplies	-	-	3,120	-	-	-	3,120
IT Expendable Property	-	-	8,070	-	-	-	8,070
Total Services & Supplies	**-**	**-**	**$79,380**	**-**	**-**	**-**	**$79,380**
Capital Outlay							
Office Furniture and Fixtures	-	-	17,700	-	-	-	17,700
Total Capital Outlay	**-**	**-**	**$17,700**	**-**	**-**	**-**	**$17,700**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 211 - Public Safety Call Center Staffing

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	572,942	-	-	-	572,942
Total Expenditures	**-**	**-**	**$572,942**	**-**	**-**	**-**	**$572,942**
Ending Balance							
Ending Balance	-	-	(572,942)	-	-	-	(572,942)
Total Ending Balance	**-**	**-**	**($572,942)**	**-**	**-**	**-**	**($572,942)**
Total Positions							
Total Positions							3
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**3**
Total FTE							
Total FTE							2.64
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**2.64**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 215 - Alcohol Delivery Regulation LC

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	729,318	-	-	-	729,318
Empl. Rel. Bd. Assessments	-	-	282	-	-	-	282
Public Employees' Retire Cont	-	-	139,958	-	-	-	139,958
Social Security Taxes	-	-	55,793	-	-	-	55,793
Paid Family Medical Leave Insurance	-	-	2,917	-	-	-	2,917
Worker's Comp. Assess. (WCD)	-	-	246	-	-	-	246
Flexible Benefits	-	-	214,500	-	-	-	214,500
Total Personal Services	**-**	**-**	**$1,143,014**	**-**	**-**	**-**	**$1,143,014**
Services & Supplies							
Instate Travel	-	-	15,650	-	-	-	15,650
Employee Training	-	-	20,080	-	-	-	20,080
Office Expenses	-	-	4,680	-	-	-	4,680
Telecommunications	-	-	49,630	-	-	-	49,630
Data Processing	-	-	8,320	-	-	-	8,320
Facilities Rental and Taxes	-	-	119,000	-	-	-	119,000
Other Services and Supplies	-	-	22,280	-	-	-	22,280
IT Expendable Property	-	-	18,830	-	-	-	18,830
Total Services & Supplies	**-**	**-**	**$258,470**	**-**	**-**	**-**	**$258,470**
Capital Outlay							
Office Furniture and Fixtures	-	-	41,300	-	-	-	41,300

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 215 - Alcohol Delivery Regulation LC

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Automotive and Aircraft	-	-	168,000	-	-	-	168,000
Total Capital Outlay	**-**	**-**	**$209,300**	**-**	**-**	**-**	**$209,300**
Total Expenditures							
Total Expenditures	-	-	1,610,784	-	-	-	1,610,784
Total Expenditures	**-**	**-**	**$1,610,784**	**-**	**-**	**-**	**$1,610,784**
Ending Balance							
Ending Balance	-	-	(1,610,784)	-	-	-	(1,610,784)
Total Ending Balance	**-**	**-**	**($1,610,784)**	**-**	**-**	**-**	**($1,610,784)**
Total Positions							
Total Positions							7
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**7**
Total FTE							
Total FTE							5.42
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**5.42**

2023-25 Biennium **Cross Reference Number: 84500-002-00-00-00000**

Agency Request Budget **Package Number: 208**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4500274	1421551		AL C5732 A P	LICENSING SPECIALIST	25	PF	21	3	5,014	105,294	63,418	168,712	1	0.88
4500275	1421571		AL C5732 A P	LICENSING SPECIALIST	25	PF	21	3	5,014	105,294	63,418	168,712	1	0.88
4500276	1421593		AL C5732 A P	LICENSING SPECIALIST	25	PF	21	3	5,014	105,294	63,418	168,712	1	0.88
4500278	1421653		AL C0104 A P	OFFICE SPECIALIST 2	15C	PF	21	3	3,277	68,817	53,482	122,299	1	0.88
4500279	1421671		MMS X7436 A P	Licensing and Permitting Supervisor :		PF	21	3	5,985	125,685	68,973	194,658	1	0.88
4500280	1421691		AL C5248 A P	COMPLIANCE SPECIALIST 3	29	PF	21	3	6,046	126,966	69,322	196,288	1	0.88
4500306	1421611		AL C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	21	3	3,482	73,122	54,654	127,776	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**710,472**	**436,685**	**1,147,157**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**710,472**	**436,685**	**1,147,157**	**7**	**6.16**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4500270	1421711		MMS X7436 A P	Licensing and Permitting Supervisor :		PF	21	3	5,985	125,685	68,973	194,658	1	0.88
4700271	1421731		AL C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	21	3	3,962	83,202	57,400	140,602	1	0.88
4700272	1421751		AL C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	21	3	3,962	83,202	57,400	140,602	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**292,089**	**183,773**	**475,862**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**292,089**	**183,773**	**475,862**	**3**	**2.64**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4700308	1422292		AL C5733 A P	REGULATORY SPECIALIST	27	PF	18	3	5,501	99,018	56,746	155,764	1	0.75
4700309	1422311		AL C5733 A P	REGULATORY SPECIALIST	27	PF	18	3	5,501	99,018	56,746	155,764	1	0.75
4700310	1422331		AL C5733 A P	REGULATORY SPECIALIST	27	PF	18	3	5,501	99,018	56,746	155,764	1	0.75
4700311	1422353		AL C5733 A P	REGULATORY SPECIALIST	27	PF	18	3	5,501	99,018	56,746	155,764	1	0.75
4700312	1422371		AL C5733 A P	REGULATORY SPECIALIST	27	PF	18	3	5,501	99,018	56,746	155,764	1	0.75
4700313	1422372		AL C5248 A P	COMPLIANCE SPECIALIST 3	29	PF	18	3	6,046	108,828	59,417	168,245	1	0.75
4700314	1422391		MMN X1321 A P	HUMAN RESOURCE ANALYST 2	26	PF	22	3	5,700	125,400	70,549	195,949	1	0.92
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**729,318**	**413,696**	**1,143,014**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**729,318**	**413,696**	**1,143,014**	**7**	**5.42**

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DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Oregon Liquor & Cannabis Comm — **Agency Number: 84500**

2023-25 Biennium — **Cross Reference Number: 84500-002-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Other Funds						
Transfer In - Intrafund	23,020,713	29,671,976	30,904,753	35,061,362	-	-
Transfer In - Indirect Cost	1,683,720	-	-	-	-	-
Total Other Funds	**$24,704,433**	**$29,671,976**	**$30,904,753**	**$35,061,362**	**-**	**-**

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DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2019-2021 Actual	2021-23 Legislatively Adopted	Legislatively Approved	2023-25		
						Agency Request	Governor's	Legislatively Adopted
ALL Sources	OTHER	Various	$24,704,433	$29,671,976	$30,904,753	$35,061,362	TBD	TBD

__X__ Agency Request ____ Governor's Budget ___ Legislatively Adopted Budget Page __61__

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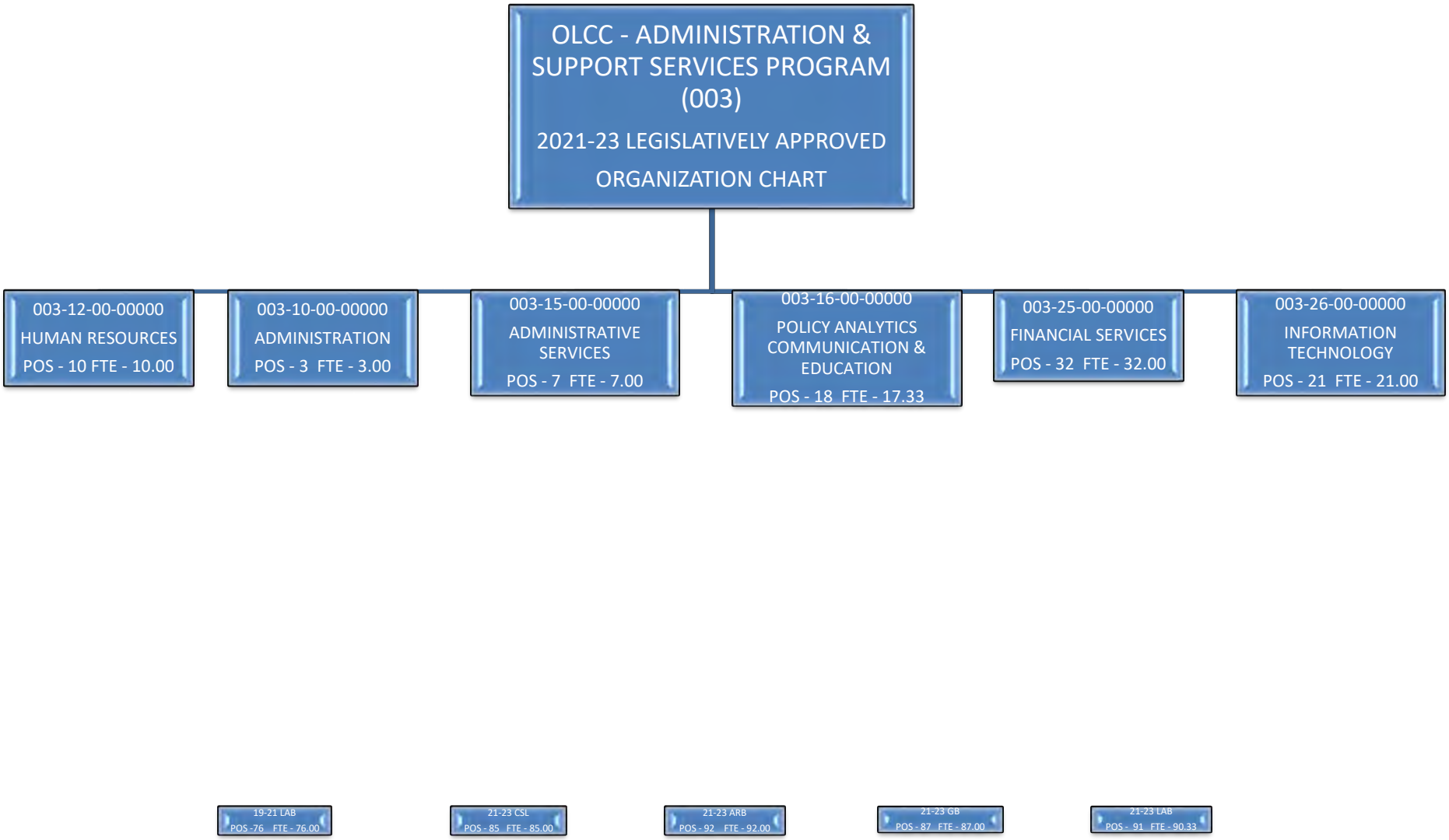
BUDGET NARRATIVE



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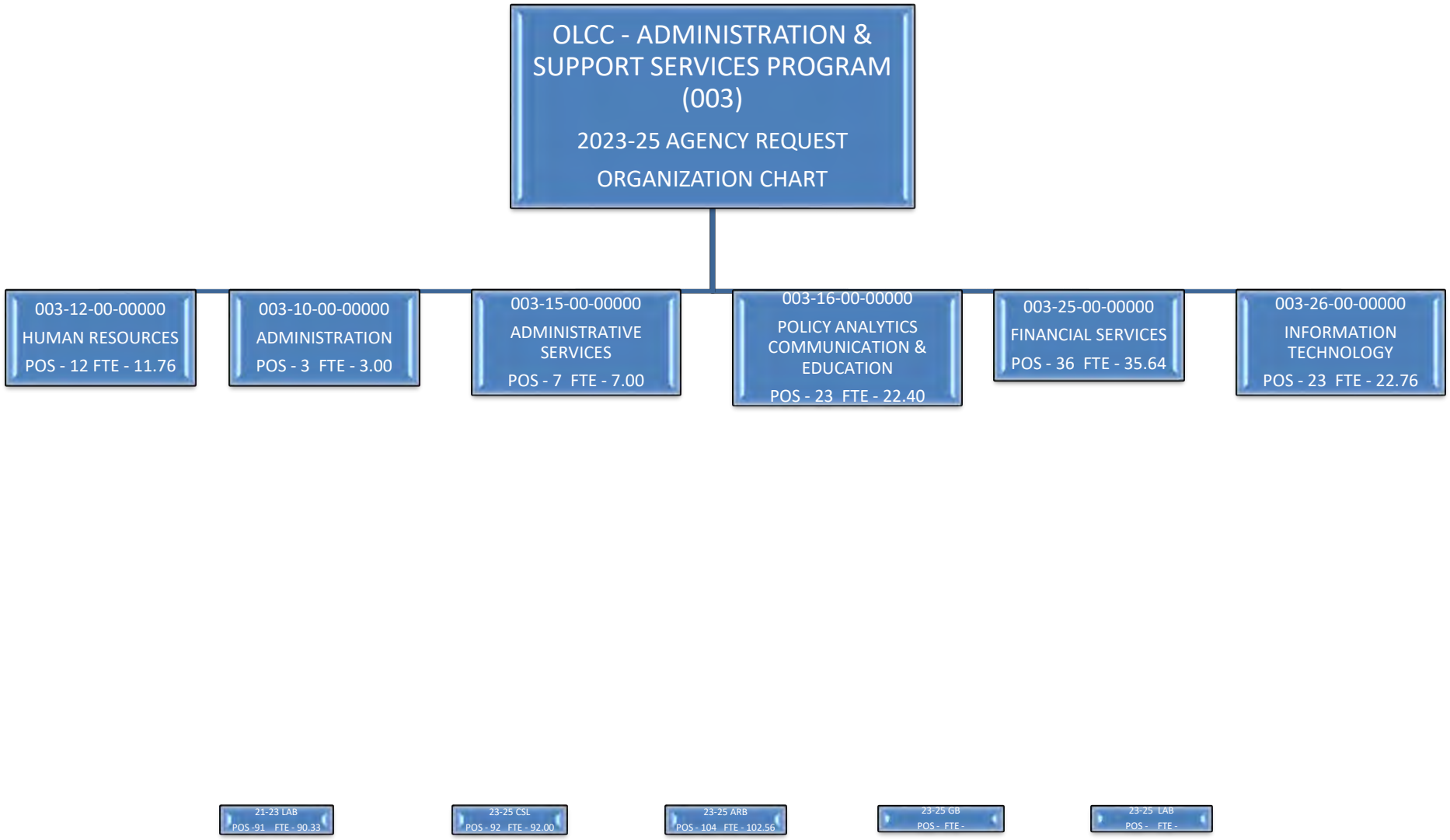
OLCC - ADMINISTRATION & SUPPORT SERVICES PROGRAM (003)
2023-25 AGENCY REQUEST
ORGANIZATION CHART
003-12-00-00000
HUMAN RESOURCES
POS - 12 FTE - 11.76
003-10-00-00000
ADMINISTRATION
POS - 3 FTE - 3.00
003-15-00-00000
ADMINISTRATIVE SERVICES
POS - 7 FTE - 7.00
003-16-00-00000
POLICY ANALYTICS COMMUNICATION & EDUCATION
POS - 23 FTE - 22.40
003-25-00-00000
FINANCIAL SERVICES
POS - 36 FTE - 35.64
003-26-00-00000
INFORMATION TECHNOLOGY
POS - 23 FTE - 22.76
21-23 LAB
POS -91 FTE - 90.33
23-25 CSL
POS - 92 FTE - 92.00
23-25 ARB
POS - 104 FTE - 102.56
23-25 GB
POS - FTE -
23-25 LAB
POS - FTE -

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BUDGET NARRATIVE

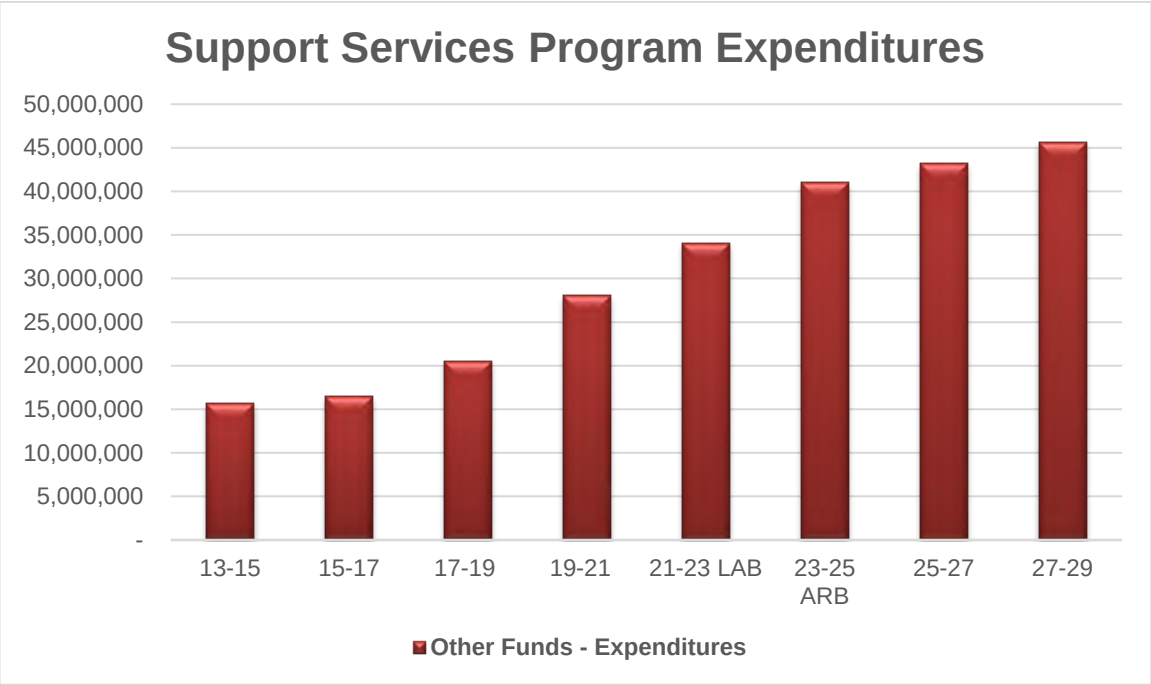
OLCC - ADMINISTRATION AND SUPPORT SERVICES PROGRAM - 003
2023-25 BUDGET

PROGRAM UNIT EXECUTIVE SUMMARY

A. PRIMARY OUTCOME AREA Economy and Jobs

B. PROGRAM CONTACT Will Higlin, OLCC Deputy Director, 503-872-5224

C. FUNDS BUDGET AND PERFORMANCE



The bars on the graph show historical and projected total expenditures for the support services program.

D. PROGRAM OVERVIEW

The Administration and Support Services Program provides the infrastructure for the Oregon Liquor and Cannabis Commission (OLCC) to fulfill commissioners' policy direction and for OLCC programs to provide services to customers and stakeholders. Oregon's hospitality and distilled spirits industries, marijuana licensees and their customers depend on OLCC's Distilled Spirits, Marijuana Program, OMMP Medical Marijuana Tracking and Public Safety Services programs' services for access to the marketplace and for clarity about regulatory controls. The program creates a framework to manage agency assets, update retail operations and plan for internal and external technology upgrades to support the effectiveness and timeliness of staff support and the delivery of services to customers.

The OLCC prioritizes and streamlines services and program delivery in order to facilitate commerce in a well-regulated marketplace. It provides a means to communicate and collaborate with external stakeholders; the internal structure to ensure accountability and stewardship; and provides the tools and supplies for an efficient and safe workplace. Functions include setting and implementing policy; providing public information; communicating with internal and external stakeholders; building relationships with partners; providing fiscal accountability and recordkeeping; administering privilege tax collection; providing information technology; training staff; providing labor relations; purchasing commodities; controlling personal property; leasing buildings and equipment; managing its motor pool; maintaining the physical plant and buildings; and providing mailroom services, central supplies and printing coordination. Since 2015, the agency has focused on reorganizing its structural units to ensure centralization, efficiency and effective coordination. This has been particularly important as staff and programs have been added, particularly for the regulation of marijuana, the tracking of OMMP medical marijuana, tracking of hemp, and changes in the Bottle Bill. A key focus in 2023-25 will be securing appropriate staffing levels to support the ever-expanding work of the agency.

E. PROGRAM FUNDING

The Agency Request Budget is $40,999,688 Other Funds limitation for the 2023-25 biennium for this program, with 104 positions and 102.56 FTEs.

Revenue transfers have been established from the Recreational Marijuana and OMMP Tracking programs to fund a portion of Support Services program costs. The transfers are calculated based on FTEs. The 2023-25 transfers are estimated at $5.9 million from the Recreational Marijuana program, and $1.6 from the OMMP Tracking program for total Support Services funding of $7.5 million.

F. PROGRAM DESCRIPTON

In 2021-23, the Administrative and Support Services Program focused on creating policies and processes to support the work of a rapidly changing and growing organization. The addition of marijuana licensing and compliance to the agency's portfolio in 2015 and subsequent legislative changes continues to require new policies and rules, new procedures, hiring of additional support staff and adjustments in duties. The growth in alcohol licenses and changes in business models has challenged the agency to continually adapt to a new regulatory environment. The increasing demand for distilled liquor has pressed the agency's existing warehouse capacity. Rapid policy development, implementation and communication has been key as the agency worked with the Governor and industry leaders to respond to COVID-19 and educate internal staff and licensees on the subsequent restrictions on licensees. In the current biennium the workload of every department increased – from increased distribution of distilled liquor to managing the Bottle Bill, from deployment of IT equipment to support telework to redesigning license processes, from implementing virtual inspections to creating new sections for the web and a brand new website – all this added to the agency's already heavy lift to develop rules, procure computers, recruit and interview staff, analyze data and utilize for decision-making, organize informational meetings and materials for new licensees, track budgets, and implement planning new information systems. The Administrative and Support Services Program's emphasis on internal and external communication is key to the success of every department in the agency.

Purpose

The Administration and Support Services Program provides the infrastructure for the agency to fulfill commissioners' policy direction and for OLCC programs to provide services to a diverse set of customers and stakeholders. It provides a means to communicate and collaborate with external stakeholders, the internal structure to ensure accountability and stewardship, and provide the tools and supplies for an efficient and safe workplace. Functions include setting and implementing policy; providing public information; responding to public records requests; communicating with internal and external stakeholders; building relationships with partners; providing fiscal accountability and recordkeeping; administering privilege tax collection; providing information technology; administering beverage container redemption and collections, hiring and training staff; providing labor relations; purchasing commodities; controlling personal property; leasing buildings and equipment; managing its motor pool; maintaining the physical plant and buildings; and providing mailroom services, central supplies and printing coordination.

Activities

As the third largest state revenue producer after income tax and lottery, the program provides leadership and infrastructure to support economic development in the state while providing for the responsible sale and service of alcoholic beverages and the licensing and regulation of recreational marijuana businesses. ORS 471.030 directs the Liquor Control Act to be implemented in the context of encouraging the development of all Oregon industry. This includes modernizing the retail alcoholic beverage system; developing a comprehensive system of licensing recreational marijuana; streamlining and prioritizing public safety functions and workloads; and using affordable modern technology to optimize the OLCC's ability to regulate, distribute, and generate stable revenue for all Oregonians. With an annual alcohol sales growth OLCC is on track to transfer record levels of revenue to cities, counties and the state General Fund. The tax revenue produced by recreational marijuana licensees is collected and distributed by the Oregon Department of Revenue. The OLCC funds the recreational marijuana program solely through license fees and fines.

Issues

A major issue during the 2021-23 biennium was growing agency services to meet the expanded mission for the agency; OLCC leadership and staff continues to adapt in order to develop systems, processes, and rules to implement the recreational marijuana statutes along with multiple legislative changes for alcohol and marijuana. At the same time the agency remains focused on improving and expanding distribution processes and retail opportunities to sell alcoholic beverages throughout Oregon. The Commission and the agency management team is committed to maintaining an efficient and responsive organization, supporting Oregonians through the active development of new policy approaches, prioritizing improved communication across all areas of activity, and taking action to implement identified business investments to improve service and efficiency. This work is accomplished while maintaining a strong focus on the overriding priority of the OLCC to keep customers and the community safe. The OLCC is looking to strengthen the tools and communication it can apply at the local level to work with communities to ensure citizen safety and prevent alcohol and marijuana related problems while maintaining an unwavering focus on preventing alcohol and marijuana sales to minors. The OLCC's work with container redemption and approval of bottle redemption centers continues to grow as sanitation, social issues, and continuing redemption center coverage expands statewide.

Over the last two decades, Oregon's population and its hospitality and tourism industries has resulted in a growing distilled spirits market, more liquor licenses, and greater demands on OLCC programs. With the addition of the marijuana program

and the OMMP and hemp tracking programs, the focus on retail expansion, and an aging IT infrastructure, OLCC's administrative duties have expanded exponentially. Since the passage of Measure 91 legalizing marijuana, OLCC staff has grown from 230 employees to 385 and is likely to grow more. New license types, new license privileges for alcohol and marijuana, new software and new processes and procedures has necessitated the need for policy development, IT oversight, continual hiring and training and producing materials for external stakeholders and employees. These needs will continue throughout the 2023-25 biennium. As of June 1, 2022, the agency regulates 2,784 marijuana licenses, 63,878 marijuana worker permittees, more than 13,600 in-state alcohol licenses, 11,000 special event licenses, more than 4,000 out of state certificate holders and nearly 150,000 alcohol service permittees. New rules and procedures continue to be developed, vetted, revised and implemented, and adapting IT systems to meet the agency's current needs have added significant responsibilities to existing and new staff. The development of the Support Services Program continues to streamline processes in order to meet increasing workloads while bearing its share of state reduction in staff and dollars. The agency budget calls for paced investments to meet demand for future services.

This division is responsible for the outcomes of: facilitating and making decisions that support all other divisions' work to produce growing, stable revenue, and activities that provide for customer convenience and citizen safety through the OLCC regulatory processes of licensing and compliance.

For 2023-25, the program proposes policy option packages to support warehouse and headquarters construction, to develop and implement core IT systems, and to address staffing issues related to alcohol and marijuana licensing and compliance. These policy option packages accomplish what the CSL budget cannot – to meet the stakeholders' expectations for efficient and effective services including online services and updated infrastructure – both physical and information technology – that is modern and functional. The following policy option packages in each of the structural components of the program are designed to meet the challenges and new work associated with growth in alcohol licensees and the expanded mission for the agency.

The structural components of the program are:

Administration Division *(subprogram 10*) provides leadership in coordinating the development and articulation of the mission, vision and strategic goals for the agency, and implementing policy as set by the liquor commissioners. The Administration Division's key strategy to fulfilling the agency's role in economic development and public safety is to support current personnel's productivity through investment in technology infrastructure and training. The OLCC's seven part-time citizen liquor commissioners are the ultimate decision makers and serve as the OLCC's policy setters for budget, regulation, appointment of liquor agents, oversight of the marijuana program and contested cases. This division

ensures that the overall policy direction set by the Board of Commissioners, the Legislature and the Governor is carried out. The Executive Director sets the tone and the climate to achieve the OLCC's goals and objectives and leads the executive team. The division also spearheads creating and strengthening partnerships with a diverse set of stakeholders – explaining agency needs, policies and processes within state government, and to stakeholders, and the public. Primary Administration Division functions are: strategic planning; policy and organizational development; guidance; assistance and support to the OLCC's program units – Distilled Spirits, Public Safety Services, Marijuana Program, Support Services, and the Medical Marijuana Program - OMMP Tracking. This division is responsible for the outcomes of: meeting the OLCC's overall mission of supporting businesses, public safety, and community livability with accountability to the citizens of Oregon through management of an effective and productive workforce.

Human Resources Division *(subprogram 12)* partners with the OLCC division units to maximize the potential of its greatest asset, its employees. HR supports the recruitment, development and retention of a diverse agency's workforce and provides equal employment opportunity from recruitment to on-boarding. HR is focused on excellent customer service and committed to attracting, developing, rewarding and retaining top talent regardless of race, religion, national origin, age, sex, sexual orientation, marital status, physical abilities or mental challenges. HR's goal is to foster a healthy, safe and productive work environment for its employees as well as to model the Commission's foundational commitment on Affirmative Action, Diversity & Inclusion and Equal Employment Opportunity. HR strives to make the OLCC and the State of Oregon an employer of choice by following through on this commitment and actively participating in labor relations, policy establishment, policy implementation, safety oversight, manager training, strategic business workforce operations and solutions, strategic recruitment and workforce management.

Policy, Analysis, Communication and Education Division (PACE) *(subprogram 16) b*etween 2014 and 2019, the OLCC underwent a fundamental shift in regulatory responsibility requiring significant changes to day-to-day operations. Early on, the OLCC integrated marijuana regulation with liquor regulation, threading marijuana responsibilities throughout the agency to achieve efficiencies and economies of scale among staff. As a result, agency management absorbed oversight of the marijuana program within its existing structure. Staff was largely added at the operational rather than management level. As the marijuana and alcohol issues became more complex, the existing management has become increasingly overwhelmed by the sheer number of operational and policy needs of the organization.

In March 2020, the OLCC adapted its organizational structure to streamline policy development, analysis, communication and education and organized staff previously located in individual departments into one program (PACE). This Division has streamlined policy input and decision making in the ever-changing and multi-layered

response to COVID-19. The program maintains regular communication with a multitude of stakeholders and centralizes analytical support for the entire agency. The division assisted the agency in developing and implementing a five-year strategic plan for the agency. Going forward the program will continue to be critical as the agency grapples with issues ranging from alcohol and marijuana licensing and enforcement, home delivery of distilled spirits, warehouse expansion, the bottle bill, and Oregon state government's adaptation of new accountability standards and agency-wide performance management.

Administrative Services Division *(subprogram 15)* provides internal services including property control, motor pool (*subprogram 75*), physical plant maintenance, grounds/building maintenance, mail/supply services (*subprogram 60*), and administers the separate limitation fund for the Capital Improvements Program (*program 88*). Warehouse and headquarters construction is a key focus in the 2023-25 biennium. This division is responsible for the outcomes of: providing citizens with cost effective services and providing stewardship for state owned assets.

Financial Services Division (*subprogram 25*) provides fiscal accountability and stewardship of assets for the OLCC. In accordance with generally accepted accounting principles (GAAP), the division provides financial services, ensures OLCC-wide accountability and maintains financial records in support of the OLCC's mission. Financial Services ensures appropriate oversight and review of the fiduciary role of the independent liquor agents' activities by providing an external audit function over liquor receipts. The division also is responsible for the collection and recording of privilege taxes due from licensees of the OLCC. Financial Services implements internal control policies to accurately record and report financial transactions. The workload of this division continues to increase due to distillery agent expansion, retail expansion, marijuana implementation, commodity purchasing and contracting. A key focus in the 2023-25 biennium will be oversight of bond sales and expenditures for the agency's warehouse and headquarters construction, conveyor purchase, and IT acquisitions. This division is responsible for assuring the integrity of all OLCC financial transactions, preparing fiscal analysis for the prioritization of programs, and maintaining and producing an agency budget.

Information Technology (IT) Division (*subprogram 26*) provides the means for the OLCC staff and stakeholders to perform their functions efficiently and effectively using information technology. OLCC also relies on the data from the Office of Information Services (OIS) to provide for responsible stewardship of resources, such as its Milwaukie liquor distribution center and the statewide retail liquor store operations as well as marijuana and liquor licensing data.

The OIS staff serve a varied internal and external customer base with various platforms, applications and desktop configurations. Historically the OIS division has significantly lacked staff and infrastructure resources in order to

maintain even the basic business operations and expanding legislative mandates. As a result, the agency has embarked on an Enterprise Modernization Program which will address insufficient, inefficient, and disjointed legacy Marijuana and Alcohol licensing and compliance and Distilled Spirits supply chain program technology system(s). This multi-year and multi-pronged effort combined with strategic bond funding to increase warehouse capacity was approved by legislators during the 2021 session. When completed this IT investment will reduce reliance on manual systems, mitigate shipping and receiving risks, and result in enhanced revenue for the state, cities, counties, and mental health and addiction treatment services.

This division is responsible for the outcomes of: innovating and implementing information technology services and solutions that support an efficient workforce and information management oversight; and providing citizens, licensees, and business customers convenient and accessible electronic services information, data and transactions. The Office of Information Services' customers include: OLCC Licensing and Public Safety divisions, OLCC Distilled Spirits Program, OLCC Marijuana Program, OMMP Tracking Program, liquor and marijuana licensees, permittees, liquor suppliers, liquor agents, other agencies, local governments and the general public.

G. PROGRAM JUSTIFICATION AND LINK TO 10-YEAR OUTCOME

The Administration and Support Services Program enables the agency's Distilled Spirits, Marijuana, Public Safety Services, and OMMP Tracking programs, and its Store Improvement and Capital Improvement funds to meet projected 10-year revenue outcomes, growing from revenue of $1.24 billion in 2015-17 to projected revenue of $2.21 billion in 2023-25 (gross revenue including marijuana fees) and to implement licensing and compliance programs for the recreational marijuana program, including the hemp and the OMMP programs.

This program is focused on the organization-wide outcome of meeting the OLCC's overall mission of supporting businesses, public safety, and community livability through education and the enforcement of liquor and marijuana laws. The Administration and Support Services Program plans to achieve the primary goals as outlined in the subsequent subprogram narratives. In doing so, the division is focused on specific results, including:

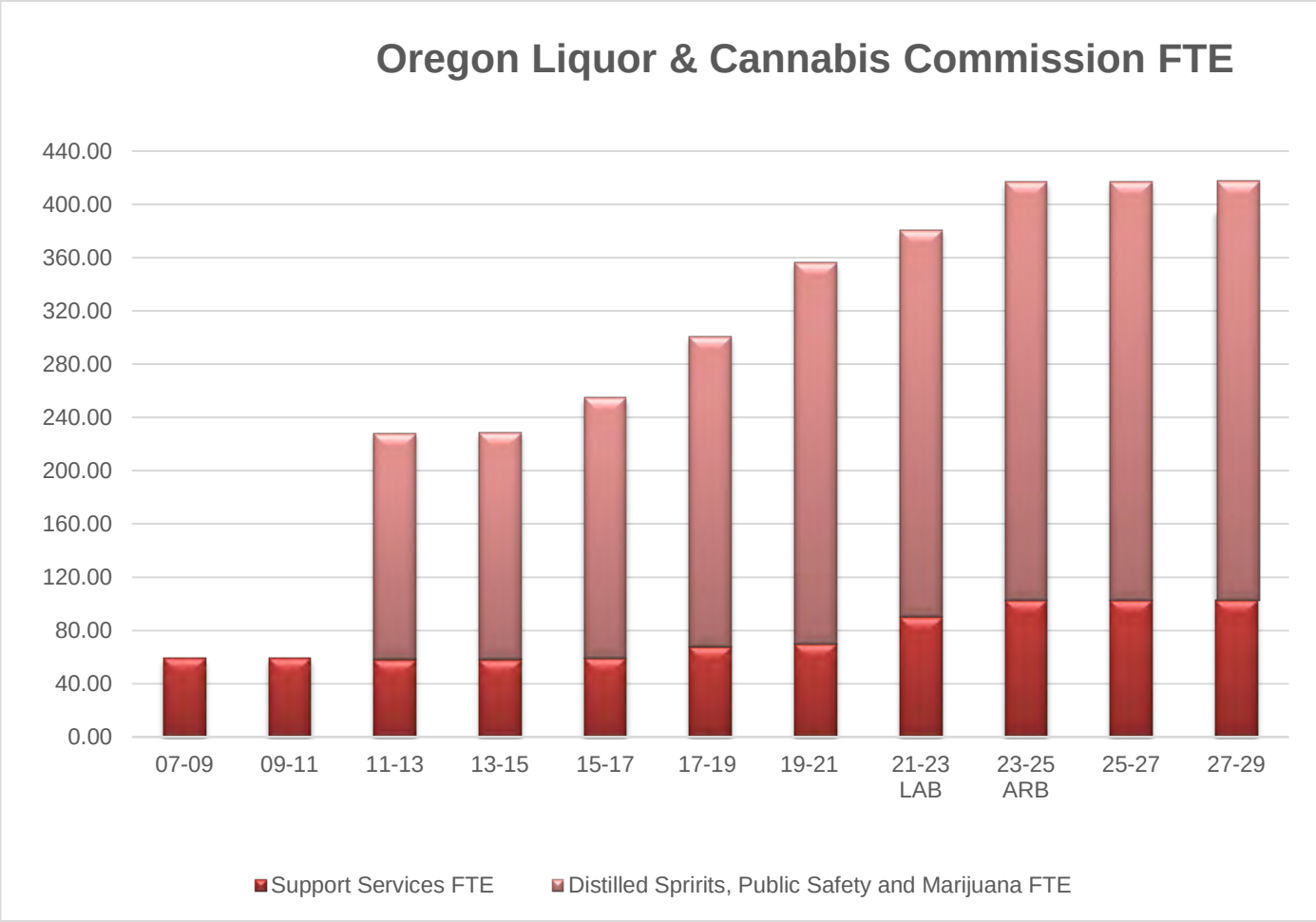
- **Protect the public and consumers from harm:** The program works with communities to respond to community level problems associated with the consumption and service of alcohol and the licensing of marijuana businesses with an emphasis on education and prevention strategies as a key part of a regulatory system that ranges from corrective compliance to loss of licensing and service privileges.

- **Lead the agency in affirmatively and proactively encouraging Oregon's economy and communities (per ORS 471.030):** The program produces growing and stable revenue for the support of public programs by focusing on the success of licensed and contracted businesses and creating jobs and income for a diverse and growing workforce throughout Oregon.
- **Develop and solidify communication, partnership and trust with stakeholders:** Stakeholders include the alcohol beverage and marijuana industries, hospitality industry, liquor agents, law enforcement, moderation groups and local and state government.
- **Enable agency-wide streamlining:** Automation or removal of unnecessary barriers for stakeholders assists in their successful entry into business and promotes sustained growth.
- **Provide responsible stewardship:** The program provides oversight of the operation, maintenance, and modernization of OLCC-owned facilities, infrastructure and contracted retail outlets to meet customers' needs, safeguard commission and vendor-owned assets, and optimize the long-term stability of this vital revenue stream.
- **Value diversity and inclusion:** The program incorporates diversity and inclusion system-wide and within the workplace.
- **Ensure dependable and predictable revenue** through the distilled spirits business and facilitating point of sale tax generation through effective regulation of recreational marijuana.

These programs and funds contribute to the following state-wide strategies (see other program unit executive summaries for more details):

- Preserve and build revenue for Oregon state and local governments
- Provide leadership and infrastructure to support diverse economic development throughout Oregon
- Enhance livable and safe communities through regulation, licensing and enforcement/compliance

H. PROGRAM PERFORMANCE



The bars on the graph show historical and projected FTE for the support services program and the distilled spirits, public safety and marijuana programs.

BUDGET NARRATIVE

I. ENABLING LEGISLATION/PROGRAM AUTHORIZATION

The OLCC administers Oregon's Liquor Control Act and regulates recreational licensing and compliance for cannabis. The OLCC's authority is derived from Oregon Revised Statutes Chapters 471, Alcoholic Liquor Generally; 473, Wine Cider and Malt Beverage Privilege Tax; 474, Trade Practices Related to Malt Beverages; 459A.700 to 74, Beverages Containers; the Bottle Bill; 475B, Cannabis Regulation; and Administrative Rules Chapter 845.

J. FUNDING STREAMS

All OLCC alcoholic beverage programs are funded by OLCC-generated revenue. All revenue received by the OLCC is classified as "Other Funds." Revenues come from liquor sales, license fees and fines, server education fees, taxes on malt beverages and wines (Privilege Tax) and miscellaneous income. ORS 471.805 directs the OLCC to distribute available moneys to the state General Fund, cities, counties, and public health state programming. OLCC's marijuana program is funded by marijuana license fees and fines. Marijuana taxes are collected and distributed through the Department of Revenue. OLCC's OMMP Program is funded with marijuana tax proceeds.

K. SIGNIFICANT PROPOSED PROGRAM CHANGES FROM 2021-23

Significant program changes for 2023-25 include:

IT Risk Mitigation - Package No. 303, 1.76 FTE, $549,053
As a public safety agency, OLCC has access to a variety of level three information including Criminal Justice Information System (CJIS) data. Additionally, as the third largest revenue-generating agency, it is critical to secure OLCC's financial assets as well. In partnership with DAS Cyber Securities services, the agency is requesting staffing to be OLCC's on-site point persons to ensure regulatory compliance, implementation of legislative mandates, adherence to enterprise security standards and assist with risk mitigation as it applies to information technology.

Vehicle Replacement - Package No. 305, 0 FTE, $1,118,553
State Government's maximum vehicle replacement criteria/schedule recommends replacing fleet vehicles with 115,000 miles or eight years old. The criteria are designed to replace vehicles in a manner that maximizes safety, efficiency and cost effectiveness. The OLCC

fleet has 34 vehicles in need of replacement that are eight years old (with nine of those vehicles being more than 15 years old). OLCC is recommending that half the vehicles needing replacement be purchased in 2023-25 with the second half purchased in 2025-27**.**

Human Resource Staffing - Package No. 306, 1.76 FTE, $495,745

Employee growth and conversion to Workday has presented unique challenges to the HR department. Additions and changes have tripled the workload to attract, develop, manage, train and retain a workforce that never previously existed. Despite growth in the department the HR team is not staffed well enough to keep pace with recently added headcount, staff changes and events. HR staff have been overwhelmed with unprecedented workloads to balance day-to-day operations to recruit, hire, on-board, educate, counsel, investigate and mitigate employee and labor issues, and maintain personnel records. The continued growth of the agency demands additional staffing to stay ahead of changes with clear, concise and creative Human Resource solutions for strategic long-term talent planning and management.

Financial Services Staffing - Package No. 307, 2.64 FTE, $716,903

OLCC's expansion into Recreational Marijuana regulation, increased distilled spirits outlets, liquor sales growth and potential relocation of its current facilities has created tremendous stress and workload to the Financial Service Division. The division is having difficulties meeting deadlines to process liquor sales, pay liquor agents and distribute revenue which occurs monthly. Processes to reconcile liquor and marijuana accounting systems have become more complex and the Secretary of State has recommended that OLCC perform annual reconciliations of the OLCC financial system with the state financial system to ensure that revenue distributions are appropriate. In addition, projects to construct a new warehouse and headquarters, conveyor system and information technology systems using approved bonded funds has created another layer of accounting work which the agency cannot absorb with existing resources. The agency is requesting additional staffing to meet these needs.

Records Request and Communications - Package No. 312, 4.40 FTE, $994,136

Public Records requests and demands for external communications services from OLCC have increased dramatically over the last five years and have become increasingly complex in nature. The Commission's expanded mandates and growth over the past five years have compounded the agency's Public Records fulfillment challenges. With the addition of the Recreational and Medical Marijuana Programs, requests have increased to now include companies in potential litigation with each other, policy researchers seeking data, attorneys doing due diligence on prospective clients or working on transactional activities, firms in litigation against local and state governments, as well as subpoenas from the Oregon Department of Revenue and the IRS. Many of the requesters seeking records also request correspondence, which is time-consuming to locate, review and redact. The agency is subject to Oregon Public Records Law for acknowledging requests and releasing records, but due to the large workload, existing staff are overwhelmed and unable to meet deadlines which raises the potential of litigation against the agency. OLCC is currently under an order from DOJ to spend a minimum of eight hours a week on one request. Additional staffing is needed to fulfill the agency's public records obligations**.**

BUDGET NARRATIVE

OLCC - ADMINISTRATION DIVISION - SUBPROGRAM 10
2023-25 Budget

A. PURPOSE, ACTIVITIES & ISSUES

The Administration Division provides leadership in implementing policy as set by the board of liquor commissioners. The division is the agency's central link with the seven part-time, citizen commissioners who serve as the OLCC's policy setters and ultimate decision makers, to oversee implementation of Oregon's Revised Statutes 471, 473, 474, and 475B. The board leads the OLCC in the development and articulation of the mission, vision and strategic goals for the agency. Requirements for complex policy work has significantly expanded with the addition of responsibilities for regulating adult use of marijuana, hemp, OMMP registrants, and continual demands to modernize alcohol regulation and bottle redemption. The Administration Division – consisting of the Executive Directors – provides the overall framework and structure in which the OLCC's managers and staff work to achieve the agency's goals and objectives. Planning, setting priorities, developing policy, providing guidance, and securing and allocating appropriate resources for the OLCC's programs – Distilled Spirits, Public Safety Services, Marijuana, OMMP Tracking, and Support Services Programs – are the Administration Division's primary management functions.

Subprogram 10 includes the agency Executive Director, Deputy Director and Commission support staff and is aided by the Administration Division's subprograms to implement organizational and structural expression of the agency's vision and values. The division also guides legislative activities, policy development, public outreach and internal communication, working with the PACE Division (Policy, Analytics, Communication, and Education, subprogram 14), Human Resources (subprogram 12), Financial Services (subprogram 25), and Information Technology (subprogram 26) to do so.

In 2023-25, the agency will continue to focus on accountability and outcomes, preserving stable revenue, enhancing the economy, removing regulatory barriers, streamlining and improving internal and public processes, public safety, and building a diverse workforce. In 2023-25, administration aims to more affirmatively and proactively support the Oregon economy through policy, communications and streamlined, efficient, modern services. The OLCC administration continues to focus on extending its outreach efforts to enhance diversity and equity within its licensee population. The OLCC interacts regularly with a diverse set of stakeholders to understand their issues, gather information, and adjust rules as necessary to create a regulatory structure that fosters economic development and public safety.

B. BACKGROUND

Historically, the OLCC Communications Division was part of the Administration Division's subprogram 10 budget. Since 2005-07, the Communications Division budget has appeared as its own subprogram (subprogram 11). In the 2020 agency reorganization, Communications became part of subprogram 16, which assumed the responsibilities of the previously named Management Consulting Division and was renamed the PACE Division (Policy, Analytics, Communication, and Education).

C. EXPECTED RESULTS

In 2023-25, the Administration Division will advance implementation of specific strategies to improve business efficiency and customer service by focusing on:

- **Facilitate Accountability and Outcomes:** Administration will provide fiscal accountability and stewardship of assets and provide improved oversight of all agency functions and independent liquor agents by increasing data and analysis to support management decision making, results measurement, and financial and management audits.
- **Prioritize Economic Development and Job Creation in Oregon**: Administration will affirmatively and proactively support Oregon's economy and communities by initiating specific actions to modernize, streamline or remove regulatory barriers for stakeholders in order to free capital investments in communities, create business income and commerce, and to provide for private sector job growth.
- **Advance Public Outreach and Partnership Building:** Administration will increase its outreach to stakeholders in 2023-25 to promote understanding and partnership in supporting Oregon communities' economies, safety, and vitality by focusing on issues and challenges collaboratively.
- **Focus on Policy Development, Planning and Analysis:** In 2023-25, administration will work to integrate new policies into its operations based on new short and long-term strategic planning that will provide for public safety, improve distribution and retail operations, and identify specific actions to enable a focus on economic development and jobs.
- **Implement Operational Improvements:** Administration will improve the systems it manages and its operations by replacing legacy technology and manual systems, implementing a long-term plan to build a modern IT infrastructure utilizing technology and analysis of best practices to support licensing and compliance for alcohol and marijuana and the preservation and enhancement of revenue through the distribution of distilled spirits, analysis, and system design.

- **Evolve Human Resources Management:** Human Resources will take a greater role in facilitating staff and manager success in an increasingly diverse work environment by providing consultative support for managers and staff in order to ensure best practices, problem solving and training, and to ensure that the OLCC has a productive and creative work environment, that meets the needs of a diverse workforce throughout the agency.
- **Secure Warehouse Capacity to Meet Distilled Spirits Demand and Avoid Loss of Revenue:** Administration and agency leadership will be fully engaged in the planning and execution of the construction of a new distilled spirits warehouse and headquarters to secure predictable and stable revenue growth and accommodate staff growth.

D. REVENUE SOURCE

The Oregon Liquor & Cannabis Commission is 100 percent Other Funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana and penalties, privilege tax paid on the sales of beer and wine and other miscellaneous sources. The OLCC collects this revenue in accordance with ORS Chapters 471, 473 and 475B.

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

BUDGET NARRATIVE

OLCC - ADMINISTRATION DIVISION - SUBPROGRAM 12

Human Resources

2023-25 Budget

A. PURPOSE, ACTIVITIES & ISSUES

Human Resources, subprogram 12, is responsible for the recruitment and support of a diverse workforce, aiding the OLCC in the implementation of its mission, vision and strategic goals. The program is dedicated to partnering with OLCC division units to maximize the potential of its greatest asset, its employees. The pressure on this small department continues to grow due to the agency's unprecedented growth since 2015. In 2015 the agency had 230 employees; today there are 386. Recruiting and onboarding has been a key function of this program as is the natural ebb and flow of filling vacancies due to internal promotions, employees leaving for personal reasons or new jobs and retirements. This program partners with OLCC division units to maximize the potential of its employees.

HR supports the development and retention of a represented workforce as well as provide true equal employment opportunity from recruitment to on-boarding. HR is focused on excellent customer service and committed to attracting, developing, rewarding and retaining top talent regardless of race, religion, national origin, age, sex, sexual orientation, marital status, physical abilities or mental challenges. HR's goal is to foster a healthy, safe and productive work environment for its employees as well as to model the Commission's foundational commitment on Affirmative Action, Diversity & Inclusion and Equal Employment Opportunity. HR strives to make the OLCC and State an employer of choice by following through on this commitment and actively participating in labor relations, policy establishment, policy implementation, safety oversight, manager training, strategic business workforce operations and solutions, strategic recruitment and workforce management.

Employee growth and conversion to Workday has presented unique challenges to the department. Additions and changes have tripled the workload to attract, develop, manage, train and retain a workforce that never previously existed. Despite growth in the department the HR team is not staffed well enough to keep pace with recently added headcount, staff changes and events. With Workday's implementation and added headcount, the HR staff have been overwhelmed with unprecedented workloads to balance day-to-day operations, recruit, hire, on-board, educate, counsel, investigate and mitigate employee and labor issues, and maintain personnel records. The continued growth of the agency demands an additional staffing to stay ahead of changes with clear, concise and creative Human Resource solutions for strategic long-term talent planning and management **(see POP 306 "Human Resources Staffing").**

B. BACKGROUND

Historically Human resources was part of subprogram 10; however, in 2019 it was separated into subprogram 12

C. EXPECTED RESULTS

In 2023-25, the Human Resources program will advance implementation of specific strategic outcomes to improve business efficiency and customer service by focusing on:

- **Recruit a Diverse Work Force:** Human Resource will focus its outreach to diverse stakeholder groups to share information and recruit candidates for upcoming employment opportunities.
- **Evolve Human Resources Management:** Human Resources will take a greater role in facilitating staff and manager success in an increasingly diverse work environment by providing consultative support for managers and staff in order to ensure best practices, problem solving and training.

D. REVENUE SOURCE

The Oregon Liquor & Cannabis Commission is 100 percent Other Funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana and penalties, privilege tax paid on the sales of beer and wine and other miscellaneous sources. The OLCC collects this revenue in accordance with ORS Chapters 471, 473 and 475B.

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

OLCC - POLICY, ANALYSIS, COMMUNICATION AND EDUCATION (PACE) - SUBPROGRAM 16

2023-25 Budget

A. PURPOSE, ACTIVITIES & ISSUES

The agency's Policy, Analysis, Communication and Education Program (PACE) supports the core work of OLCC through the development and implementation of Commission-wide public policy and rulemaking, internal auditing, strategic planning, public records management, business analytics and performance management systems and prevention and education services. In addition to directly addressing the challenges that come with growth, centralization increases cooperation among staff who share similar responsibilities in different content areas and aligns agency business, policy and technology processes. PACE supports government relations initiatives, public records requests, and leads Commission-wide communication. Members of the team are key advisors to the agency executive director, senior staff and board of commissioners in identifying, designing and implementing legislative responses and solutions to alcohol and marijuana control system policy issues; analyzing proposed and adopted policy, procedural, administrative rule, legislative impacts and application; and establishing productive relationships with internal and external stakeholders locally and nationally. The division participates in various external and internal meetings and makes presentations to develop and communicate agency goals, policies and objectives.

The five components of the division include:

Policy Development and Implementation: PACE is responsible for the development and implementation of public policy across the Commission. It does so by analyzing available research on specific issues and topics identified by Commission leadership as important to the development of sound decision making and policy development, and then develops policy working internally with Commission leadership and staff. This department assists with the Commission's rule making process and legislative concept development process, utilizing input from agency leadership and staff. The Government Relations Director interfaces with the Policy Development Team regularly and manages interaction with the Oregon Legislature. This team provides policy support for the Director of Public Records Request and Rulemaking.

Analytics: PACE is responsible for developing the Commission's performance management system using business analytics and research informed program evaluation. The team also supports the Commission's licensing and enforcement operations

by providing insight, analysis and tools to increase compliance among OLCC licensees. This group ensures the OLCC's sound stewardship of the State's resources and enables the OLCC's Distilled Spirits Program, Marijuana Program, Public Safety Services and the rest of the Support Services programs to perform their functions effectively and optimally. The staff provides quality control and enables the OLCC to meet highest standards in performance. Its internal consulting services include performance measurement, statistical analysis, RFP development, research, and economic, sales and revenue forecasting services. Responsibilities include providing accountability for program operations, facilitating data-based performance standards and decision making, and calculating predictive forecasts for revenue sources that allow the agency to meet its obligations for providing steady and growing revenue. By providing supplemental quantitative and qualitative expertise, analytics promotes more effective and consistent decision-making, streamlines or enhance processes, and allow for more efficient use of limited resources. This optimizes the OLCC's path toward its strategic goals and mission. Examples of consulting services include: revenue and sales forecasting, cost benefit analyses, distilled spirits market research, the Performance Measurement Program and management of contract researchers.

The team's internal audit function is an independent, objective assurance –and consulting activity with a goal of adding value and improving the operations of the OLCC. The internal audit function focuses on operational accountability and performance, and provides management with appraisals, analyses and recommendations concerning the activities reviewed. Per OAR 125-700-0010 and with the passage of HB 3139, required internal audit activities include an annual risk assessment, an annual audit plan and individual audits. The team is also responsible for overseeing business continuity planning and ensuring the OLCC's ability to conduct business soon after a disaster for those who depend on its services and revenues from liquor agents, licensed restaurants and other licensed establishments, to state and local governments that depend on OLCC revenue and for OLCC's Information Security Program and policies required by the state Enterprise Security Office. Information security is the protection of information assets from a wide range of threats in order to ensure business continuity, ensure privacy of information, minimize business risk, and maximize return on investments and business opportunities. Activities include: conducting business security risk and technical vulnerability assessments, establishing an incident response team, conducting security awareness training, and monitoring for compliance.

Communications and Government Affairs: PACE provides Oregonians with timely information about the activities, products, services, and public meetings of the OLCC with transparency and clarity. This centralized communication links external stakeholders, OLCC employees, legislators and the general public. The team puts a high priority on excellent customer service through communications with the public, the media and lawmakers, as well as developing all agency internet content, publications and educational media used throughout the state. Effective and coordinated messages play a

key role in providing consistent and accurate information to the public and creating a more transparent agency. Externally, the team manages the brand and marketing strategy development and implementation as well as providing media relations support for Executive Management. Internally, the team manages the downward and upward flow of information so that all staff have the right amount of knowledge at the right time to do their jobs effectively.

Partners and constituents include neighborhood and community groups, the Governor, legislators, industry groups, licensees, liquor agents, marijuana licensees, moderation advocacy groups, local governments and police agencies as well as the departments of Revenue, Human Services, Transportation, Environmental Quality, Agriculture and the Oregon Health Authority. Additional partners include the League of Oregon Cities, the Association of Oregon Counties, the Governor's Advisory Committee on DUII, the Governor's Alcohol and Drug Policy Commission and the Oregon Transportation Safety Commission. The team manages a digital subscription service, GovDelivery, which allows citizens to subscribe to topics of interest and receive automated email or wireless notification when those topics are updated, which also enhances external communications. The agency website is a primary communication link between the OLCC and the general public. As constituents' online needs grow, the need for the OLCC's communications strategy to focus on new and developing online technology is crucial. Assisting community partners, licensees and members of the public who contact the agency with questions is a vital part of providing excellent agency communications and service to stakeholders. Knowing how the different divisions of the OLCC work together and knowing how best to communicate with each area helps the division meet the needs of constituents in a timely and effective manner.

Public Records and Rulemaking: PACE coordinates complex public record requests, provides technical advice on responding to such requests and reviews the response to such requests to ensure compliance with public records law. This group drafts agency rules and conducts the agency's rulemaking function in accordance with the Administrative Procedures Act. This includes collaborating with various internal and external subject matter experts to develop rule concepts, facilitating stakeholder advisory groups, developing fiscal impact statements, conducting rulemaking hearings and gaining approval by both agency leadership and Commissioners. The agency faces a rapidly changing regulatory environment. Given the ever-evolving alcohol and recreational marijuana regulatory landscape, the number and complexity of rulemaking actions will continue to increase. Actions necessitating rulemaking include legislative amendments to the agency's authorizing statutes for alcohol, marijuana, hemp and the bottle bill and internal policy changes. The agency typically completes an average of about 20 separate rulemaking actions annually (with each rulemaking action possibly containing multiple rules to amend), including emergency rule making actions. This activity has increased significantly with the addition of marijuana regulation and alcohol and marijuana response to COVID-19. Consistent and timely outreach on

rules and regulations to licensees, alcohol service permittees and marijuana worker permittees is a key strategy to assist public safety's education goals.

Public Records and demands for external communications services to OLCC have increased dramatically over the last five years and have become increasingly complex in nature. The Commission's expanded mandates and growth over the past five years have compounded the agency's Public Records fulfillment challenges. With the addition of the Recreational and Medical Marijuana Programs, requests have increased to now include companies in potential litigation with each other, policy researchers seeking data, attorneys doing due diligence on prospective clients or working on transactional activities, firms in litigation against local and state governments, as well as subpoenas from the Oregon Department of Revenue and the IRS. Many of the requesters seeking records also request correspondence, which is time-consuming to locate, review and redact. The agency is subject to Oregon Public Records Law for acknowledging requests and releasing records, but due to the large workload, existing staff are overwhelmed and unable to meet deadlines which raises the potential of litigation against the agency. OLCC is currently under an order from DOJ to spend a minimum of 8 hours a week on one request. Additional staffing is needed to fulfill the agency's public records obligations **(see POP 312 "Records Request and Communications").**

Alcohol and Marijuana Education: PACE regulates the providers and instructors who teach the alcohol education course mandated by statute (ORS 471.542) for all licensees and servers of on-premises liquor licenses. The division also monitors the clerk training course (ORS 471.341), which is mandatory for clerks who have sold alcohol to a minor. It also oversees the Responsible Vendor Program (ORS 471.344), which provides incentives to licensees who adopt best practices and require ongoing training for employees, and the Marijuana Worker Permit Program (ORS 475B.215). The staff also works with the OLCC license investigators and inspectors and their support staff to maintain and update their training and policy and procedures manuals as necessary.

The Alcohol and Marijuana Education goal is to maintain an excellent level of service. Staff ensures quality and consistency in both development and delivery of the educational program for both the alcohol and marijuana programs. Staff expects to evaluate 100% of the 10 alcohol server education instructors each year and provide meaningful feedback to them and the 20 certified course providers. Staff expects to continue approving more online alcohol courses and continue to monitor already approved courses. Staff enforces existing rules and standards and takes compliance action when necessary. Staff will continue to explore ways to encourage more participation by retail alcohol licensees in the free and voluntary Responsible Vendor Program. Staff provides guidance and assistance to licensees and the general public on responsible alcohol and marijuana sales and consumption, and this technical and educational component will continue for the 2021-23 biennium.

B. BACKGROUND

In March 2020 the OLCC adapted its organizational structure to streamline policy development, analysis, communication and education and organized staff previously located in individual departments into one program (PACE). Support Services subprogram 16 "Management Consulting" was replaced by PACE. Support Services subprogram 11 "Communications" and Public Safety subprogram 46 "Training and Education" were folded into PACE.

C. EXPECTED RESULTS

PACE supports the operation of the entire organization, including Distilled Spirits, Administration, Public Safety, Marijuana and OMMP Tracking. Centralizing policy and rulemaking, analysis, public records management, communication and education staff into one division improves communication, coordination and alignment with the agency's top goals.

***2023-25 goals include**:*

- Develop and implement an agency-wide "shared service" program to make strategic, agency-wide and program-specific improvements using public analysis development and implementation, data-informed decision making through management and performance analytics, and internal and external communication, education, and government relations strategy.
- Conduct organizational development to organize and standardized quality work through cross-boundary collaboration, effective communication, team building and employee development that supports transparency, inclusion, diversity and responsiveness.
- Clarify and share understanding of core routine work of the OLCC.
- Manage organizational change and execute strategies to improve and advance the core routine work. Related: develop and implement effective governance structures to ensure the continued implementation, maturity and sustainability of the OLCC's core work.
- Audit and develop and implement structures and processes to reinforce activities of a data-informed management system.
- Develop and implement internal improvement goals and targets to create standardized quality services to achieve OLCC goals, including developing and implementing processes to prioritize, resource and execute problem-solving and other improvement efforts.
- Support Distilled Spirits, Public Safety, and Administration programs in articulating the mission, vision, values, goals, core work and performance measures for OLCC and each program area therein.
- Develop public and stakeholder information materials and respond to all public inquiries.
- Ensure strong partnerships with state, county, and local governmental agencies.

- Aid and assist other departments with their stakeholders through education, development of forms, signs, informational materials, presentations, the web, social media and the agency intranet.
- Promote public safety and the responsible use of alcoholic beverages and marijuana.
- Coordinates all aspects of rulemaking for all aspects of the law, administers procurement and development of tracking systems, develops interagency agreements with Oregon Department of Revenue, Oregon Health Authority and Oregon Department of Agriculture.
- Develops worker permit and education programs for persons that sell marijuana at retail locations and develops packaging and labeling standards for marijuana products.
- Coordinate government-to-government policy issues (local, state, federal, nation-to-nation).
- Publish marijuana fees and costs as percentage of sales annually (retail only), and
- Publish market prices for marijuana product types annually.
- Increase engagement of staff supporting the agency mission.
- Education and programs (server education, marijuana worker permit education, etc.) remain relevant to the industry.
- Increase awareness to licensees about sale of marijuana to minors.
- Show of partnership with the moderation groups and OLCC with licensees.
- Show of partnership with outside agencies.
- Reduce public health and high risk behaviors with over service, DUII, minors, drinking on duty, intoxicated on duty.

D. REVENUE SOURCE

The Oregon Liquor & Cannabis Commission is 100 percent Other Funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana and penalties, privilege tax paid on the sales of beer and wine and other miscellaneous sources. The OLCC collects this revenue in accordance with ORS Chapters 471, 473 and 475B.

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

BUDGET NARRATIVE

OLCC ADMINISTRATIVE SERVICES DIVISION
Administrative Services– Subprogram 15
Supply Center – Subprogram 60
Motor Pool – Subprogram 75
2021-23 Budget

A. PURPOSE, ACTIVITIES & ISSUES

The agency's Administrative Services' functions provide the internal means that OLCC programs need to realize their goals and missions. The division and their unit subprograms ensure OLCC's sound stewardship of the state's resources, and enable OLCC's Distilled Spirits, Public Safety Services, and the rest of the Support Services programs to perform their functions effectively and efficiently. Facilities maintenance and procurement related support are essential services as well.

Administrative Services Division (*subprogram 15*) The Administrative Services Division staff provide internal services including property control, motor pool (see narrative for Motor Pool, subprogram 75, below), property leasing, building security and access control, telephone services, physical plant maintenance, grounds/building maintenance, mail/supply services (see Supply Center, subprogram 60,below) and administering the capital improvements program (see narrative in the Capital Improvements Program Fund in the section for that limitation). The Division continues to work with energy monitoring, collection and reduction as required: ORS 276.900 through 276.915 and governed by OAR 330-130-0010 through 330-130-0100 (330-130-0080).

The division continues to focus on and take pride in providing quality services and supplies necessary for a productive workplace and maintaining safe and efficient building facilities. The department faces multiple challenges in the 2023-25 biennium including oversight of the construction of warehouse and headquarters facilities, maintenance of the existing aging facility, and reorganization of workstations to adapt to the needs of a post-Covid workforce.

Supply Center *(subprogram 60)* The Supply Center, managed by the Administrative Services Division, is a cost center used to accumulate expenditures for office supplies such as paper, notebooks, pens, pencils, technology supplies, file folders, photocopier toner/developer, copier/computer paper, postage, labels, envelopes, batteries and other items used by all OLCC work units. The Supply Center is a cost-effective, centralized service that provides office and warehouse supplies in a timely

fashion. It supports the purchase of sustainable supplies and products available through state contracts. The Supply Center maximizes the use of materials through reuse and recycling.

Motor Pool *(subprogram 75*) The OLCC Administrative Services Division uses the Motor Pool subprogram 75 as a cost center to track, monitor and manage expenditures for vehicle purchase and maintenance, and fuel for vehicles of the OLCC. The OLCC motor pool operates with DAS authority. The fleet includes vehicles for staff to do liquor and marijuana license related inspections and investigations, maintenance, and liquor distribution. Besides the Portland area staff, the liquor and marijuana inspectors, investigators and Retail Services Division district managers located in field offices require fleet vehicles to do their jobs servicing their geographic areas. Other staff must travel on state business routinely. The agency monitors and actively manages the fleet to ensure compliance with DAS requirements. In June 2022, OLCC's fleet size is 94 vehicles; 92 light-duty and 2 heavy-duty; however, much of the fleet is rapidly aging, requiring constant repairs.

State Government's maximum vehicle replacement criteria/schedule recommends replacing fleet vehicles with 115,000 miles or 8 years old. The criteria are designed to replace vehicles in a manner that maximizes safety, efficiency and cost effectiveness. The OLCC fleet has 34 vehicles in need of replacement that are 8 years old (with 9 of those vehicles being more than 15 years old). OLCC is recommending that half the vehicles needing replacement be purchased in 2023-25 with the second half purchased in 2025-27 **(see POP 305 "Vehicle Replacement")**

B. BACKGROUND

Administrative Services Division has been the lead in acquiring property for the warehouse and office relocation. OLCC has delegated authority to manage its own fleet.

C. EXPECTED RESULTS

These support services structures will continue in 2023-25 to provide the quality services and supplies necessary for a productive workplace using best practices and available funds to provide professional services. The goals for the division include:

- Construction oversight of the warehouse and headquarters
- Managing and maintaining building infrastructure.
- Providing oversight for asset management and internal controls.

D. REVENUE SOURCE

The Oregon Liquor & Cannabis Commission is 100 percent Other Funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana and penalties, privilege tax paid on the sales of beer and wine and other miscellaneous sources. The OLCC collects this revenue in accordance with ORS Chapters 471, 473 and 475B.

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

OLCC - FINANCIAL SERVICES DIVISION - SUBPROGRAM 25
2023-25 Budget

A. PURPOSE, ACTIVITIES & ISSUES

The Financial Services Division provides fiscal accountability by administering the laws, rules and policies of the state and the Oregon Liquor & Cannabis Commission. In accordance with generally accepted accounting principles, the division's goals are to provide fiscal services, ensure protection of the state's assets in conjunction with the activities of the Distilled Spirits Program and the Marijuana Program to ensure OLCC-wide accountability and maintain financial records in support of the OLCC's mission. Recently added to the division's portfolio is responsibility for procurement and contract management as well as oversight of bond sales and expenditures for the agency's warehouse and headquarters construction, conveyor purchase, and IT acquisitions.

Financial Services is an integral component of the systems approach to distilled spirits and marijuana industries adopted by the OLCC and serves a critical function in the safeguarding of the state's assets. Financial Services ensures appropriate oversight and review of the fiduciary role of the independent liquor agents' activities by providing an external audit function over liquor receipts. Financial Services also plays a role in the collection and recording of privilege taxes due from licensees of the OLCC. Financial Services implements internal control policies to accurately record and report financial transactions. It ensures that the net cash flow generated each month from its activities is distributed timely to the state General Fund, Oregon cities and counties, the mental health, drug and alcohol treatment account, and the Oregon Wine Board to allow the continued delivery of services to the citizens of Oregon. The division accounts for marijuana fee revenue and analyzes data from the Cannabis Tracking System to aid in compliance activities for the OLCC, the Oregon Department of Revenue, and the requirements from HB 4094 (2016 session) to provide licensee cannabis tracking system data to banks.

The division's staff includes auditors, accountants, accounting technicians and managers. The staff develop, implement and monitor systems to ensure proper reporting, banking and recording of liquor, privilege tax and license revenue for both alcohol and marijuana programs of more than $2.2 billion per biennium; ensure that liquor inventories, fixed assets, and supplies are properly accounted for; audit and approve expenditures; manage budget development and budget implementation; maintain budgetary control of OLCC's activities; maintain central records of revenue and expenditures; prepare financial statements and reports; and perform audits of all retail liquor stores and assist the Department of Revenue in performing tax audits of marijuana licensees. Manufacturers and distributors of malt beverages and wine pay privilege tax

monthly to the OLCC, amounting to a forecast of approximately $42.2 million in the 2022-24 biennium total. Up until recently the entire process has been manual, resulting in 28,000 paper forms filed per year that are hand-entered into spreadsheets. In addition, Oregon breweries, brewpubs and wineries must report and be reconciled in a similar manner. In the 2021-23 biennium the department has worked with stakeholders to develop and implement an online Privilege Tax reporting and payment system. The last phase of the system is expected to be completed in Spring 2025. OLCC Financial Services staff audit monthly tax returns and maintain appropriate accounting records to ensure full payment of the tax and compliance with records maintenance and reporting procedures. Staff also administers and processes tax returns, maintains accounting records, and collects amounts due for the payment of the tonnage tax on behalf of the Oregon Wine Board.

OLCC's expansion into Recreational Marijuana regulation, distilled spirits outlet, liquor sales growth and potential relocation of its current facilities has created tremendous stress and workload to the Financial Service Division. The division is having difficulties meeting deadline to process liquor sales, pay liquor agents and distribute revenue which occurs monthly. Processes to reconcile liquor and marijuana accounting systems have become more complex and the Secretary of State has recommended that OLCC perform annual reconciliations of the OLCC financial system with the state financial system to ensure that revenue distributions are appropriate. In addition, projects to construct a new warehouse, conveyor system and information technology systems using approved bonded funds has created another layer of accounting work which the agency cannot absorb with existing resources. The agency is requesting additional staffing to meet these needs **(see POP 307 "Financial Services Staffing").**

B. BACKGROUND

The Oregon Liquor & Cannabis Commission functions in accordance with the Oregon Revised Statutes chapters 471, 472, and 473. ORS 471.780, 471.790, 471.805, 471.810, and 475B specifically deal with preservation of records, deposit of funds, disposition of monies and distribution of available funds. The Privilege Tax Section primarily administers ORS 473, which imposes a privilege tax on manufacturers and importing distributors of malt beverages and wine. Malt beverages are taxed at the rate of $2.60 per 31-gallon barrel. Wine with not more than 14 percent alcohol by volume is taxed at the rate of $.65 per gallon. Wine with more than 14 percent but not more than 21 percent alcohol by volume is taxed at the rate of $.75 per gallon. The section also collects tonnage taxes for the Oregon Wine Board with a tax rate of $25 per ton. These areas are under the jurisdiction of the OLCC's Financial Services Division. Recreational marijuana taxes are collected and distributed by the Oregon Department of Revenue.

The 2015-17 Legislatively Adopted Budget added four positions to the Financial Services staff as a result of the addition of the Marijuana Program. Initially, these positions are responsible for developing, implementing and training related to the new processes, rules and requirements, and new areas of business that have arisen as a result of the new Marijuana Program. Collectively, these positions collect and account for the marijuana fee revenue, analyze and reconcile data from the Cannabis Tracking System, assist the Department of Revenue with tax audits of marijuana licensees, provide data to aid in OLCC compliance activities and provide Cannabis Tracking System data to banks as required by law.

C. EXPECTED RESULTS

The goals of the division include:

- Prepare accurate financial statements within thirty days of each month's end so that correct and timely distribution of funds are made to the state, cities, and counties.
- Ensure that all revenue is reported timely and appropriately banked, recorded, and transferred to appropriate accounts with the state treasurer's office.
- Ensure that all bills are paid correctly and on time.
- Ensure that all agency programs comply with fiscal procedures prescribed by various state agencies.
- Prepare, implement and monitor the agency's budget in accordance with executive and legislative intent.
- Monitor and approve bond sales and expenditures.

Additional objectives are to have monthly privilege tax reports reviewed, posted and recorded within one month of assessment, and discrepancies resolved immediately through correspondence and/or telephone; have all privilege tax revenue appropriately and timely banked and recorded; have an adequate bond or other acceptable collateral for each alcohol licensee; have manufacturers and importing distributors of malt beverages and wine audited in each three-year period; provide comprehensive information about the tax laws, tax reporting, and tax statistics to the malt beverage and wine industries and other interested parties; and to support the agency mission by providing cost/benefit and other financial management analyses of agency functions.

In the 2023-25 biennium, the Financial Services Division will support the agency mission by providing financial management analyses of agency functions. Key initiatives include:

- Oversight of bond sales and expenditures related to warehouse and headquarters construction, the purchase of conveyors and implementation of IT modernization efforts
- Working with business partners in the implementation and refinement of an online privilege tax software application for the efficient collection, analysis and customer support of privilege taxes for wine and beer
- Providing subject matter expert support in the development of technological solutions in the agency's IT modernization program.

D. REVENUE SOURCE

The Oregon Liquor & Cannabis Commission is 100 percent Other Funded and generates revenues from the sale of distilled spirits, license fees and penalties from alcohol and marijuana, privilege tax paid on the sales of beer and wine and other miscellaneous sources. The OLCC collects this revenue in accordance with ORS Chapters 471, 473 and 475B.

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

OLCC - INFORMATION TECHNOLOGY DIVISION - SUBPROGRAM 26
2023-25 Budget

A. PURPOSE, ACTIVITIES & ISSUES

The OLCC Office of Information Services (OIS) provides the means for the OLCC staff and stakeholders to perform their functions efficiently and effectively using information technology. OLCC also relies on the data from OIS to provide for responsible stewardship of resources, such as its Milwaukie liquor distribution center and the statewide retail liquor store operations as well as marijuana and liquor licensing data.

This division is responsible for the outcomes of: innovating and implementing information technology services and solutions that support an efficient workforce and information management oversight; and, providing citizens, licensees, and business customers convenient and accessible electronic services information, data and transactions. The Office of Information Services' customers include: OLCC Licensing and Public Safety divisions, OLCC Distilled Spirits Program, OLCC Marijuana Program, OMMP Tracking Program, liquor and marijuana licensees, permittees, liquor suppliers, liquor agents, other agencies, local governments and the general public.

Activities

OIS continually evaluates program areas and existing technologies for opportunities to increase effectiveness through the enhancement or application of information technology. In the 2023-25 biennium, OIS will continue to pursue modernization efforts along four strategic tracks: information technology network and infrastructure, distilled spirits operations, marijuana operations, and public safety operations. The agency has embarked on an Enterprise Modernization Program which will address the agency's insufficient, inefficient, and disjointed legacy Distilled Spirits Supply chain systems and its Marijuana and Alcohol licensing and compliance systems. This multi-year and multi-pronged effort combined with strategic bond funding to increase warehouse capacity was approved by legislators during the 2021 session. In the 2023-25 biennium the department's work will focus on replacing the agency's manual systems and mitigating warehouse shipping and receiving risks through the development and implementation of the online Marijuana and Alcohol Licensing Program and the Distilled Spirits Supply Chain project. These projects will replace multiple disjointed and unsupported IT programs and manual systems supporting our licensees, warehouse distribution, distributors, agents, and financial services. When completed these projects will result in higher agency productivity and enhanced revenue for the state, cities, counties, and mental health and addiction treatment services.

Issues

OIS continues to experience significant workload due to agency wide IT modernization, growing IT requirements, and providing support for the agency's growth in personnel. The pandemic added an additional layer of work requiring equipment and security that allowed agency personnel to serve customers from home and to collaborate electronically. Heavy workloads will continue in the 2023-25 biennium as the department moves through the Stage Gate process, while at the same time maintaining the many outdated and unsupported IT systems which are subject to breakdown yet critical to revenue production.

As a public safety agency, OLCC has access to a variety of level three information including Criminal Justice Information System (CJIS) data. Additionally, as the third largest revenue-generating agency, it is critical to secure OLCC's financial assets as well. In partnership with DAS Cyber Securities services, the agency is requesting staffing to be OLCC's on-site point persons to ensure regulatory compliance, implementation of legislative mandates, adherence to enterprise security standards and assists with risk mitigation as it applies to information technology **(see POP 303 "IT Risk Mitigation").**

B. BACKGROUND

Modernization of OLCC software and infrastructure has been slow-moving. In 2009-11 the agency made some investments in its server, storage and network information system hardware infrastructure. A long-term plan developed in 2012 was heavily based on using virtualization and web-based applications. While the OLCC has made some progress, there was significant work to be done to bring processes and systems current for modern-day commerce and increased business demands on the network. The agency's outdated systems made it impossible to efficiently and effectively catalog, index and search agency documents or data. Processes that are documented by paper and excel spreadsheets make it difficult to find data in an expeditious manner. The IT modernization project approved by legislators in 2021 and currently underway will eliminate many of these manual processes.

C. EXPECTED RESULTS

In the 2023-25 budget period the OLCC expects to expand the OIS workforce so that the division can adequately support the current and future demands of the Distilled Spirits program, Marijuana and Alcohol Licensing and Compliance programs and make significant progress on IT modernization.

2023-25 Focus:

- Project management and control to implement modern Enterprise Resource Management (ERP), Warehouse Management (WMS), Point of Sale (POS), and Licensing/Compliance systems.
- Manage State Gate and contracting processes for IT Modernization Program
- Provide near and long-term redundancy for disaster recovery.
- Support the efficiency gains through sustained telework and improved field services
- Add administrative functionality to software to inform business intelligence and decision making.

D. REVENUE SOURCE

The Oregon Liquor & Cannabis Commission is 100 percent Other Funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana and penalties, privilege tax paid on the sales of beer and wine and other miscellaneous sources. The OLCC collects this revenue in accordance with ORS Chapters 471, 473 and 475B.

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

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IT Risk Mitigation
OLCC 23-25 Budget, Policy Option Package 303, Agency Priority No. 3

A. Package Purpose

As a public safety agency, OLCC has access to a variety of level three information including the Criminal Justice Information System (CJIS). Additionally, as the third largest revenue-generating agency, it is critical to secure OLCC's financial assets as well.
In partnership with DAS Cyber Securities services, the System Administrator and Risk Mitigation positions will be OLCC's on-site point persons to ensure regulatory compliance, legislative mandates, adherence to enterprise security standards and assist with risk mitigation, as it applies to information technology. These positions will also be responsible for documenting information security related processes and procedures at OLCC ensuring the compliance with the CIS controls. The positions will consult with software architects and developers, project managers, vendor management, and non-technical teams as needed. OLCC has worked closely with DAS/OSCIO to develop this request.

B. How Achieved

OLCC requests addition of one Information Specialist 8 System Administrator, Risk Mitigation. The position will be a dedicated resource to ensure the security, confidentiality, integrity and availability of agency information assets. This position will work closely with The State of Oregon's Cyber Security Services (CSS), which is responsible for defining enterprise security architecture and policy and for coordinating security incident response. Duties performed would include but not limited to:

- Regularly remediate vulnerabilities
- Create/maintain/review/update processes and procedures documentation
- Own Tenable Nessus reports and remediation
- Extend centralized logging and analytics
- Reviews OLCC's Security information and event management (SIEM) logs on Splunk
- Coordinate with CSS on security event monitoring

- Develop and implement policies and procedures for effectively monitoring software of service vendors to ensure they are meeting security and hosting requirements defined in contracts and service level agreements.
- Establish processes for granting and reviewing access to the Marijuana Licensing System and the Cannabis Tracking System.
- Update and test OLCC's information security plan to ensure the plan reflects the agency's current business and IT environment.
- Establish a process to maintain an up-to-date inventory of authorized hardware and software allowed on OLCC's network.
- Develop and implement a process to scan for vulnerabilities on devices on the network.
- Develop and implement a process to remediate weaknesses identified in risk assessments and audits, and routinely evaluate and assess the agency's security posture.

OLCC requests addition of one Principle Executive Manager D Information Compliance officer (I series) as an information risk, privacy, and compliance officer to identify information security and privacy risks and provide advice and leadership in managing them. This position will report to the OLCC Chief Information Officer (CIO) and collaborates closely with the State Chief Information Security Officer (SCISO) and the Cyber Security Services (CSS) in planning, advising, and directing information security and privacy activities for OLCC and the clients whom they serve. This position initiates, develops, and implements information security and privacy programs, policies, and procedures. As a member of the OIS leadership staff, the Information Risk, Privacy, and Compliance Officer will be the primary contact for information security and privacy functions. Duties performed will include but not be limited to:

- Directing, leading and administration of the information security privacy effort within OLCC's information services division,
- Provide direction and supervision to information security and privacy staff,
- Assist the CIO to develop and implement OLCC Information Services (OIS) mission, goals and operational policies for strategic planning of the OIS
- Direct the preparation, presentation an execution of the agency's OIS division biennial and interim budget requests.

IT Risk Mitigation
OLCC 2023-25 Budget Policy Option Package No 303

Division	Package Description	FTE	One-time	Ongoing	Total
Support Services - Information Technology	ISS8 for IT Systems Administration	0.88		$235,433	$235,433
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.88	$9,120	$258,673	$267,793
Support Services - Information Technology	PEM-D for IT Management	0.88		$248,900	$248,900
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.88	$9,120	$272,140	$281,260
TOTALS - Support Services - IT Risk Mitigation - Package # 303		***1.76***	***$ 18,240***	***$ 530,813***	***$ 549,053***
	*Personal Services calculated at Step 3 for all new positions				

a. **Benefits to Stakeholders**

OLCC collects a variety of sensitive, personally identifying and restricted information from our external stakeholders. This information can range from social security and driver license numbers to criminal history (CJIS) and banking information. Additionally, OLCC also collects sensitive information from our internal stakeholders. Reducing and mitigating the risks for a breach is in the best interest for both external and internal stakeholders.

b. **Benefits to OLCC**

OLCC's OIS Division provides information technology support to all OLCC offices and staff across the state. The addition of the security specialist position provides the capacity to provide better and faster response to internal customers as well providing better documentation of processes and procedures and technology tools for the agency. OLCC has a need for hands-on, agency-specific

activities to support regulatory compliance, legislative mandates, adherence to enterprise security standards, and risk mitigation, as it applies to information technology. OLCC has several staff that have "pitched in" with pieces of knowledge for various projects/initiatives related to regulatory compliance, legislative mandates, adherence to enterprise security standards, and risk mitigation, as it applies to information technology. However, these are tasks that are in addition to their other daily tasks and not the primary focus. This gap is a serious risk for current practices as well as OLCC's ongoing efforts to modernize information technology. As the OLCC team continues to modernize with new software, the need for time and expertise regarding OIS compliance and risk mitigation also increases.

C. Staffing Impact

The package adds 2 Positions (1.76 FTE) to OLCC Support Services.

D. Quantifying Results

OLCC's Information Service's Division is taking on large projects that will have a huge impact on external stakeholders along with undergoing a variety of recurring external information security audits. The addition of this position will ensure successful implementation of those projects as well as continued focus on regulatory compliance, legislative mandates, adherence to enterprise security standards, and risk mitigation, as it applies to information security. Additionally, these positions will serve as a member of the agency's security incident response team, working to mitigate or reduce risk in the event of a breach, safeguarding OLCC's information assets.

These positions are critical to ensuring OLCC's compliance with State and Federal information security mandates. Additionally, they are necessary to ensure OLCC's staff are property trained, processes and procedures are properly documented, and participation in security incident training and drills. As technology is ever changing, it is important to have a dedicated team member who can monitor changes and make sure the agency is up to date.

E. Revenue Source

"The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B."

Vehicle Replacement
OLCC 23-25 Budget, Policy Option Package No. 305, Agency Priority No. 5

A. Package Purpose

Through the Department of Administrative Services (DAS) Delegated Authority, the Oregon Liquor and Cannabis Commission (OLCC) owns and maintains a fleet of 92 vehicles. Vehicle types range from 4-door passenger vehicles to light duty off road pick-ups, vans and 2 service trucks for the warehouse operations. Of the 92 vehicles, all are standard gas vehicles or diesel vehicles (service trucks) with the exception of two hybrid vehicles (Low Emission Vehicles - LEV). State Government's maximum vehicle replacement criteria/schedule recommends replacing fleet vehicles with 115,000 miles or 8 years old. The criteria is designed to replace vehicles in a manner that maximizes safety, efficiency and cost effectiveness. The OLCC fleet has 34 vehicles in need of replacement that are 8 years or older (with 9 of those vehicles being more than 15 years old). OLCC proposes to offset the large replacement need and expenditure by surplus and replacement of half of the 34 vehicles, or 17 vehicles, in the 2023-2025 biennium. These first 17 vehicles are beyond there useful life and requiring excessive maintenance and related costs to keep the vehicles operational. The remaining 17 vehicles over 8 years old, making up the second half of 34, would then be replaced in the 2025-2027 biennium.

The OLCC Public Safety Program supports public safety by enforcing liquor and marijuana laws through in-person observations, meetings with the community and licensees, proactive inspections and by conducting minor decoy operations. Access to safe and reliable vehicles is necessary to carry out this work. To maximize efficiency, statewide coverage, response time and to meet the Public Safety Program mission, an additional 18 vehicles are also proposed to be purchased in 2023-2025 biennium to achieve a one-to-one vehicle to Inspector ratio.

Per Oregon state law, by 2025, 100 percent of new light-duty state fleet purchases and leases for applicable uses, to the extent available, will be Zero Emission Vehicles (ZEV), which includes full electric or plug in hybrid vehicles. Unless a state agency finds that it is not feasible for a ZEV, as defined in ORS 283.398, to meet the specific use for which a vehicle will be purchased or leased, the agency shall purchase or lease ZEVs for all new state light-duty vehicle purchases and leases. If not available then Low Emission Vehicles (LEV), then alternate-fuel vehicles, then standard gas vehicles.

B. How Achieved

This critical vehicle replacement need will be achieved over two biennia.

Phase I: OLCC proposes to purchase a total of 35 vehicles in the 2023-2025 biennium. Seventeen (17) vehicles to replace beyond useful life vehicles and 18 additional vehicles to achieve a one-to-one vehicle to Inspector ratios in the Public Safety Compliance Division. Of the 35 vehicles, and to the extent possible, OLCC would look to purchase 3 ZEV's for shared pool cars located at our headquarters, and 32 Hybrid low emission vehicles for statewide use in order to assist with meeting the state's greenhouse gas emissions reduction goals.

Phase II: In the 2025-2027 biennium, OLCC plans to surplus and replace an additional 17 vehicles that exceed 8 or more years of age. This would allow OLCC to achieve all fleet vehicles less than the maximum vehicle replacement criteria of 115,000 miles and/or 8 years of age.

Vehicle Replacement
OLCC 2023-25 Budget Policy Option Package 305

Division	Package Description	FTE	One-time	Ongoing	Total
Support Services - Motor Pool	Fleet - 35 New Vehicles	0.00	$1,118,553	$0	$1,118,553
		0.00	$1,118,553	$0	$1,118,553
TOTALS - Vehicle Replacement - Package # 305		***0.00***	***$1,118,553***	***$0***	***$1,118,553***

C. Staffing Impact

The package adds no new staff to OLCC.

D. Quantifying Results

OLCC will be able to quantify results by documenting overall fleet age and mileage that are below the maximum vehicle replacement criteria of 115,000 miles and/or vehicle age of 8 years or more. Additionally, OLCC will be able to quantify the number of ZEV or hybrid vehicles purchased meeting state fleet purchase requirements, greater fuel economy and reducing environmental impacts.

OLCC will also be able to quantify maintenance cost benefits of having vehicles less than the maximum vehicle replacement criteria. OLCC's existing aged fleet is averaging over $4000 per vehicle per biennium in maintenance costs. Our newer vehicles are averaging $300 per biennium in maintenance costs. By replacing the aged vehicles the anticipated biennial maintenance savings will be roughly $77,000 and our newer vehicles will achieve greater fuel economy and environmental savings.

E. Revenue Source

The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B.

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Human Resources Staffing
OLCC 2023-25 Budget, Policy Option Package No. 306, Agency Priority No. 6

A. Package Purpose

The OLCC's Human Resources function is dedicated to partnering with the OLCC division units to maximize the potential of the agency's greatest asset: its employees. Human Resources is focused on excellent customer service and committed to attracting, developing, rewarding and retaining a diverse talent pool, while protecting employee rights, the OLCC and the State of Oregon through the execution of clear policies and comprehensive training. The goal of Human Resources is to foster a healthy, safe and productive work environment for all agency employees and to maximize the potential of all agency employees. Together, this commitment is making the OLCC an employer of choice in the exciting fields of alcohol regulation and distribution and in the regulation of Oregon's newest economic sector, the legal marijuana market.

Though the OLCC has continued to generate additional revenue annually, there has been a strain and adverse impact to the agency's workforce and inability to keep up with stakeholder demands and needs – licensees, customers and state residents as the beneficiaries. While the agency's workforce output is still substantial, it is not able to keep stride with stakeholder's expectations. The appearance of being inefficient and pressure to stay ahead of the increased curve has not only impacted agency morale but has also led to increased health and safety issues and increased internal and external complaints. What started as a sprint to implement recreational marijuana has turned into a five year marathon of progressively new challenges.

The OLCC's Public Safety, Retail, Distribution/Warehouse and Administration Divisions support three programs—Recreational Marijuana, Medical Marijuana and Distilled Spirits—which require the recruitment and retention of unique workforces with differing skill sets. Employee growth and conversion to Workday has presented ongoing challenges to the department. Additions and changes have tripled the workload to attract, develop, manage, train, and retain a workforce that never previously existed. Despite growth in the department the HR team is not staffed well enough to keep pace with existing workloads to balance day-to-day operations which in addition to recruiting, hiring, on-boarding, and training, includes providing counsel, investigating and mitigating employee and labor issues, and maintaining personnel records. The continued growth of the agency also demands an elevated Human Resources (HR) team with services that stay ahead of the changes with clear, concise and creative Human Resource solutions for strategic long-term talent planning talent and change management.

B. How Achieved

OLCC requests addition of one Principle Executive Manager D to perform the duties of an assistant Human Resource Director. The position will provide expertise in problem-solving, direction, provide performance management, and day-to-day direction to the HR staff that align with the direction and implementation of agency initiatives, objectives, priorities and goals.

OLCC requests addition of one Human Resource Analyst 3 as a Senior Labor Relations Analyst to interpret the collective bargaining agreement and serve as first point of contact for labor and employee relations. This position will conduct personnel investigations, respond to grievances, write discipline documents, and participate in collective bargaining negotiations.

Human Resources Staffing
OLCC 2023–25 Budget Policy Option Package No. 306

Division	Package Description	FTE	One-time	Ongoing	Total
Support Services - Human Resources	PEM-D Assistant Director for Human Resources management	0.88		$219,908	$219,908
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.88	$9,120	$243,148	$252,268
Support Services - Human Resources	Human Resource Analyst 3 - Employee & Labor Relations Lead	0.88		$211,117	$211,117
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair, Vehicle		$5,900		$5,900
		0.88	$9,120	$234,357	$243,477
TOTALS - Human Resources Staffing - Package # 306		***1.76***	***$18,240***	***$477,505***	***$495,745***
	*Personal Services calculated at Step 3 for all new positions				

a. **Benefits to stakeholders**

A full time director and a full time senior labor relations analyst will enable the agency and stakeholders to implement thoughtful and streamlined processes by providing timely, responsive and improved global customer service with established fully functioning teams. Fully functioning teams will provide a positive customer service level that helps develop a cohesive and manageable working relationship with agency staff, represented and non-represented. This is a critical need as the agency continues with the upcoming transitional changes related to workflow process/improvement program initiatives, technological upgrading/integration and on-going policy changes. This will also enable trust and better relationships with internal and external stakeholders.

b. **Benefits to OLCC**

These positions will enable the HR Director to provide a more impactful and strategic partnership as an Executive with the Commission. Overall, the impact of adding of these positions will greatly alleviate current workload strains and provide an improved work-life balance. This will also enable a process that ensures a checks and balances for compliance and adheres with workforce policies, OSHA (safety), Affirmative Action, the EEOC, Oregon BOLI and the collective bargaining agreement. The expert level of service will support confidence between the agency workforce and the Human Resources Division, which will in turn, decrease stress reduce turnover, improve productivity and provide improved succession planning options.

C. Staffing Impact

This will add 2 Positions (1.76 FTE) to the HR Division.

D. Quantifying Results

This will greatly impact and improve agency productivity while generating additional revenue and reducing costs associated with employee absences and leave. .

E. Revenue Source

“The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B.”

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Financial Services Staffing
OLCC 23-25 Budget, Policy Option Package 307, Agency Priority No. 7

A. Package Purpose

OLCC's expansion into Recreational Marijuana regulation, distilled spirits outlet, liquor sales growth and potential relocation of its current facilities has created tremendous stress and workload to the Financial Service Division. The division is having difficulties meeting deadline to process liquor sales, pay liquor agents and distribute revenue which has to occur monthly. Processes to reconcile liquor and marijuana accounting systems have become more complex and the Secretary of State has recommended that OLCC perform annual reconciliations of the OLCC financial system with the state financial system to ensure that revenue distributions are appropriate. In addition, projects to construct a new warehouse, conveyor system and information technology systems using approved bonded funds has created another layer of accounting work which the agency cannot absorb with existing resources. OLCC is requesting three positions in its Financial Service Division to accommodate the increased work and ensure that the agency budgets and revenues are administered in accordance with statutory requirements.

B. How Achieved

OLCC requests addition of **one Budget and Fiscal Manager 2 (formally Principal Executive Manager E), Budget Director**, to manage the current the agency budget process and ensure that agency resources are used appropriately. As OLCC has grown the budget process has become a full time endeavor to manage existing financial resources. The legislative short sessions and interim meetings of the legislature have made the budget process a year round process for the agency and requires another layer of management which has previously been performed by the Director of Financial Services.

OLCC requests addition of **one Fiscal Analyst 2 (Budget Analyst**) to develop the agency's biennial budget including preparing packets for the DAS/Chief Financial Office, ORBITS and PICS. As the agency has grown the budgets have become much more complex and require a full time positions for administration. This work is currently being done by an existing Accountant 3 position which also has other responsibilities related to Internal Audit and required risk management reporting. OLCC's budget includes both liquor and recreational marijuana which operate in two different areas. In addition, the developing construction project for the warehouse and information technology systems has added the complexity of accounting for bonded expenses in the budget.

OLCC requests addition of **one Accountant Technician for revenue to record and balance liquor store reports.** OLCC's expansion effort to establish more retail liquor stores continues on course to have nearly 300 stores operating by the end of the 2021-23 biennium. This represents a 25% increase in workload for Financial Services staff to process liquor store revenue, pay agents compensation, reconcile bank card payments and ensure that the state's financial resources are being accounted for properly. The current number of 282 operating liquor stores has already significantly increased the work load for Financial Services store audits which have to occur annually.

OLCC requests reclassification of **an Administrative Specialist 2 currently in Procurement to a Procurement and Contract** Specialist 3. This reclassification will meet the ongoing procurement and contract management needs of the agency as we move forward with more complex projects.

Financial Services Staffing
OLCC 23-25 Budget Policy Option Package # 307

Division	Package Description	FTE	One-time	Ongoing	Total
Support Services - Financial Services	PEM-E Budget Director	0.88		$238,613	$238,613
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.88	$9,120	$261,853	$270,973
Support Services - Financial Services	Fiscal Analyst 2	0.88		$181,724	$181,724
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair, Vehicle		$5,900		$5,900
		0.88	$9,120	$204,964	$214,084
Support Services - Financial Services	Accounting Technician	0.88		$135,846	$135,846
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.88	$9,120	$159,086	$168,206
Support Services - Financial Services	Reclassify Administrative Specialist 2 to a Procurement & Contract Specialist 3 (Position 1500603)			$63,640	$63,640
TOTALS - Financial Services Staffing - Package # 307		***2.64***	***$27,360***	***$689,543***	***$716,903***
	*Personal Services calculated at Step 3 for all new positions				

a. Benefits to stakeholders

Liquor revenue and funds can continue to be properly accounted for. Accurate revenues are distributed monthly to the General Fund, Cities and Counties.

b. Benefits to OLCC

Agency resources are accounted for in a sustainable manner. Satisfies the Secretary of State accounting standards.

C. Staffing Impact

The package adds 3 Positions (2.64 FTE) to the Financial Services Division of OLCC.

D. Revenue Source

"The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B."

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Records Request and Communications
OLCC 23-25 Budget, Policy Option Package No. 312, Agency Priority No. 12

A. Package Purpose

Public records requests and demand for external communication services to OLCC have increased dramatically in the last five years and have become increasingly complex in nature. The Commission's expanded mandates and growth over the past five years have compounded the agency's Public Records Fulfillment challenges. In 2016, there were no public record requests related to recreational or medical marijuana, and most records requests were for liquor licensing and compliance files.

OLCC has historically received public records requests for liquor license applications from private companies and local governments seeking general information on new businesses, as well as the compliance history of existing businesses. The OLCC also receives public records requests related to compliance activity associated with the oversight of the Bottle Bill. However, with the onset of the Recreational and Medical marijuana programs, requests have increased to now include companies in potential litigation with each other, policy researchers seeking data, attorneys doing due diligence on prospective clients or working on transactional activities, firms in litigation against local and state governments, as well as subpoenas from the Oregon Department of Revenue and the IRS. Many of the requesters seeking records related to marijuana licensees and applicants also request correspondence, which is time-consuming to locate, review, and redact.

OLCC possesses CJIS information and most records that are requested require some level of redaction due to statutory exemptions from disclosure. There are specific exemptions for marijuana-related information, including physical addresses for producer, processor, and wholesaler licenses, information related to security and operation plans, and records the OLCC considers to be proprietary, which includes licensee-specific data from the cannabis tracking system. OLCC also redacts information in accordance with the Oregon Identity Theft Protection Act. This nature of this information requires that each complex request be managed like a project, with a clear beginning, middle, and end date so that records can be fulfilled in a timely manner.

The cannabis industry is immature, yet sophisticated. Statutes and rules regulating the industry continue to evolve, and are far from being codified like those that apply to the alcohol and bottle bill industries. The cannabis industry is entrepreneurial and moves more quickly than regulators. The slow response to records requests impedes the industry's progressive development.

For the past few years, the OLCC has received on average about 700 public records requests per year. About 60% of these requests are marijuana-related requests, and 40% are liquor-related requests. The agency is subject to deadlines set by the Oregon Public Records Law for acknowledging requests and releasing responsive records, but due to this large workload, existing staff are currently overwhelmed and unable to meet these deadlines. Limited staffing and system limitations also affect the agency's ability to respond punctually to requests. Not meeting these deadlines for requests has raised the potential of litigation against the agency.

The increase in requests, as well as staffing changes, has resulted in a significant logjam. Despite allocating 50% of six FTE to process requests for a few months, OLCC still has a significant backlog. In late 2021, Oregon DOJ issued to OLCC three public records orders demanding, under threat of sanctions, a specific request completion and/or refund of public records fees to the requestor. Separately since mid-2021, OLCC has been working under a DOJ directive to allocate a minimum of eight (8) hours on a specific request that has yet to be completely fulfilled. Because of the public records buildup some legal firms commonly resort to sending the OLCC "demand letters" to speed up the response if their public records requests haven't been fulfilled within the time prescribed in statute; staff must then divert from public records fulfillment work to respond to these demands.

The emergence of the legal cannabis industry, and recently the re-immergence of illegal marijuana production, has triggered substantial interest from news media and the general public. Journalists usually request specific information, but often their requests are probative and then become iterative; a revelation disclosed in a public records often morphs into a much larger request more in the form of a voluminous public records investigation. Media requests are deemed as "benefitting the general public" and thus are expedited over other public records requests, and often completed without any fees being charged.

Additionally, citizen watchdogs also make public records requests that are time consuming because often the requests are ambiguous in nature. These are usually "fishing expedition" requests but responding to the "citizen sleuthing" can be just as time consuming (through the exchange of correspondence) as a straightforward records request.

OLCC anticipates that requests for agency records, especially marijuana-related records, will continue to increase. This is largely driven by the recreational cannabis industry's need for licensing documents to complete mergers, acquisitions, and pending litigation. Requesters often ask for a licensee's entire compliance file.

As time goes on and the fulfillment of a request is further delayed, files only get larger, thus increasing the amount of time it takes to process requests. Further, the complexity of marijuana files requires a greater deal of scrutiny regarding confidential and exempt information compared to the production of records for alcohol or bottle bill programs The net impact is that many of the

requests for cannabis (industry) licensing information are not pro forma in nature, and must go through several stages of review before release. Rather the agency needs to manage the requests as individual projects because of multiple layers of nested documents including interlocking ownership structures that require scrutiny. Additionally records request from the beer and wine industry have also increased with recent litigation over provenance and labeling standards.

OLCC has also experienced an increase in subpoenas and requests for documents from other regulatory agencies. These requests have also been complex, especially from cannabis regulatory agencies in other states, as well as state and federal revenue agencies. The latter requests must be handled with an extra degree of time-consuming discretion because they often are related to alleged tax irregularities, improper financial reporting or other criminal matters.

B. How Achieved

OLCC requests three Administrative Specialist 2 positions and one Public Affairs Specialist 3 to project manage, significantly redact, and fulfill public records requests related to marijuana and liquor licensing and compliance. Duties will include safeguarding personal identifying information; monitoring system performance, tracking requests for statistical and audit purposes, and redacting information that is exempt from disclosure.

OLCC request one Operations and Policy Analyst 3 position to be the agencies expert on malt beverage and wine. This position will assist in rulemaking and policy development for the beer and wine industries and respond to records requests for the beer and wine industry. The position would be the primary liaison with federal regulatory agencies on provenance and labeling issues and lead policy development for future initiatives.

Records Request and Communications
OLCC 23-25 Budget, Policy Option Package No. 312

Division	Package Description	FTE	One-time	Ongoing	Total
Support Services - PACE	OPA3 for Beer, Wine & Cider Policy Analyst	0.88		$219,908	$219,908
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.88	$9,120	$243,148	$252,268
Support Services - PACE	AS1 for Public Records Processing	2.64		$383,328	$383,328
	Services & Supplies, including office space @ $17,000 per employee		$9,660	$69,720	$79,380
	Work station furniture & chair		$17,700		$17,700
		2.64	$27,360	$453,048	$480,408
Support Services - PACE	Public Affairs Specialist 3 for Communications Project Manager	0.88		$229,100	$229,100
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.88	$9,120	$252,340	$261,460
TOTALS - Records Requests and Communications - Package # 312		***4.40***	***$45,600***	***$948,536***	***$994,136***

*Personal Services calculated at Step 3 for all new positions

C. Staffing Impact

This package adds 5 Positions (4.40 FTE) to OLCC in the 2023-2025.

D. Quantifying Results

OLCC tracks records requests, and the time it takes to fulfill requests. With additional staff, OLCC will be able to show via tracking whether request fulfillment times and delays have decreased. OLCC will also track complaints and estimate that with these minimally adequate resources, the agency will find that complains decrease during the biennium.

E. Revenue Source

"The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B."

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Administration and Support**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 84500-003-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	309	-	-	-	309
Overtime Payments	-	-	2,064	-	-	-	2,064
Shift Differential	-	-	128	-	-	-	128
All Other Differential	-	-	519	-	-	-	519
Public Employees' Retire Cont	-	-	520	-	-	-	520
Pension Obligation Bond	-	-	75,784	-	-	-	75,784
Social Security Taxes	-	-	230	-	-	-	230
Unemployment Assessments	-	-	594	-	-	-	594
Paid Family Medical Leave Insurance	-	-	10	-	-	-	10
Mass Transit Tax	-	-	28,550	-	-	-	28,550
Vacancy Savings	-	-	(198,639)	-	-	-	(198,639)
Total Personal Services	**-**	**-**	**($89,931)**	**-**	**-**	**-**	**($89,931)**
Services & Supplies							
State Gov. Service Charges	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	(89,931)	-	-	-	(89,931)
Total Expenditures	**-**	**-**	**($89,931)**	**-**	**-**	**-**	**($89,931)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Administration and Support**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 84500-003-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	89,931	-	-	-	89,931
Total Ending Balance	**-**	**-**	**$89,931**	**-**	**-**	**-**	**$89,931**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 021 - Phase-in

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Office Expenses	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Administration and Support**

Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 84500-003-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Telecommunications	-	-	(3,500)	-	-	-	(3,500)
IT Professional Services	-	-	(504,000)	-	-	-	(504,000)
IT Expendable Property	-	-	(18,200)	-	-	-	(18,200)
Total Services & Supplies	**-**	**-**	**($525,700)**	**-**	**-**	**-**	**($525,700)**
Capital Outlay							
Office Furniture and Fixtures	-	-	(53,900)	-	-	-	(53,900)
Total Capital Outlay	**-**	**-**	**($53,900)**	**-**	**-**	**-**	**($53,900)**
Total Expenditures							
Total Expenditures	-	-	(579,600)	-	-	-	(579,600)
Total Expenditures	**-**	**-**	**($579,600)**	**-**	**-**	**-**	**($579,600)**
Ending Balance							
Ending Balance	-	-	579,600	-	-	-	579,600
Total Ending Balance	**-**	**-**	**$579,600**	**-**	**-**	**-**	**$579,600**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 031 - Standard Inflation

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	4,577	-	-	-	4,577
Out of State Travel	-	-	1,221	-	-	-	1,221
Employee Training	-	-	3,188	-	-	-	3,188
Office Expenses	-	-	11,786	-	-	-	11,786
Telecommunications	-	-	5,627	-	-	-	5,627
State Gov. Service Charges	-	-	1,103,079	-	-	-	1,103,079
Data Processing	-	-	47,085	-	-	-	47,085
Publicity and Publications	-	-	490	-	-	-	490
Professional Services	-	-	13,193	-	-	-	13,193
IT Professional Services	-	-	141,329	-	-	-	141,329
Attorney General	-	-	97,783	-	-	-	97,783
Employee Recruitment and Develop	-	-	348	-	-	-	348
Dues and Subscriptions	-	-	578	-	-	-	578
Facilities Rental and Taxes	-	-	10,465	-	-	-	10,465
Fuels and Utilities	-	-	15,685	-	-	-	15,685
Facilities Maintenance	-	-	9,641	-	-	-	9,641
Agency Program Related S and S	-	-	592	-	-	-	592
Other Services and Supplies	-	-	8,708	-	-	-	8,708
IT Expendable Property	-	-	18,363	-	-	-	18,363
Total Services & Supplies	**-**	**-**	**$1,493,738**	**-**	**-**	**-**	**$1,493,738**
Capital Outlay							
Office Furniture and Fixtures	-	-	1,617	-	-	-	1,617
Technical Equipment	-	-	763	-	-	-	763

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 031 - Standard Inflation

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Automotive and Aircraft	-	-	5,100	-	-	-	5,100
Total Capital Outlay	**-**	**-**	**$7,480**	**-**	**-**	**-**	**$7,480**
Total Expenditures							
Total Expenditures	-	-	1,501,218	-	-	-	1,501,218
Total Expenditures	**-**	**-**	**$1,501,218**	**-**	**-**	**-**	**$1,501,218**
Ending Balance							
Ending Balance	-	-	(1,501,218)	-	-	-	(1,501,218)
Total Ending Balance	**-**	**-**	**($1,501,218)**	**-**	**-**	**-**	**($1,501,218)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 303 - IT Risk Mitigation

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	326,046	-	-	-	326,046
Empl. Rel. Bd. Assessments	-	-	92	-	-	-	92
Public Employees' Retire Cont	-	-	62,569	-	-	-	62,569
Social Security Taxes	-	-	24,942	-	-	-	24,942
Paid Family Medical Leave Insurance	-	-	1,304	-	-	-	1,304
Worker's Comp. Assess. (WCD)	-	-	80	-	-	-	80
Flexible Benefits	-	-	69,300	-	-	-	69,300
Total Personal Services	**-**	**-**	**$484,333**	**-**	**-**	**-**	**$484,333**
Services & Supplies							
Employee Training	-	-	2,080	-	-	-	2,080
Office Expenses	-	-	2,080	-	-	-	2,080
Telecommunications	-	-	4,180	-	-	-	4,180
Data Processing	-	-	3,120	-	-	-	3,120
Facilities Rental and Taxes	-	-	34,000	-	-	-	34,000
Other Services and Supplies	-	-	2,080	-	-	-	2,080
IT Expendable Property	-	-	5,380	-	-	-	5,380
Total Services & Supplies	**-**	**-**	**$52,920**	**-**	**-**	**-**	**$52,920**
Capital Outlay							
Office Furniture and Fixtures	-	-	11,800	-	-	-	11,800
Total Capital Outlay	**-**	**-**	**$11,800**	**-**	**-**	**-**	**$11,800**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 303 - IT Risk Mitigation

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	549,053	-	-	-	549,053
Total Expenditures	**-**	**-**	**$549,053**	**-**	**-**	**-**	**$549,053**
Ending Balance							
Ending Balance	-	-	(549,053)	-	-	-	(549,053)
Total Ending Balance	**-**	**-**	**($549,053)**	**-**	**-**	**-**	**($549,053)**
Total Positions							
Total Positions							2
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**2**
Total FTE							
Total FTE							1.76
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.76**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 305 - Vehicle Replacement

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Automotive and Aircraft	-	-	1,118,553	-	-	-	1,118,553
Total Capital Outlay	**-**	**-**	**$1,118,553**	**-**	**-**	**-**	**$1,118,553**
Total Expenditures							
Total Expenditures	-	-	1,118,553	-	-	-	1,118,553
Total Expenditures	**-**	**-**	**$1,118,553**	**-**	**-**	**-**	**$1,118,553**
Ending Balance							
Ending Balance	-	-	(1,118,553)	-	-	-	(1,118,553)
Total Ending Balance	**-**	**-**	**($1,118,553)**	**-**	**-**	**-**	**($1,118,553)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 306 - Human Resources Staffing

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	284,151	-	-	-	284,151
Empl. Rel. Bd. Assessments	-	-	92	-	-	-	92
Public Employees' Retire Cont	-	-	54,528	-	-	-	54,528
Social Security Taxes	-	-	21,738	-	-	-	21,738
Paid Family Medical Leave Insurance	-	-	1,136	-	-	-	1,136
Worker's Comp. Assess. (WCD)	-	-	80	-	-	-	80
Flexible Benefits	-	-	69,300	-	-	-	69,300
Total Personal Services	**-**	**-**	**$431,025**	**-**	**-**	**-**	**$431,025**
Services & Supplies							
Employee Training	-	-	2,080	-	-	-	2,080
Office Expenses	-	-	2,080	-	-	-	2,080
Telecommunications	-	-	4,180	-	-	-	4,180
Data Processing	-	-	3,120	-	-	-	3,120
Facilities Rental and Taxes	-	-	34,000	-	-	-	34,000
Other Services and Supplies	-	-	2,080	-	-	-	2,080
IT Expendable Property	-	-	5,380	-	-	-	5,380
Total Services & Supplies	**-**	**-**	**$52,920**	**-**	**-**	**-**	**$52,920**
Capital Outlay							
Office Furniture and Fixtures	-	-	11,800	-	-	-	11,800
Total Capital Outlay	**-**	**-**	**$11,800**	**-**	**-**	**-**	**$11,800**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 306 - Human Resources Staffing

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	495,745	-	-	-	495,745
Total Expenditures	**-**	**-**	**$495,745**	**-**	**-**	**-**	**$495,745**
Ending Balance							
Ending Balance	-	-	(495,745)	-	-	-	(495,745)
Total Ending Balance	**-**	**-**	**($495,745)**	**-**	**-**	**-**	**($495,745)**
Total Positions							
Total Positions							2
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**2**
Total FTE							
Total FTE							1.76
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**1.76**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 307 - Financial Services Staffing

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	405,231	-	-	-	405,231
Empl. Rel. Bd. Assessments	-	-	138	-	-	-	138
Public Employees' Retire Cont	-	-	77,763	-	-	-	77,763
Social Security Taxes	-	-	31,000	-	-	-	31,000
Paid Family Medical Leave Insurance	-	-	1,621	-	-	-	1,621
Worker's Comp. Assess. (WCD)	-	-	120	-	-	-	120
Flexible Benefits	-	-	103,950	-	-	-	103,950
Total Personal Services	**-**	**-**	**$619,823**	**-**	**-**	**-**	**$619,823**
Services & Supplies							
Employee Training	-	-	3,120	-	-	-	3,120
Office Expenses	-	-	3,120	-	-	-	3,120
Telecommunications	-	-	6,270	-	-	-	6,270
Data Processing	-	-	4,680	-	-	-	4,680
Facilities Rental and Taxes	-	-	51,000	-	-	-	51,000
Other Services and Supplies	-	-	3,120	-	-	-	3,120
IT Expendable Property	-	-	8,070	-	-	-	8,070
Total Services & Supplies	**-**	**-**	**$79,380**	**-**	**-**	**-**	**$79,380**
Capital Outlay							
Office Furniture and Fixtures	-	-	17,700	-	-	-	17,700
Total Capital Outlay	**-**	**-**	**$17,700**	**-**	**-**	**-**	**$17,700**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 307 - Financial Services Staffing

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	716,903	-	-	-	716,903
Total Expenditures	**-**	**-**	**$716,903**	**-**	**-**	**-**	**$716,903**
Ending Balance							
Ending Balance	-	-	(716,903)	-	-	-	(716,903)
Total Ending Balance	**-**	**-**	**($716,903)**	**-**	**-**	**-**	**($716,903)**
Total Positions							
Total Positions							3
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**3**
Total FTE							
Total FTE							2.64
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**2.64**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Administration and Support**

Pkg: 312 - Records Requests & Communications | **Cross Reference Number: 84500-003-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	517,650	-	-	-	517,650
Empl. Rel. Bd. Assessments	-	-	230	-	-	-	230
Public Employees' Retire Cont	-	-	99,336	-	-	-	99,336
Social Security Taxes	-	-	39,601	-	-	-	39,601
Paid Family Medical Leave Insurance	-	-	2,069	-	-	-	2,069
Worker's Comp. Assess. (WCD)	-	-	200	-	-	-	200
Flexible Benefits	-	-	173,250	-	-	-	173,250
Total Personal Services	**-**	**-**	**$832,336**	**-**	**-**	**-**	**$832,336**
Services & Supplies							
Employee Training	-	-	5,200	-	-	-	5,200
Office Expenses	-	-	5,200	-	-	-	5,200
Telecommunications	-	-	10,450	-	-	-	10,450
Data Processing	-	-	7,800	-	-	-	7,800
Facilities Rental and Taxes	-	-	85,000	-	-	-	85,000
Other Services and Supplies	-	-	5,200	-	-	-	5,200
IT Expendable Property	-	-	13,450	-	-	-	13,450
Total Services & Supplies	**-**	**-**	**$132,300**	**-**	**-**	**-**	**$132,300**
Capital Outlay							
Office Furniture and Fixtures	-	-	29,500	-	-	-	29,500
Total Capital Outlay	**-**	**-**	**$29,500**	**-**	**-**	**-**	**$29,500**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 312 - Records Requests & Communications

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	994,136	-	-	-	994,136
Total Expenditures	**-**	**-**	**$994,136**	**-**	**-**	**-**	**$994,136**
Ending Balance							
Ending Balance	-	-	(994,136)	-	-	-	(994,136)
Total Ending Balance	**-**	**-**	**($994,136)**	**-**	**-**	**-**	**($994,136)**
Total Positions							
Total Positions							5
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**5**
Total FTE							
Total FTE							4.40
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**4.40**

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2023-25 Biennium **Cross Reference Number: 84500-003-00-00-00000**

Agency Request Budget **Package Number: 303**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2600269	1421271		AL C1488 I P	INFORMATION SYSTEMS SPECIAL	33	PF	21	3	7,511	157,731	77,702	235,433	1	0.88
2600305	1421331		MMS X7006 I P	PRINCIPAL EXECUTIVE/MANAGER	31X	PF	21	3	8,015	168,315	80,585	248,900	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**326,046**	**158,287**	**484,333**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**326,046**	**158,287**	**484,333**	**2**	**1.76**

2023-25 Biennium **Cross Reference Number: 84500-003-00-00-00000**

Agency Request Budget **Package Number: 306**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1200303	1421411		MMS X7006 A P	PRINCIPAL EXECUTIVE/MANAGER	31X	PF	21	3	6,930	145,530	74,378	219,908	1	0.88
1200304	1421431		MMN X1322 A P	HUMAN RESOURCE ANALYST 3	29	PF	21	3	6,601	138,621	72,496	211,117	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**284,151**	**146,874**	**431,025**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**284,151**	**146,874**	**431,025**	**2**	**1.76**

2023-25 Biennium **Cross Reference Number: 84500-003-00-00-00000**

Agency Request Budget **Package Number: 307**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1500603	498880	20673	AL C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	0	3	6,046	50,016	13,624	63,640	0	0.00
2500290	1421452		MMS X7074 A P	BUDGET AND FISCAL MANAGER 2	33X	PF	21	3	7,630	160,230	78,383	238,613	1	0.88
2500291	1421471		AL C1244 A P	FISCAL ANALYST 2	27	PF	21	3	5,501	115,521	66,203	181,724	1	0.88
2500292	1421491		AL C0212 A P	ACCOUNTING TECHNICIAN	19	PF	21	3	3,784	79,464	56,382	135,846	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**405,231**	**214,592**	**619,823**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**405,231**	**214,592**	**619,823**	**3**	**2.64**

2023-25 Biennium **Cross Reference Number: 84500-003-00-00-00000**

Agency Request Budget **Package Number: 312**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1600297	1421831		MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	21	3	6,930	145,530	74,378	219,908	1	0.88
1600299	1421951		AL C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	21	3	3,482	73,122	54,654	127,776	1	0.88
1600300	1421991		AL C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	21	3	3,482	73,122	54,654	127,776	1	0.88
1600301	1422011		AL C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	21	3	3,482	73,122	54,654	127,776	1	0.88
1600302	1422031		MMN X0866 A P	PUBLIC AFFAIRS SPECIALIST 3	31	PF	21	3	7,274	152,754	76,346	229,100	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**517,650**	**314,686**	**832,336**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**517,650**	**314,686**	**832,336**	**5**	**4.40**

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Oregon Liquor & Cannabis Comm — **Agency Number: 84500**

2023-25 Biennium — **Cross Reference Number: 84500-003-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Other Funds						
Other Revenues	3,500	-	-	-	-	-
Transfer In - Intrafund	25,098,332	25,061,972	26,569,778	33,482,294	-	-
Transfer In - Indirect Cost	4,788,480	7,517,394	7,517,394	7,517,394	-	-
Total Other Funds	**$29,890,312**	**$32,579,366**	**$34,087,172**	**$40,999,688**	**-**	**-**

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DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2019-2021 Actual	2021-23 Legislatively Adopted	Legislatively Approved	2023-25		
						Agency Request	Governor's	Legislatively Adopted
ALL Sources	OTHER	Various	$29,890,312	$32,579,366	$34,087,172	$40,999,688	TBD	TBD

_X_ Agency Request ___ Governor's Budget ___ Legislatively Adopted Budget Page 83

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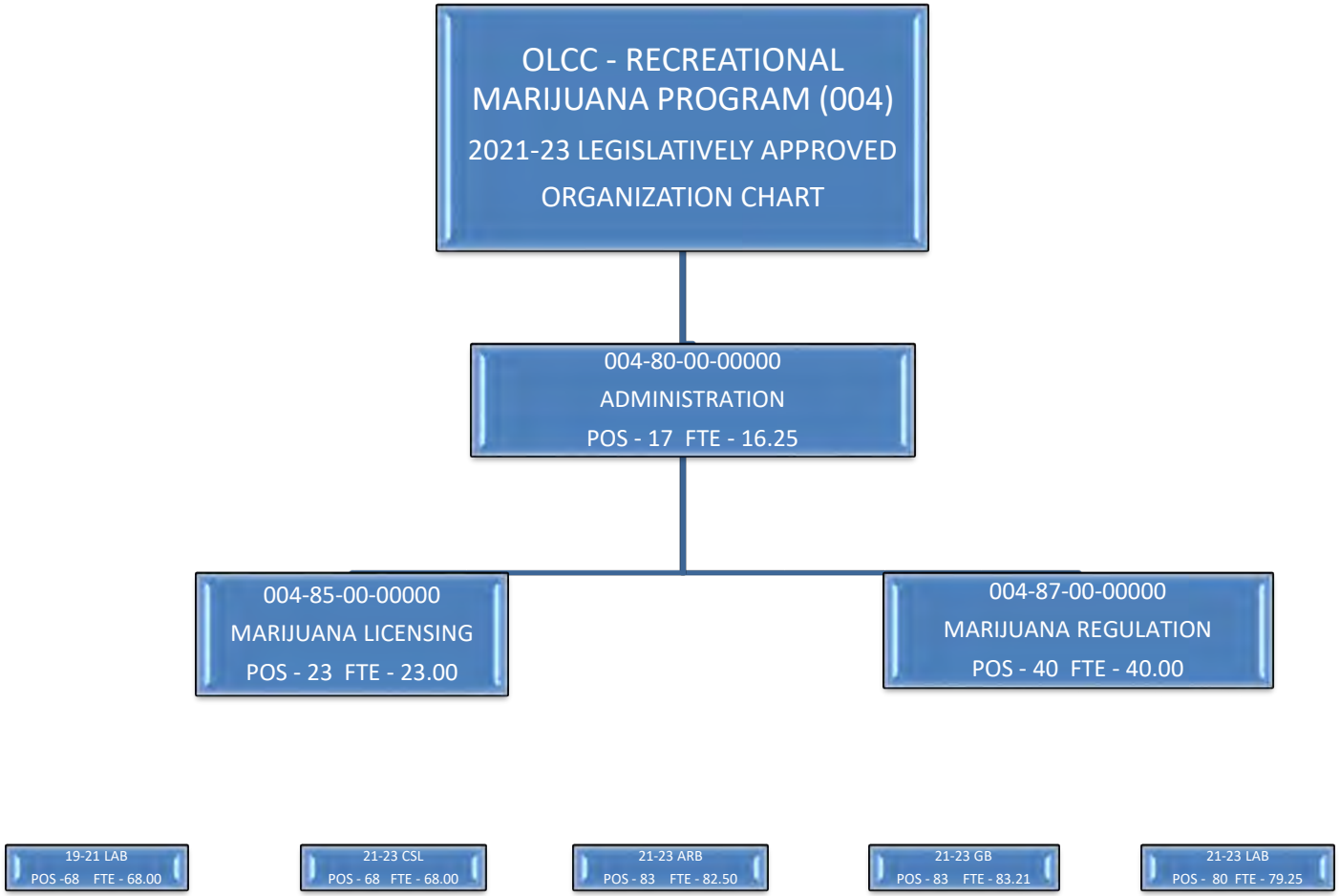
BUDGET NARRATIVE



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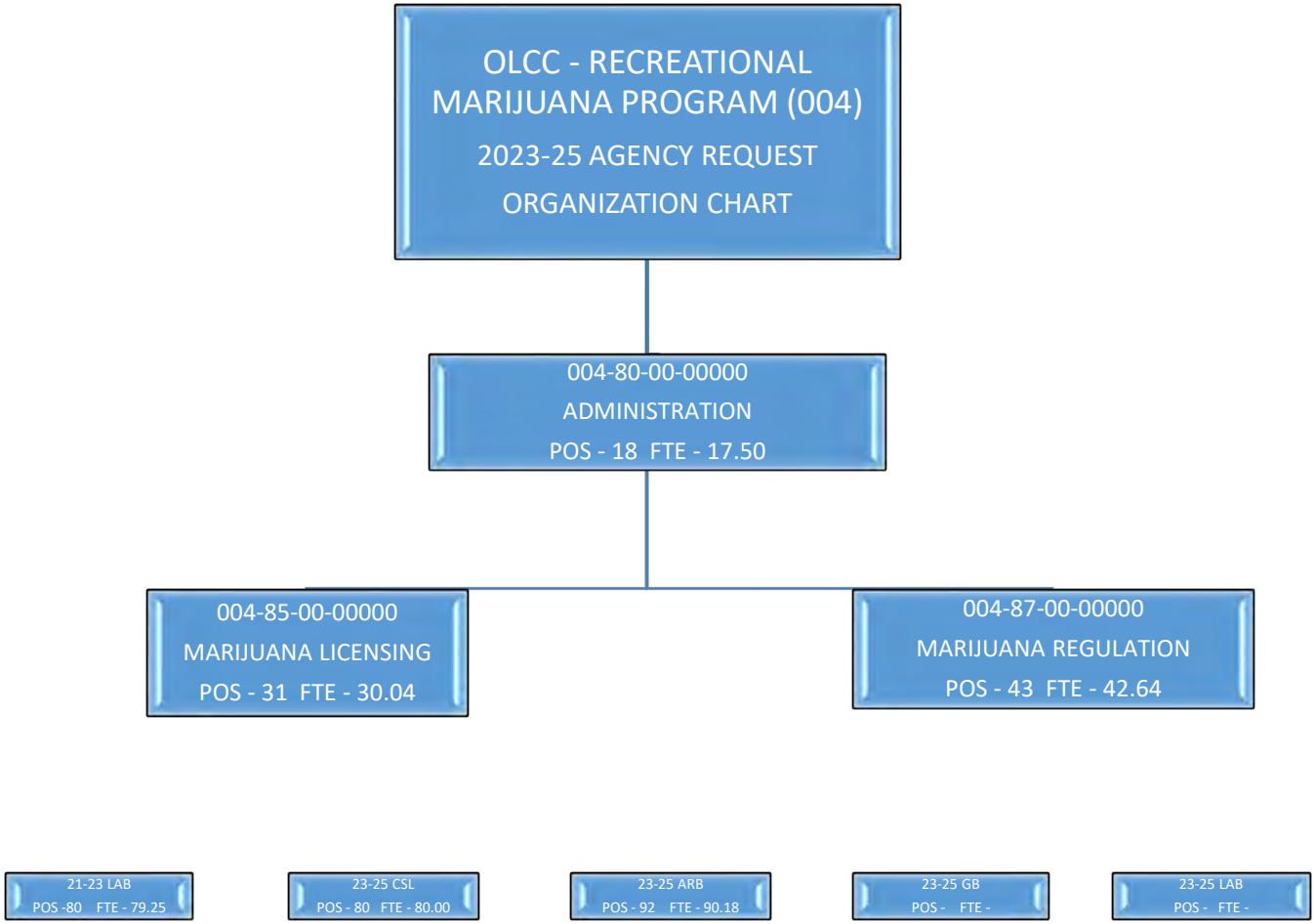
OLCC - RECREATIONAL MARIJUANA PROGRAM (004)
2023-25 AGENCY REQUEST
ORGANIZATION CHART
004-80-00-00000
ADMINISTRATION
POS - 18 FTE - 17.50
004-85-00-00000
MARIJUANA LICENSING
POS - 31 FTE - 30.04
004-87-00-00000
MARIJUANA REGULATION
POS - 43 FTE - 42.64
21-23 LAB
POS -80 FTE - 79.25
23-25 CSL
POS - 80 FTE - 80.00
23-25 ARB
POS - 92 FTE - 90.18
23-25 GB
POS - FTE -
23-25 LAB
POS - FTE -

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BUDGET NARRATIVE

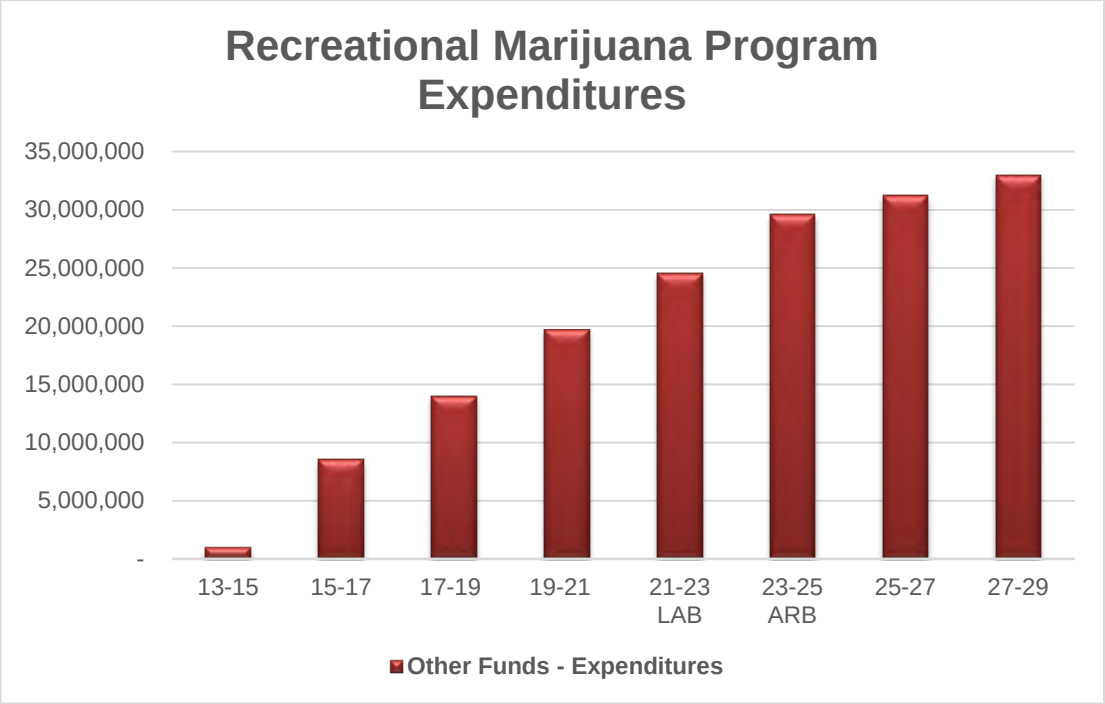
OLCC - RECREATIONAL MARIJUANA REGULATION PROGRAM - 004
2023-25 BUDGET

PROGRAM UNIT EXECUTIVE SUMMARY

A. PRIMARY OUTCOME AREA Economy and Jobs

B. PROGRAM CONTACT Will Higlin, OLCC Deputy Director, 503-872-5224

C. FUNDS BUDGET AND PERFORMANCE



The bars on the graph show historical and projected total expenditures for Recreational Marijuana.

D. PROGRAM OVERVIEW

OLCC's Marijuana Program regulates the production, manufacture, distribution and sale of recreational and medical grade marijuana products to ensure public safety and consumer protection while encouraging economic development. This Program funds agency responsibilities and strategies related to licensing, compliance and education.

E. PROGRAM FUNDING REQUEST

The 2023-25 Agency Request Budget is $29,597,789 Other Funds limitation for the 2023-25 biennium for this program, with 92 positions and 90.18 FTEs. In 2023-25 the implementation of the Marijuana Program is expected to generate $361.8 million in tax revenue collected by the Oregon Department of Revenue.

F. PROGRAM DESCRIPTION

In November 2014, Oregon voters approved Ballot Measure 91, which legalized the sale and use of recreational marijuana in Oregon. The measure tasked OLCC with regulating the new industry, including adoption of rules, licensing and compliance. Each following year has provided subsequent legislation which has further defined, expanded and changed the scope of regulation.

Prolific and consistent changes in state policy development have continually compressed the timeframe for the agency's rulemaking processes and necessitated rapid administrative action to implement an entirely new sector of legal commerce in Oregon. The OLCC has been one of the state's fastest growing agency and the scope of its work is still expanding as it manages the creation of a regulatory framework for recreational marijuana from conception to a major sector of Oregon's economy. With policy leadership from the Governor and Legislature, the OLCC and the marijuana industry have established a successful business framework bringing hundreds of millions of dollars in commerce and tens of thousands of jobs into legal and innovative enterprises across the state.

In 2023-25 the Program's focus will be on enhanced compliance activities and continued agency integration, interagency coordination, rulemaking, licensee education, licensing, renewals, and utilization of data from the Cannabis Tracking System to aid in licensee compliance and the auditing of tax collections in conjunction with the Department of Revenue. The Program will focus on renewal and compliance activities described in and managed by the Public Safety Services Program -002.

Key initiatives will be re-crafting the online application system and processes to provide better functionality and to reduce manual processes for licensees and administrative staff and the development of a new legislatively directed program to reissue expired, relinquished or suspended licenses. Processes and procedures will be refined as statutes and rules change and as the program gains experience. Adaptability, transparency and stakeholder engagement will be key to the continued development of this emerging industry, public safety and community livability. A key factor in the maturation of the program is consumer protection; the OLCC will be investing fee revenue from licensees into oversight and quality control of labs to ensure final products presented to the consumer meet standards for product testing, the commission will work to establish active and systemic oversight of licensed testing laboratories.

The industry, OLCC staff and stakeholders continue to work on the refining of rules, regulations, and statutes that began with changes to penalties and license cancellations in Senate Bill 408. The industry continues to mature and accordingly, the OLCC must make changes in how the rules are written, interpreted, and enforced to evolve alongside of the growing recreational marijuana industry.

OLCC's duties for recreational marijuana regulation program include the following:

- Prevent the sale of cannabis products to minors
- Support industry and law enforcement efforts to minimize illegal cannabis grows and impacts on the legal system
- Establish standards for intoxicating and artificially derived cannabis items
- Licensing and enforcement of regulations relating to producers, wholesalers, processors, retailers, laboratories, marijuana worker permits and research certificates with an emphasis on education and voluntary compliance
- Management, compliance and enforcement of a product tracking system which is required to be used by licensees to track all marijuana and marijuana products from plant viability to final sale to the consumer
- Conduct investigations, inspections, seizures, and detect and deter violations related to OLCC licensed marijuana facilities
- Maintain a focus on intentional diversion from OLCC licensed marijuana facilities to the illegal market
- Regulation of marijuana products sold in OLCC retail stores
- Label and package compliance for both recreational and medical marijuana
- Work with the Oregon Health Authority to allow the medical marijuana program to utilize tracking technology
- Assist in the development of testing requirements and standards for product testing
- Work with the Department of Revenue to reconcile product movement with taxes paid

The OLCC works closely with its partner agencies to administer this program:

- Oregon Health Authority (Oregon Medical Marijuana Program regulation, testing standards and ORELAP certification)
- Oregon Department of Revenue (taxation, audit)
- Oregon Department of Agriculture (certification of kitchen and weight scales, pesticide use and industrial hemp)
- Oregon Department of Water Resources (regulatory authority of water use in Oregon)
- Local, State and Federal law enforcement

G. PROGRAM JUSTIFICATION AND LINK TO LONG TERM OUTCOMES

The budget environment related to the regulation of recreational marijuana continues to adapt as the industry matures. Resources budgeted are predicated on an estimated number of licensees, the *actual* number of which may vary widely from estimates. OLCC is currently in a legislatively passed recreational licensing moratorium which ends in March of 2024. Even though the moratorium exists, licensing activities outpace the agency's staff ability to complete renewals, change of ownerships, alternations to premises, inspections, and issuing worker permits.

The Program's efforts have statewide reach, and impacts community livability and public safety throughout Oregon. Two primary missions of the Program's work are to prevent the sale of marijuana products to minors and to help ensure that marijuana is not being diverted outside of the regulated market. Together, this structure of licensing, tracking and commerce creates the platform for a well-regulated system that supports the legal sale and taxation of marijuana. Revenue from this program has grown significantly as the system has matured and this revenue is distributed to important public services at the state and local level.

H. PROGRAM PERFORMANCE

Oregon's licensed marijuana business have grown by 114% since the inception of the program in 2017. Marijuana worker permits have appeared to level off at about 64,000 (Table 1). Growth in the Oregon industry and the potential for national legalization have continued to drive the increases. These increases are still driving licensing and enforcement needs for the agency

Table 1. Historic Marijuana Licenses and Worker Permits

License counts as of June 30th of fiscal year	Active Marijuana Licenses	Active Marijuana worker Permits
2017	1,303	14,045
2018	1,933	30,530
2019	2,194	45,486
2020	2,259	57,352
2021	2,625	67,737
2022	2,797	63,604

OLCC has two Key Performance Measures related to Recreational Marijuana The first KPM is compliance-based, measures the rate of retail business that refuse to sell to minors during inspector directed minor decoy operations. Keeping marijuana out of the possession of minors is a major responsibility of OLCC oversight for its licensed retailers. This measure is calculated from the compiled results of minor decoy operations conducted during the fiscal year out of the five OLCC regional offices; Bend, Eugene, Salem, Medford and Portland Metro. The measure is calculated by dividing the total number of instances when a licensee refused to sell to a minor by the total number of attempted minor decoy purchases. In 2020 the compliance rate for sales to minors was 90%. Minor Decoy operations were suspended in 2021 due to COVID restrictions and concerns.

The second KPM is to measure the total amount of time it takes to issue a marijuana license. The data supporting this measure is compiled by the OLCC marijuana unit and reported from NIC-USA online licensing system documentation, as well as data compiled by license investigators statewide; processing time for individual applications varies widely based on how complete applications are, how ready for inspection an applicant is, and how quickly and thoroughly applicants respond to requests for additional information. The average time to license a marijuana business was 195 days in 2020 but has dropped to 88 days in 2021.

BUDGET NARRATIVE

I. ENABLING LEGISLATION/PROGRAM AUTHORIZATION

The OLCC's authority to regulate marijuana is derived from ORS Chapter 475B.

J. FUNDING STREAMS

OLCC's Marijuana Program will be fully funded by license and application fees during the 2023-25 biennium as mandated in HB 3400 from the 2015 session. The Marijuana Program pays for their portion of Support Services program costs through a position-based allocation. New fees may be established through rulemaking that cover the agency request budget cost for administering the Program as well as its proportional share of agency-wide shared management, support staff and expenses. The fees will be based on the total number of licenses and permits issued that are expected to renew during the 2023-25 biennium, plus forecasted revenue from reassigned licenses. Fees and reserves are anticipated to remain stable and sufficient to cover planned consumer protection investments in laboratory oversight and targeted efforts to ensure quality control of final products presented to consumers.

Recreational Marijuana License Fees

Fee Type	Amount	Comment
Application Fee for Initial License or Certificate	$ 250	Non-Refundable fee due with the application for a marijuana license
Annual Marijuana Producers (growers) License Tier I	$ 3,750	Annual License fee for smaller producers of marijuana; Less than 5,000 sq. ft. indoor/ 20,000 sq. ft. outdoor
Annual Marijuana Producers (growers) License Tier 2	$ 5,750	Annual License fee for larger producers of marijuana; 5001 to 20,000 sq. ft. indoor/ 20,001 to 40,000 sq. ft. outdoor
Annual Marijuana Producer (growers) Micro Tier 1	$ 1,000	Annual License Fee for Producers of marijuana up to 625 sq. ft.
Annual Marijuana Producer (growers) Micro Tier 2	$ 2,000	Annual License Fee for Producers of marijuana up to 626 sq. ft. to 1,250 sq. ft.
Annual Marijuana Processor License	$ 4,750	Annual license fee for processors ; process marijuana flower into extracts and edibles
Annual Marijuana Wholesaler License	$ 4,750	Annual license fee for wholesalers of marijuana products including transportation entities
Annual Marijuana Micro Wholesaler License	$ 1,000	Marijuana wholesaler that only receives product from a Micro tier 1 or Micro Tier 2 producer
Annual Marijuana Retailer License	$ 4,750	Annual license fee for retailers of marijuana products
Annual Marijuana Laboratory License	$ 4,750	Annual license fee for laboratories that test marijuana products
Annual Marijuana Sampling Laboratory License	$ 2,250	Annual license fee for laboratories that only sample marijuana for delivery to a licensed laboratory
Research Certificate (three year term)	$ 4,750	Certificate to conduct research on marijuana but material and product must be tracked similar to other licenses
Annual Hemp Certificate	$ 1,000	Annual license that allows industrial hemp producers to transfer hemp to licensed marijuana processor, wholesaler or retailer
Marijuana Handler Permit (five year term)	$ 100	Five year fee to educate, perform background checks and license individuals who sell marijuana product at retail
Additional Criminal Background Check	$ 50	Fee for additional background checks if not part of an initial or new license application
Change of Ownership Review	$ 1,000	Fee to evaluate any change to a ownership structure of a existing licensee (e.g. change of owners)
Change of Business Structure Review	$ 1,000	Fee to evaluate any change to a business structure of a existing licensee (e.g. change from C Corporation to LLC)
Transfer of Location of Premises Review	$ 1,000	Fee to evaluate any change to a business location of a existing licensee (e.g. moving location of business)
Packaging Preapproval fee	$ 100	One time fee to approve a type of packing for sale of marijuana products
Labeling Preapproval Fee	$ 100	One time fee to approve a type and content of label for sale of marijuana products
Annual License Fee for Additional Medical Canopy	$ 100	Annual fee to allow grower to licensed tier limits for medical marijuana production by ten percent
Change to Previously Approved Package or Label	$ 25	One time fee to approve a change to the type and content of label for sale of marijuana products
Transfer of Packing or Labeling Application to Another Entity	$ 25	One time fee to approve a transfer of packaging or labeling to another licensed entity
Late Renewal Fee for license if received less than 20 days before expiration date	$ 150	Renewals are due by the 10th of the month
Late Renewal Fee for license if received after expiration date	$ 300	Licenses expire at the end of the month. If no renewal received within 30 days of expiration date license is cancelled.
Late Renewal Fee for handler permit if received less than 20 days before expirati	$ 50	Renewals are due by the 10th of the month
Late Renewal Fee for handler permit received after expiration date	$ 100	Licenses expire at the end of the month. If no renewal receive within 30 days of expiration license is cancelled.

Based on the current number of applications in the marijuana license system, OLCC anticipates 2,921 active marijuana licenses by the end of FY 25. If this estimate continues to hold, then current license fees will cover 2023-25 Program expenses.

K. SIGNIFICANT PROPOSED PROGRAM CHANGES FROM 2021-23

The Recreational Marijuana Regulation Program is continuing to grow to regulate the production and sale of marijuana in Oregon. In addition to a variety of efficiency measures in established programs, the OLCC plans to expand into areas fundamental to the development of a comprehensive program. To date the agency has generated great expertise and is advancing performance in base areas of responsibility. However, the agency has not established protections and program depth necessary to systemically provide quality control and oversight of standards. Moreover, this new creative industry is generating the need for the agency to add capacity to regulate new products like artificially derived and intoxicating cannabinoids. The OLCC, out of concern for consumers, was provided greater legal authority to manage intoxicating and non-intoxicating cannabinoids beyond delta-9 THC (the historical measured intoxicating compound of cannabis). The utilization of multiple cannabinoids from the cannabis plant presents a wide and new range of responsibility for establishing, measuring and developing standards for consumer protection and labeling transparency. The archaic single measure of delta-9 THC is no longer sufficient nor reflective of a rapidly evolving use of the plant in product development by industry. Additionally, federal controls for the products made from high CBD, low THC cannabis are currently manipulated into artificially derived THC products readily available to minors. This explosive and nearly unlimited market created by the Farm Bill of 2018 will require greater scientific investigation into the chemical composition of “cannabis” products to impose necessary safety controls for consumer protection.

As the legislature directed, the OLCC is actively in rulemaking to determine changes that may be made in the use of RFID plant tags as part of the Cannabis Tracking System. This review of the utilization of tags and rulemaking may require alignment with the budget; however, the rule and the costing process of changes will not be completed in time for budget submittal. The OLCC will work with the Governor and Legislature to ensure consideration of system changes and any related cost shifts.

This budget reflects both investment in oversight of final products that move into the market, the labs that conduct the test results presented on labeling for the consumer, and the additional personnel necessary to develop and implement effective controls and standards for a growing list of aspiring cannabis products.

Significant program changes for 2023-25 include:

Cannabis Communication Outreach - Package No. 410, 0 FTE, $450,000

In 2015, at the onset of legal cannabis consumption by adults, the OLCC undertook an advertising campaign “What’s legal?” to inform consumers and the general public about the rules for private use of recreational marijuana and what behavior was “out-of-bounds.” This

campaign was not directly related to the agency's licensing of cannabis businesses nor has there been funding for a concerted communication effort regarding a retailer's shifting responsibility as new laws have been passed. A new area of responsibility for the agency is regulation of products containing non-cannabis but intoxicating derivatives, including the chemical conversion of CBD into Delta-8-THC. Currently children can purchase these products from their neighborhood convenience store. The legislature has directed the OLCC to regulate these semi-synthetic derivatives containing products in the general marketplace which has never been regulated starting on July 1, 2022. In addition, the agency is formulating a marijuana license reassignment program which needs significant communication outreach to reach a pool of qualified applicants. The OLCC is working with non-governmental organizations involved in human trafficking intervention. The OLCC will need to communicate about available resources to its licensees and the multiethnic and multilingual populations impacted. The agency is requesting communication funds for four initiatives: licensee education, regulation of hemp derived THC in the general marketplace, social equity licensing, and human trafficking.

Marijuana Lab Integrity - Package No. 413, 2.64 FTE, $965,674

OLCC seeks will resources to provide greater oversight to laboratory compliance issues. Anecdotal evidence from licensees shows that some labs are more "lenient" than others as it relates to sampling and testing products, which results in "lab shopping". OLCC is in process of developing standard lab testing protocols for compliance which requires funding for comparative samples testing for final products and personnel. Rather than react to specific complaints, OLCC will work to provide active oversight of laboratories into its work. This is not an extension of responsibility but the next step in developing a full regulatory program for cannabis oversight that protects consumers. With requested resources OLCC can execute on this expectation for the program.

Marijuana Licensing and Compliance - Package No. 414, 7.04 FTE, $1,897,080

Licensing work for the marijuana program is highly complex and needs dedicated leadership, policy and staff to respond quickly to ever changing legislative mandates, the development of new products, and the expectation for a diverse licensee population. As of June 1, 2022, the agency had 2,789 active marijuana licenses. While much progress has been made to eliminate the licensing backlog, over 400 applications require processing. Much work will be required for the agency to fulfill the agency directives to create a new program to increase diversity through the reassignment of expired licenses and to oversee immerging products like quasi-medical devices such as inhalers and nasal sprays or those labeled with alcohol branding. The OLCC is requesting additional staffing as the licensing and compliance work required to regulate the ever-changing marijuana industry has outstripped staff's ability to keep up with the needs of the industry.

Marijuana License Reassignment Grants LC - Package No. 417, 0 FTE, $1 (placeholder)

Among other provisions, HB 3112 (2022) requires reallocation of funding to programs that support cannabis businesses owned by individuals who are American Indian, Alaska Native, Black, Hispanic or Latinx. Additional requirements include identifying funding options and technical assistance that prioritize funding for holders of licenses under a new licensing programs, new training and data reporting requirements, as well as activities related to set aside proceedings and violation expungements, and staffing impact for the affected agencies and county community corrections programs. The purpose for the LC 84500-010 and POP 417 is to establish a funding and grant program that aligns with the racial equity vision outlined in Governor Brown's Diversity, Equity, and Inclusion (DEI) Action Plan, for OLCC licensees. The Marijuana License Reassignment Grant Program (MLRGP) would require that the OLCC's policies and practices be updated and revised in efforts to bridge the access to capital gap between historically underrepresented communities and non-marginalized groups. **(see LC 84500-010)**.

ODA Lab Funding LC - Package No. 418, 0 FTE, $2,281,689 (revenue transfer)

There remains a large scientific and oversight gap in the state's overall ability to hold marijuana testing laboratories accountable for their credentialing, methodology and accuracy of their results. To better protect consumers and human health and safety, greater resources are necessary to utilize ODA's expertise in laboratory testing. Establishing a market-based testing regimen to test a variety of marijuana products that are being sold in the active market as a means of determining if marijuana products are being labeled correctly and to evaluate the testing practices by marijuana testing laboratories licensed by OLCC but largely regulated by OHA. This activity and a revenue funds transfer from OLCC to ODA was anticipated activity and the subject of a budget note attached to the 2021-2023 LAB **(see LC 84500-001).**

Cannabis Consumer Protection Act LC - Package No. 419, 0.50 FTE, $112,704

Compliance within the industrial hemp program is critical because industrial hemp and marijuana products are generally indistinguishable except for levels of THC, the active psychological compound found in both hemp and cannabis. In 2018, legislators required tracking, testing, packaging, and labeling for hemp products sold in the recreational marijuana program. Not having similar requirements for manufacturers making hemp products for human consumption sold outside of the recreational marijuana program creates a public health risk **(see LC 84500-003)**.

BUDGET NARRATIVE

OLCC - MARIJUANA ADMINISTRATION - SUBPROGRAM 80
2023 - 25 BUDGET

A. PURPOSE, ACTIVITIES & ISSUES

The Marijuana Administration Division is the primary entity for implementing the compliance and enforcement responsibilities related to recreational marijuana as outlined in ORS 475C (Cannabis Regulation) and Oregon Administrative Rules Chapter 845. This Division works with the Public Safety and PACE divisions to establish standards and procedures for licensing and regulation and to assist the Department of Revenue in collection and audit of marijuana taxes.

Much of the work in implementing the recreational marijuana program has focused on agency integration. Marijuana law in Oregon touches many agencies other than the OLCC. The OLCC works closely with the Oregon Health Authority, Department of Agriculture, Department of Revenue, Oregon Water Resources Department and local, state and federal law enforcement. Each agency has its own areas of expertise, and the challenge is to coordinate information and efforts to solve multi-agency, state-wide issues.

In 2015, at the onset of legal cannabis consumption by adults, the OLCC undertook an advertising campaign "What's legal?" to inform consumers and the general public about the rules for private use of recreational marijuana and what behavior was "out-of-bounds." This campaign was not directly related to the agency's licensing of cannabis businesses nor has there been funding for a concerted communication effort regarding a retailer's shifting responsibility as new laws have been passed. A new area of responsibility for the agency is regulation of products containing non-cannabis but intoxicating derivatives, including the chemical conversion of CBD into Delta-8-THC. Currently children can purchase these products from their neighborhood convenience store. The legislature has directed the OLCC to regulate these semi-synthetic derivatives containing products in the general marketplace which has never been regulated starting on July 1, 2022. In addition, the agency is formulating a marijuana license reassignment program which needs significant communication outreach to reach a pool of qualified applicants. The OLCC is working with non-governmental organizations involved in human trafficking intervention. The OLCC will need to communicate about available resources to its licensees and the multiethnic and multilingual populations impacted. The agency is requesting communication funds for three initiatives: regulation of hemp derived THC in the general marketplace, social equity licensing, and human trafficking **(see POP 410 "Cannabis Communication Outreach").**

B. BACKGROUND

Measure 91 was passed in November of 2014. The Measure legalized recreational marijuana in Oregon and gave authority to the Oregon Liquor & Cannabis Commission for administration of the law and regulation of the market. Several pieces of legislation were passed during the 2015 Legislative Session that refined and clarified OLCC's mission, duties and responsibilities and actions. In subsequent legislative sessions, additional authorities were given including expansion of license types targeting small producers, expansion of the worker permit system to include all workers in the industry, the ability to move medical marijuana products from the medical system to the recreational system and tracking for hemp products entering the OLCC recreational marijuana market. Prolific and consistent changes in state policy development including responding to pandemic requirements has continually compressed the timeframe for the agency's rulemaking processes and necessitated rapid administrative action.

C. EXPECTED RESULTS

The Division is looking to accomplish the following goals:

- Assist Public Safety and Support Services in the development of the agency's online Marijuana Licensing and Compliance system and the development of rules to reissue expired, relinquished or suspended marijuana licenses
- Remain informed about current trends/topics in marijuana research and incorporate knowledge into existing programs
- Train prospective licensees, current licensees, and the general public on marijuana rules and the licensing process
- Establish data-sharing agreements with non-governmental organizations (e.g. research universities, banks)
- Protect consumers through final product quality control oversight of consumables (laboratory compliance, market testing of final products, and evaluation of new cannabinoid products)

D. REVENUE SOURCE

The Recreational Marijuana Program is funded from license fees and fines out of the Marijuana Control and Regulation Account created in HB 3400. The Oregon Liquor & Cannabis Commission is 100% Other Funded, and generates revenues from the sale of distilled spirits, alcohol and marijuana license fees, privilege tax paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapters 471, 473 and 475C. Funding for the Marijuana Program comes exclusively from marijuana-related license and permit fees.

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

BUDGET NARRATIVE

OLCC - MARIJUANA LICENSING – SUBPROGRAM 85
2023 - 25 BUDGET

A. PURPOSE, ACTIVITIES & ISSUES

The Marijuana Licensing Division is responsible for the licensing of all recreational marijuana businesses in Oregon. As of June 1, 2022 active licenses include 1,392 producers, 316 processors, 784 retailers, 1 research certificate, 47 hemp certificates and 63,878 marijuana handler permittees.

As this industry develops, social equity and support for aspiring applicants that have historically lacked access to capital is an issue of importance to the Commission and the State of Oregon. This is an area the OLCC is working to address through the Marijuana License Reassignment Program created by the Legislature in 2022. The rules of eligibility to seek and be allocated a reassignment license opportunity are currently being developed. However, the number one issue for disadvantaged communities seeking the opportunity to engage in business is access to capital. While this is a problem in the general economy, cannabis businesses have difficulty attaining banking services. In the development of this program, the OLCC is very aware of the high fiscal stress of licensees.

The OLCC is working with communities of color, disadvantaged communities, and the general marijuana sector to create a limited grant program that helps establish durable new licensees as participants in the cannabis industry **(see LC 84500-010 and POP 417 "Marijuana License Reassignment Grants LC").**

Compliance within the industrial hemp program is critical because industrial hemp and marijuana products are generally indistinguishable except for levels of THC, the active psychological compound found in both hemp and cannabis. In 2018, legislators required tracking, testing, packaging, and labeling for hemp products sold in the recreational marijuana program. Not having similar requirements for manufacturers making hemp products for human consumption sold outside of the recreational marijuana program creates a public health risk **(see LC 84500-003 and POP 419 Cannabis Consumer Protection Act LC).**

Licensing work for the marijuana program is highly complex and needs dedicated leadership, policy and staff to respond quickly to ever changing legislative mandates, the development of new products, and the expectation for a diverse licensee population. As of June 1, 2022, the agency had 2,789 active marijuana licenses. While much progress has been made to eliminate the licensing backlog, over 400 applications require processing. Much work will be required for the agency to fulfill the agency directives to create a new program to increase diversity through the reassignment of expired licenses and to oversee immerging products such quasi-medical devices such as inhalers and nasal sprays or those labeled with alcohol branding. The OLCC is requesting additional staffing as the licensing and

compliance work required to regulate the ever-changing marijuana industry has outstripped staff's ability to keep up with the needs of the industry (**see POP 414 "Marijuana Licensing and Compliance").**

B. BACKGROUND

Measure 91 was passed in November 2014. The Measure legalized recreational marijuana and gave authority to the Oregon Liquor Control Commission for administration of the law and regulation of the market. From 2015-2022 multiple pieces of legislation were passed that granted OLCC additional authorities including expansion of license types, certificate programs, and expansion of those required to obtain marijuana worker permits.

In the 2022 session (HB 4016) legislators placed a moratorium on new marijuana producer, processor, wholesaler and retailer licenses for applications received after January 1, 2022, until March 31, 2024; however, it allows OLCC to reissue expired, relinquished or suspended marijuana licenses. As of June 1, 2022, OLCC has 2,784 active marijuana licensees and an additional 244 applications under review.

C. EXPECTED RESULTS

The Marijuana Licensing Division expects the following results during 2023-25 biennium:

- Assist in the development and implementation of the agency's online marijuana licensing system
- Implement a temporary marijuana worker permit program
- Work with Public Safety and Support Services to develop and implement the Marijuana License Reassignment Program
- Establish authority for OLCC to license manufactures of all cannabinoid products intended for human consumption
- Promote compliance through the education of applicants, licensees, and public on the agency rules, policies and licensing procedures
- Participate in ongoing stakeholder outreach with continued focus on diversity and evolving industry needs

D. REVENUE SOURCE

The Recreational Marijuana Program is funded from license fees and fines out of the Marijuana Control and Regulation Account created in HB 3400. The Oregon Liquor & Cannabis Commission is 100% other funded, and generates revenues from the sale of distilled spirits, alcohol and marijuana license fees, privilege tax paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapters 471, 473 and 475C. Funding for the Marijuana Program comes exclusively from marijuana-related license and permit fees.

E. PROPOSED LEGISLATIVE CHANGES

Agency Concept 84500-003 – Cannabis Consumer Protection Act
Requires manufacturers making items containing cannabinoids for human consumption to obtain a license from the OLCC. Authorizes the department to collect specified fees, which would be used, upon appropriation to implement the program.

Agency Concept 84500-010 – Marijuana License Reassignment Grants
Establishes a funding and grant program to complement the objectives of the OLCC Marijuana License Reassignment Program by aligning access to licenses with access to capital necessary to compete in Oregon's competitive Adult Use Recreational marketplace. Access to capital is a primary issue for disadvantaged communities that will have a limited opportunity to participate in the Marijuana License Reassignment Program the Commission is working to establish. This is even more of an issue in the cannabis market as access to banking is not available. This effort is intended to ensure that Oregon's marketplace has a diversity of successful businesses.

BUDGET NARRATIVE

OLCC - MARIJUANA REGULATION - SUBPROGRAM 87
2023 - 25 BUDGET

A. PURPOSE, ACTIVITIES & ISSUES

The Marijuana Regulation Division is responsible for enforcing the laws related to recreational marijuana license holders. The Program investigates license applications, inspects licensed premises for compliance, responds to complaints related to licensees and administers violations of Oregon's marijuana law and regulations. The Division is managed by the Public Safety Program of the OLCC and shares similar activities and expected outcomes with the alcohol program. Primary activities include inspections of retailers, producers, wholesalers, processors, researchers and labs, conducting complaint driven investigations, minor decoy operations and in-field inspections during the outdoor harvest season. As of June 1, 2022, OLCC has 2,784 active marijuana licensees and an additional 244 applications under review.

Along with ongoing enforcement activities, the Division also expects the following activities:

- Utilize information provided by the Cannabis Tracking System to direct enforcement priorities
- Establish a team of investigators to conduct data driven investigations that leads to known diversion throughout the state
- Consistently share information with outside compliance agencies such as Oregon Health Authority, Department of Agriculture, Department of Revenue, Water Resources Department, State Police, as well as local government programs and law enforcement. Create partnerships with moderation groups and participate in community events such as job fairs, school activities or industry presentations

Oregon is the only state that has separated material extracted from marijuana into two mutually exclusive categories. Industry has considerable difficulty in understanding these categories, resulting in many miscategorized and mislabeled products **(see LC 84500-002 "Extract/Concentrate Definition Consolidation").**

There remains a large scientific and oversight gap in the state's overall ability to hold marijuana testing laboratories accountable for their credentialing, methodology and accuracy of their results. To better protect consumers and human health and safety, greater resources are necessary to utilize ODA's expertise in laboratory testing. Establishing a market-based testing regimen to test a variety of marijuana products that are being sold in the active market as a means of determining if marijuana products are being labeled correctly and to evaluate the testing practices by marijuana testing laboratories licensed by OLCC but largely regulated by OHA. This activity

and a revenue funds transfer from OLCC to ODA was anticipated activity and the subject of a budget note attached to the 2021-2023 LAB **(see LC 84500-001 and POP 418 "ODA Lab Funding LC")**

Through this budget, OLCC will utilize resources to provide greater oversight to laboratory compliance issues. Anecdotal evidence from licensees relate that some labs are more "lenient" than others as it relates to sampling and testing products, which results in "lab shopping". OLCC is in process of developing standard lab testing protocols for compliance which requires funding for comparative samples testing for final products and personnel. Rather than react to specific complaints, OLCC will work to provide active oversight of laboratories into its work. This is not an extension of responsibility but the next step in developing a full regulatory program for cannabis oversight that protects consumers. With requested resources OLCC can execute on this expectation for the program. **(see POP 413 "Marijuana Lab Integrity")**

B. BACKGROUND

Measure 91 with amendments from legislation in 2015-2022 have necessitated the continual adoption of new processes and procedures. As the industry has matured, so has the agency in its measured approach to compliance and communication. Early on the agency adopted an education first philosophy for compliance. Over time the sanction schedule was modified to more closely align the severity of the violation as it relates to public safety with appropriate sanctions. The need for stakeholder outreach and education on compliance is a recurring issue due to the ongoing churn of licensees characterized by closures, openings, ownership changes, and changes in law.

C. EXPECTED RESULTS

In the 2023-25 biennium, the Division expects the following results:

- Agency rules, policies and processes result in the reduction of incidents which negatively impact public safety as measured by local and state agency feedback and number of violations.
- Strong partnerships with law enforcement and other state and local agencies result in measurable statewide decreases in the number of public safety incidents related to marijuana.
- Reduction in statewide sales to minors by percentage as measured by minor decoy checks compared with previous years.
- OLCC sworn staff have the appropriate training necessary to obtain and maintain DPSST certification, which is also in line with the agency's voluntary compliance philosophy and enforcement authority.

D. REVENUE SOURCE

The Recreational Marijuana Program is funded from license fees and fines out of the Marijuana Control and Regulation Account created in HB 3400. The Oregon Liquor & Cannabis Commission is 100% Other Funded, and generates revenues from the sale of distilled spirits, alcohol and marijuana license fees, privilege tax paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapters 471, 473, and 475C. Funding for the Marijuana Program comes exclusively from marijuana-related license and permit fees. .

E. PROPOSED LEGISLATIVE CHANGES

Agency Concept 84500-001 – Marijuana Lab Integrity
Allocates funding to ODA for a marijuana reference lab. To create consistency, laboratories are included under the definition of licensed premises. The provisions affecting the licensee's privileges will mirror the privileges of other marijuana licensees.

Agency Concept 84500-002 – Extract/Concentrate Consolidation
Adjusts the statutes to consolidate the definition of extracts and concentrates into one product type in order to eliminate licensee and marketplace confusion.

Cannabis Communications Outreach
OLCC 23-25 Budget, Policy Option Package No. 410, Agency Priority No. 10

A. Package Purpose

OLCC needs to help stakeholders better understand enterprise level initiatives in development that will build on existing support provided for existing and new licensees. In addition, stakeholders and the public need to understand the directives from the legislature to bring OLCC non-licensees into compliance with new statutory obligations, and better ensure compliance by existing licensees. The public is more familiar with longstanding and even recent stereotyping of the agency, and less or not familiar with the agency's *actual* work that protects public health and safety which contributes to healthy communities.

A well-informed licensee stakeholder base is of paramount importance; it is the "last mile" needed to ensure success when new licensee focused initiatives are launched and to help businesses unfamiliar with the OLCC's regulatory authority to understand their *new* responsibilities and the implications for noncompliance. Moreover, it is fundamental to the agency's core obligation to educate and ensure enforcement – compliance is a base mission. In 2015, at the onset of legal cannabis consumption by adults, the OLCC undertook an advertising campaign "What's Legal?" to inform consumers and the general public about the rules for private use of recreational marijuana and what behavior was "out-of-bounds." This campaign t created a base of understanding for consumers before OLCC licensed cannabis retailers first opened in October 2016. That campaign served as an enticement to draw cannabis users from the illegal to the legal market. The agency now must reinforce consumer confidence and product safety in the regulated market in order to deter consumers' defection into the illegal market.

The "What's Legal?" campaign was not directly related to the agency's licensing of cannabis businesses nor has there been funding for a concerted communication effort regarding a retailer's shifting responsibility as new laws have been passed. Although informing the public remains a core objective, the agency's responsibilities continue to grow as the legislature assigns OLCC more authority to regulate the cannabis plant, not just marijuana, but hemp as well. Ever since the OLCC issued its first recreational marijuana licenses in April 2016 the agency has absorbed additional oversight over cannabis production. In July 2018 OLCC began tracking larger Oregon Medical Marijuana Program growers in the state's Cannabis Tracking System. Hemp producers registered with the Oregon Department of Agriculture that want to sell into the OLCC regulated THC market must also be tracked. The regulatory confluence of the two cannabis plants now strains allied state agencies tasked with oversight. Untamed illegal cannabis production now rivals the volume of pre-regulated, but is done in the open on private property, not hidden away on public lands.

BUDGET NARRATIVE

In 2021, during Operation Table Rock, OLCC coordinated with law enforcement, Oregon Department of Agriculture, Oregon Department of Water Resources, and other state and local agencies to crack down on illegal THC* production by legitimate and unlicensed growers. Much of the illegal THC production is disguised to masquerade as legitimate hemp production, which is protected under the 2018 Federal Farm Bill. This effort to root out illegal activity will continue to expand. Communication support is important for maintaining the integrity of regulated system, maintaining value for our licensees, protecting public safety and ensuring the stable generation of state revenue through retail taxed cannabis sales.

A new area of responsibility for the agency is the regulation of products containing non-cannabis derivatives, including the chemical conversion of cannabis produced CBD into Delta-8-THC. This is another unintended loophole of the 2018 Farm Bill. The public is unaware that across the country products containing Delta-8-THC can be found in a vast array of storefronts which has created a public safety issue. **Currently children can purchase these intoxicating THC products from their neighborhood convenience store** but could not purchase the Delta-9 THC products sold at OLCC cannabis retailers. A recent ruling by the U.S. Ninth Circuit Court of Appeals is being interpreted to infer the legality of D-8-THC, absent federal regulations to the contrary. Currently, Oregon is the only state regulating artificially derived cannabinoids, including Delta-8-THC, which take/took effect on July 1, 2022. The legislature has directed the OLCC to regulate these semi-synthetic derivative containing products in the general marketplace; this is a marketplace with a significantly sized segment that heretofore hasn't had to interact with the OLCC. The OLCC doesn't know how big this market is, or how big the problem is. The OLCC will need to reach an ambiguously defined group of merchants retailing these products to help them comply, as well as reaching educators, parents, and public health partners about the known and unknown consequences about the sale and use products containing semi-synthetic derivatives.

Another issue state authorities uncovered during Operation Table Rock is the magnitude of human trafficking associated with illegal cannabis production sites. This activity is significant enough that an oversight gap was identified; no state agency has responsibility for tracking the issue or coordinating a comprehensive approach to addressing it. The 2022 Oregon Legislature directed the OLCC to address this issue through authorization of a FTE Human Trafficking Coordinator. The OLCC is also ramping up compliance education for sex trafficking for alcohol servers at bars and restaurants from SB 515 approved in the 2021 legislative session. In addition to working with non-governmental organizations involved in human trafficking intervention, the OLCC will need to communicate about available resources to multiethnic and multilingual populations impacted by human trafficking, and to help the general public understand the existence and extent of this issue.

Like many cannabis regulators the OLCC is contemplating approaches on how to close gaps generated at the onset of licensing that created barriers to entry for some qualified applicants. Currently a moratorium on issuing licenses is in place. However, the legislature has given the OLCC discretion to address that social equity gap by considering the utilization of surrendered licenses – even with moratorium in place. The OLCC is beginning to formulate its "license reassignment program" in what is expected to be an iterative process to create a permanent "social equity" component that would be imbedded into the cannabis licensing process. OLCC will need to reach the pool of qualified applicants to make them aware of this new opportunity for licensure and to help them navigate the licensing process.

B. How Achieved

OLCC requests limitation of $450,000 from Recreational Marijuana Control and Regulation Fund to support the hiring of an external public affairs focused communications agency to develop strategy and tactics, messaging, and collateral creation four initiatives:

- What's Legal? and licensee compliance
- Regulated hemp derived (THC) products in the general marketplace
- Human trafficking
- Social equity licensing

Cannabis Communications Outreach
OLCC 2023-25 Budget Policy Option Package No. 410

Division	Package Description	FTE	One-time	Ongoing	Total
Recreational Marijuana - Administration	Communications on Human Trafficking, Diversity & Equity	0.00	$450,000	$0	$450,000
		0.00	$450,000	$0	$450,000
TOTALS - Cannabis Communications Outreach - Package # 410		***0.00***	***$450,000***	***$0***	***$450,000***

BUDGET NARRATIVE

C. Staffing Impact

The package adds no new staff to OLCC.

D. Quantifying Results

OLCC tracks stakeholder engagement, participation in the regulated cannabis system, and compliance with regulations. With external communications support OLCC will be able to reach individuals and entities unaware of the opportunities and obligations required of them to participate in the legal cannabis market.

E. Revenue Source

The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B.

Marijuana Lab Integrity
OLCC 23-25 Budget, Policy Option Package 413, Agency Priority No. 13

A. Package Purpose

The OLCC is charged with monitoring the manufacture, testing, and sale of all marijuana products in Oregon. Between April 2021 and March 2022, there were approximately 75,000 samples tested by OLCC-licensed laboratories for required batch-level testing prior to sale to a consumer. The OLCC has licensed over 5,000 marijuana businesses and over 20 marijuana testing laboratories. The OLCC has received numerous complaints from consumers, licensees, and journalists regarding the efficacy and accuracy of the test results being provided by the OLCCs marijuana laboratories. Currently the OLCC must rely on contracting with the very companies it must license and regulate to conduct audit testing to ensure consumer safety.

Marijuana labs are privately contracted by our licensees and are paid by our licensees to conduct required compliance testing for pesticides, potency, and other safety tests. This financial relationship has created the concern that some marijuana licensees may be paying to receive preferred results, or that some labs may be providing more favorable results in efforts to gain clients. Laboratory licensees have reported the concern that they are effectively punished by clients for reporting accurate results because a failed test could result in their client being unable to sell their products. They also report that some clients have stopped using labs who report lower but more accurate potency scores.

Marijuana growers and product manufacturers reportedly feel like they must contract with certain laboratories because they provide higher potency results. Especially for usable marijuana, higher potency results can allow growers to charge more money for their crop and are sometimes a necessary condition to get retail shelf space. The purpose of this policy option package is to enable the OLCC to take a proactive and consumer focused approach to addressing concerns regarding the accuracy of testing and reports of misrepresented products.

Recently, the OLCC has observed an increasing number of businesses artificially manufacturing a variety of cannabinoids, some entirely novel or containing cannabis in trace amounts. These artificially derived cannabinoids are offered for sale to consumers in Oregon and may be manufactured in Oregon and exported throughout the U.S. The health effects and manufacturing processes of these products are largely unknown. Along with the proposed reference laboratory, the OLCC needs sufficient resources and staffing to address these highly complex and technical concerns of these novel products which could risk consumer safety.

Additionally, the OLCC is tasked with regulating inhalable vapor items made with marijuana and hemp products. These devices have had reported safety concerns such has leaching heavy metals into the products. The OLCC will need scientific guidance and resources to further investigate these reported concerns. While an ODA reference laboratory will greatly aid in the physical testing of these products the OLCC will also need the internal resources to evaluate and address the inevitable compliance issues as they are discovered.

The OLCC requires additional resources to protect consumers and keep pace with a continually evolving industry and its market incentives. Although OLCC has adequate regulatory authority, the agency lacks the resources, and therefore the bandwidth to actualize that authority in sufficiently monitoring compliance issues within the market related to the integrity of products.

B. How Achieved

The OLCC is requesting three new positions to compensate for the increased workload that will be taken on by launching this initiative as well as using current revenue to conduct further testing of products.

The OLCC is requesting a Natural Resource Specialist 4 position. This position will act as a complex technical advisor regarding environmental laboratory operations as well as conducting research and analysis of novel compliance issues related to cannabis testing. This position will act as a liaison and technical coordinator with OHA and ODA to aid in the development of the proposed cannabis reference laboratory (addressed in a separate POP).

This requested position will also take on some of the responsibilities of the current Laboratory & Testing Compliance Specialist 3 position. That CS3 position will then be used to primarily focus on the coordination and execution of random audit testing, which is expected to take a significant amount of coordination and project management.

The OLCC is requesting an additional Regulatory Specialist position. Due to the increasing complexity and volume of consumer and licensee complaints and the compliance work required to investigate those complaints which at times results in voluntary or mandatory product recalls, an additional regulatory specialist is necessary to adequately support consumer and consumer protection.

The OLCC is requesting a Compliance Specialist 2 position to aid in the administration, analysis, and data collection of this initiative.

The OLCC is requesting the expenditure authority to spend $250,000 of its own revenue each biennium to conduct random and targeted safety testing of cannabis products being sold to consumers within Oregon.

Marijuana Lab Integrity
OLCC 23-25 Budget Policy Option Package No. 413

Division	Package Description	FTE	One-time	Ongoing	Total
Recreational Marijuana - MJ Public Safety	Compliance Specialist 2	0.88		$168,712	$168,712
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.88	$9,120	$191,952	$201,072
Recreational Marijuana - MJ Public Safety	Natural Resource Specialist 4	0.88		$219,908	$219,908
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.88	$9,120	$243,148	$252,268
Recreational Marijuana - MJ Public Safety	Regulatory Specialist	0.88		$196,374	$196,374
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
	Vehicle		$33,600		$33,600
		0.88	$9,120	$219,614	$262,334
Recreational Marijuana - MJ Public Safety	Product Purchase for Random Testing	0.00	$0	$250,000	$250,000
TOTALS - Marijuana Lab Integrity - Package # 413		***2.64***	***$27,360***	***$904,714***	***$965,674***

*Personal Services calculated at Step 3 for all new positions

a. **Benefits to stakeholders:** The OLCC licenses over 2,700 marijuana businesses. Millions of items are being manufactured, tested and sold within the OLCC regulated market every year. This initiative will allow the OLCC to better monitor those products for safety as well as provide for a more equitable playing field. Nationally, testing requirements continue to be a focus of each states' recreational program. This initiative will aid Oregon's market in meeting the standards of other states if federal legalization of marijuana occurs.

b. **Benefits to OLCC:** The requested testing budget and positions will expand the OLCC's ability to address consumer safety and compliance concerns regarding product integrity that have been reported and observed.

C. Staffing Impact

The package adds 3 Positions (2.64 FTE) to the OLCC to address the new workload that will be added with launching this initiative

D. Quantifying Results

The OLCC will be able to conduct random and targeted audit testing within the marijuana market in Oregon. This testing will allow the OLCC to better ensure the safety of consumers as well as address concerns from the industry regarding unsafe and misleading practices.

E. Revenue Source

"The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B."

BUDGET NARRATIVE

Marijuana Licensing and Compliance
OLCC 2023-25 Budget, Policy Option Package No. 414, Agency Priority No. 14

A. Package Purpose

OLCC license requests for the recreational marijuana program continue to grow and OLCC's backlog in many categories of licensing activity is too slow and unacceptable. Recreational marijuana—while this program is now five years since its inception—the industry continues to evolve both on its own as well as in response to ever-changing legislation. Due to this, the licensing work for marijuana remains highly complex and the demand for changes is high. As of June 1, 2022, OLCC had 2,789 active marijuana licenses with over 400 applications for licenses either assigned or waiting to be assigned. The demand and responsibility for expeditious processing of marijuana licenses and permits as well as the maintenance of licenses permits, and those records associated to them remains a top priority for OLCC. To meet this expectation, OLCC must better align the number of staff to the growth and industry change.

The industry that funds the agency's marijuana program does not understand the limits on the agency's ability to simply hire a workforce that matches the demand – particularly when their fees support the program and have been ample enough to build-up reserves. In 2020, the OLCC added personnel to work on the renewal backlog during the COVID-19 stay at home order and the backlog was eliminated. Management made policy changes to facilitate the process of moving forward and address a backlog of change of ownership applications (which often provides new life to the capital investment in a marijuana business and license). The agency is currently in a legislatively passed recreational marijuana licensing moratorium which ends in March of 2024. Even though the moratorium exists, licensing activities outpace staff's ability to complete renewals, change of ownerships, and alterations to premises, inspections and issuing worker permits. At the same time OLCC staff and stakeholders continue to work on the refining of the rules, regulations and statutes that began with changes to penalties and license cancellations in Senate Bill 408. The industry continues to mature and accordingly, the OLCC must make changes in how the rules are written, interpreted and enforced. In addition, the positions requested will enable experienced staff to assist with the development of the IT project to automate the application and tracking of licensing and provide the support necessary to migrate licensing data to support the operation of a new system. OLCC projects marijuana funds will be sufficient to cover this cost and maintain the agency's overall budget – that of course depends on the OLCC's ability to produce licenses and the revenue to support its operations.

Since the inception of the recreational marijuana program, OLCC has had robust packaging and labeling requirements and a pre-approval process to mitigate items' access by and appeal to minors. In that time, the entirety of the program has been developed and maintained by a single Compliance Specialist 3. In recent years, especially since the outbreak of the nationwide Vaping Use-Associated Lung Injury (VALI) outbreak in 2019 – in which 23 Oregonians were hospitalized and a further 2 Oregonians died – OLCC has taken on a more prominent role in product safety oversight. This has been realized by rules adopting more stringent oversight of vaping ingredients and artificial ("synthesized") cannabinoids derived from hemp. Additionally, these rules were drafted with both legal considerations and the impact to Oregon's regulated cannabis marketplace in mind, considerations that will be central to any future decision- and policy making. With a single CS3 to oversee the entirety of the OLCC's packaging and labeling program, OLCC has been resource constrained in its ability to be proactive in regard to product safety policies as well as the business impact of regulations. For example, although OLCC adopted rules for ingredient regulation in vaping products, OLCC has not had the resources to evaluate vaping hardware being used or develop minimum standards in a way that would ensure harmful byproducts are not being created for consumers. Similarly, other areas in regard to ingredient disclosure and consumer-facing information is underdeveloped – although OLCC has the resources to maintain the packaging and labeling program that was established in 2016, there is a need for a policy analyst position to evolve the program and keep pace with a changing industry. Additional national trends are on the horizon. Labeling of marijuana products with alcohol branding (e.g. "Fireball gummies") is becoming more common nationwide. Quasi-medical devices (e.g. inhalers and nasal sprays) are seeking footholds in marijuana markets. With the establishment of an interstate association of regulators ("CANNRA") there is opportunity for states to align labeling and product requirements. Preparation for interstate commerce of marijuana will require modification of existing rules and laws, and establishment of new ones. But a dedicated policy analyst on these issues is required for Oregon to keep pace and maintain its leadership role.

B. How Achieved

OLCC requests addition of one Principle Executive Manager C position to directly manage the current group of license investigators. There is a similar position on the alcohol licensing program. The position will provide extensive technical support and application development to help integrate OLCC data and web-based application used by licensing and enforcement staff in the marijuana program. This position will be funded as a recreational marijuana position.

BUDGET NARRATIVE

OLCC requests addition of two Licensing Specialists positions for marijuana licensing. The number of active marijuana licenses far exceeds the number expected and OLCC lacks the capacity to eliminate the backlog and normalize reasonable licensing times without additional capacity. To be able to accommodate this growth and keep up with the ever-changing marijuana industry, it is imperative to increase the number of marijuana licensing specialists assigned to this work. There are currently 13 licensing specialist positions assigned to this program and much of their work is assigned to renewals and change requests of the 2,263 current active licenses. These changes range in complexity to significant changes in business structure to adding endorsements to a license. There are currently 400 new license applications that are awaiting processing with many of these licenses experiencing critical financial issues related to license delay.

OLCC requests addition of three Marijuana Regulatory Specialist positions for the licensing program. Regulatory specialist have been embedded in the alcohol licensing program to provide additional help with site visits and compliance checks. A similar practice has been recommended for Recreational Marijuana. Regulatory Specialist will be able to make site visits to assess compliance while the licenses are in the application process.

OLCC requests creation of an Operations and Policy Analyst 3 position to oversee rule and policy development for its packaging, labeling, and marijuana product safety program. To date, OLCC has managed to keep pace by the existing Compliance Specialist 3 working out of class. However, this is unsustainable and also makes it more difficult for OLCC to think prospectively and act proactively on a wide range of issues. Currently the Packaging and Labeling CS3 works considerable overtime just to manage and maintain the program.

OLCC request addition of a Compliance Specialist 3 for the Recreational Marijuana Licensing Program. This position will develop standards and practices for licensing and train license investigators and regulatory specialist.

BUDGET NARRATIVE

Marijuana Licensing and Compliance
OLCC 2023-25 Budget Policy Option Package No. 414

Division	Package Description	FTE	One-time	Ongoing	Total
Recreational Marijuana - MJ Licensing	PEM-C Assistant Marijuana Licensing Manager	0.88		$194,658	$194,658
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.88	$9,120	$217,898	$227,018
Recreational Marijuana - MJ Licensing	2 Marijuana License Investigators	1.76		$337,424	$337,424
	Services & Supplies, including office space @ $17,000 per employee		$6,440	$46,480	$52,920
	Work station furniture & chair		$11,800		$11,800
		1.76	$18,240	$383,904	$402,144
Recreational Marijuana - MJ Licensing	3 Marijuana Regulatory Specialists	2.64		$589,122	$589,122
	Services & Supplies, including office space @ $17,000 per employee		$9,660	$69,720	$79,380
	Work station furniture & chair		$17,700		$17,700
	3 Vehicles		$100,800		$100,800
		2.64	$128,160	$658,842	$787,002
Recreational Marijuana - MJ Licensing	OPA3 for Packaging & Labeling Analyst	0.88		$219,908	$219,908
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.88	$9,120	$243,148	$252,268
Recreational Marijuana - MJ Licensing	CS3 for Packaging & Labeling Compliance	0.88		$196,288	$196,288
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.88	$9,120	$219,528	$228,648
TOTALS - Marijuana Licensing & Compliance - Package # 414		***7.04***	***$173,760***	***$1,723,320***	***$1,897,080***

*Personal Services calculated at Step 3 for all new positions

a. Benefits to stakeholders

New license applications should not have to wait for months or years to be approved at the expense of renewals of existing licenses. These resources will provide for new applicants to more rapidly come in to the recreational market place and begin operating their businesses. Oregon consumers of cannabis are protected with accurate labeling of products and from harmful substances that may occur in their products.

b. Benefits to OLCC

Resource constraints within the agency have led to significant overtime and stress related to increased workloads. Non-compliance of some licensees can lead to high profile cases where perception of the agency is diminished. More resources allow OLCC to more effectively serve the public as well as capture revenue more efficiently.

C. Staffing Impact

For the OLCC, this package adds 8 positions (7.04 FTE) to OLCC Recreational Marijuana Program.

D. Quantifying Results

This request links directly to one agency Key Performance Measures; Time to license for marijuana licenses.

E. Revenue Source

"The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B."

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BUDGET NARRATIVE

Marijuana License Reassignment Grants LC
OLCC 23-25 Budget, Policy Option Package No. 417, Agency Priority No. 17

A. Package Purpose

In 2021 Legislative Session, key stakeholders worked with members of the Oregon Legislative Assembly to establish the Equity Investment and Accountability Board and Equity Investment and Accountability Office within office of Governor to provide equity oversight of cannabis industry in this state. Among other provisions, HB 3112 requires reallocation of funding to programs that support cannabis businesses owned by individuals who are American Indian, Alaska Native, Black, Hispanic or Latinx. In addition, OLCC is directed to identify funding options and provide technical assistance that prioritize funding for holders of licenses under a new license reassignment program. New training and data reporting requirements, as well as activities related to set aside proceedings and violation expungements, will impact staffing requirements for the affected agencies and county community corrections programs.

In 2022 Oregon Legislature passed House Bill 4016, extending new producer moratorium, and imposing new moratorium on processor, wholesaler, and retailer applications. Additionally, and in recognition of the disproportionate impact to historically disadvantaged groups, the bill allows OLCC to reissue expired, relinquished, or otherwise suspended marijuana licenses to qualified applicants. The moratorium is in effect until March 31, 2024. HB 4016 created a unique opportunity for the OLCC to define by rule, the criteria to help establish the Marijuana License Reassignment Grant Program (MLRGP). This legislation recognizes that access to capital is in part fueled by historical policies that created significant barrier for many seeking to successfully establish a business in Oregon.

The agency has proposed a legislative concept (LC 84500-010) to establish a funding and grant program that aligns with the racial equity vision outlined in Governor Brown's Diversity, Equity, and Inclusion (DEI) Action Plan, for OLCC licensees. The Marijuana License Reassignment Grant Program (MLRGP) would require that the OLCC's policies and practices be updated and revised in an effort to bridge the access to capital gap between historically underrepresented communities and non-marginalized groups.

In recent years, cannabis stakeholder groups worked with the OLCC to identify needed resources to help reduce barriers to entry for individuals and communities adversely impacted by the enforcement of cannabis-related laws. However, creating an even playing field for individuals who faced adverse socio-economic challenges has greater obstacles beyond just access to capital.

For those emerging non-traditional business owners, OLCC understands that financing is a basic requirement to help support the critical resources needed for success.

B. <u>How Achieved</u>

The reassignment program established under HB 4016 (§4) allows the OLCC to adopt rules to assign licenses to qualified applicants. HB 4016 (§4) coupled with a Marijuana License Reassignment Grant Program (MLRGP) would create new opportunities for marijuana industry entrepreneurs from diverse background who face obstacles in accessing capital. By allowing the OLCC to consider reissuing current available cannabis retail, producer, and/or processor licenses (i.e., licenses that have expired, been relinquished, or been otherwise suspended), to qualified applicants, the legislature could allow the Commission to establish by rule, the MLRGP to explicitly target a pool of "qualified applicants" from the reassigned group (individuals who are American Indian, Alaska Native, Black, Hispanic or Latinx or communities impacted by the war on drugs), to access to capital. The OLCC has begun the process of developing the Marijuana License Reassignment Grant Program by engaging stakeholders that participated in the HB 3112 Oregon Cannabis Equity Act discussion to develop outreach to individuals disproportionately impacted. HB 3112 was considered during the 2021 session but failed due to concerns on the proposed funding and fiscal impact. Qualified applicants for the reassignment licenses will have the opportunity to request funding from the OLCC if legislatively authorized to award grants based on the strength of the business plans submitted by the applicant. Additional factors could be considered to help support the mission of these grants. For example, establishing a lottery system (if necessary) for reassignment applicants that have an identified need for grant funding.

An initial pilot program would allow the Commission to take immediate action to establish the framework for the applicant process and to develop outreach and a technical assistance program. The Commission could also exercise the duties, functions and powers established through the legislation to ensure fair access to the MLRGP's applicants. While there are no specific impacts to other state agencies, it is the agency's hope that the OLCC could partner with sister agencies to implement the program and ensure continued compliance with the Governor's stated policy to include people from communities that have been historically underrepresented or denied access.

The OLCC will work with the Governor's office to assist in outreach efforts to help educate potential applicants on the reassignment licensing process and to encourage participation of underrepresented groups to ensure an inclusive cannabis industry. Funds could be dedicated from the marijuana tax fund to ensure that the new owner has an equal opportunity to prosper. The total amount of the grant funding will be determined during the development of the Governor's budget.

BUDGET NARRATIVE

Marijuana License Reassignment Grants LC
OLCC 23-25 Budget, Policy Option Package No. 417

Division	Package Description	FTE	One-time	Ongoing	Total
Recreational Marijuana - Administration	Marijuana License Reassignment Grants	0.00	$1	$0	$1
		0.00	$1	$0	$1
TOTALS - Marijuana License Grant Program LC - Package # 417		***0.00***	***$1***	***$0***	***$1***

C. Staffing Impact

No additional staff requested

D. Quantifying Results

Metrics detailing diversity of cannabis business is still being developed.

E. Revenue Source

"The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B." OLCC envisions the funding for the LC would come from the Department of Revenue Oregon Marijuana Account, established under ORS 475B.759 as a pre-distribution transfer.

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BUDGET NARRATIVE

ODA Lab Funding LC
OLCC 23-25 Budget, Policy Option Package No. 418, Agency Priority No. 18

A. Package Purpose

Cannabis products in Oregon are required to undergo multiple compliance tests before they are purchased at a retail level. Tests include but are not limited to: THC/CBD potency, pesticide residue, solvent residue and by the end of 2022, heavy metals and specific micro biologicals. Without state oversight, lab testing procedures and accuracy goes mostly unchecked. Anecdotal evidence from licensees illustrate that some labs are more "lenient" than others as it relates to sampling and testing products, which results in "lab shopping". Having an established state lab to perform audit testing and methodology research of labs (:C 84500-001) utilized by licensees will be a valuable tool for the regulatory agencies, consumers, and Oregonian's who use cannabis as a medicine. As recommended by the 2019 Secretary of State Cannabis Audit, the 2019 Oregon Cannabis Commission Legislative Report and 2020 Governor Brown's Vaping Taskforce, a state-run reference lab is needed to ensure product in the market is accurately tested as required and the labeling reflects those test results for consumer safety, awareness and regulatory compliance.

Laboratory testing is fundamental to ensuring that public health and safety are considered as well as being an integral part of the state regulatory and compliance functions. In addition, it creates a fair and level playing field for those selling into the marketplace. The Oregon Liquor and Cannabis Commission (OLCC) could either invest significant resources into a laboratory of its own or help fund a reference lab within another established state regulatory agency. One such lab is the Oregon Department of Agriculture (ODA) regulatory lab. Funding a reference lab would provide a neutral third-party for method development, quality assurance review of other labs, and unbiased compliance testing.

A state reference lab in Oregon specifically could:

- Conduct compliance testing to make sure licensed labs are testing and reporting appropriately by comparing lab results listed in the Cannabis Tracking System (CTS) to products being sold to consumers.
- Investigate complaints from licensees about faulty lab testing.
- Conduct market basket testing – i.e. random testing of products at retail as recommended in the January 2019 Oregon Secretary of State audit of OLCC.

- Conduct compliance testing to assist in OLCC investigations.
- Conduct compliance testing for public health investigations.
- Conduct compliance testing to assist in ODA hemp investigations.
- Conduct compliance testing for law enforcement requests.
- Develop new testing standardized testing methods.

Without significantly enhanced state lab capabilities, including a reference lab doing this kind of work, the OLCC or ODA will not be in the position to effectively protect consumers, nor effectively regulate a system of product testing that relies on the accurate results of independent private labs licensed by the state.

ODA is best suited to the development of a reference lab for marijuana. ODA's mission is to ensure healthy natural resources, environment, and economy for Oregonians now and in the future through inspection and certification, regulation, and promotion of agriculture and food. ODA has an established regulatory testing lab specializing in testing plants and food items. While also providing valuable research about testing methodologies to other state agencies. Realizing the importance of the ODA lab to consumer health and safety of Oregonians, the state has provided resources to ODA to relocate the lab to a facility capable of being an emergency lab for the state. OLCC and ODA both regulate various forms of the cannabis plant including hemp, marijuana and the manufacturing process to make the plant material into foods. To best leverage state resources, all cannabis and cannabis products could be tested under the same regulatory body, under the same rules and using the same methodologies

B. <u>How Achieved</u>

At the current capacity and location ODA Laboratory Services does not have the adequate FTE to efficiently add chemical methods to ISO/IEC 17025 Laboratory Accreditation scope (current methods are primarily microbiological) and maintain a robust quality management system (QMS) in order to continue supplying its customers (ODA regulatory programs and OLCC Cannabis requests) with high quality, legally defensible, analytical results. Also, with new regulations for the hemp crop at the USDA level, the department will need to apply for and receive a DEA laboratory registration. At the current laboratory location ODA would need to start with funding to purchase laboratory equipment, apply for a DEA license, ISO certification and develop and cannabis testing methodologies. In the 2023-2025 biennium ODA will add 3 positions: Natural Resource Specialist 1 (NRS1), Chemist 3 (Chem3) and Chemist 2 (Chem2). The department received the operations position, but revenues have not been sufficient to hire that much needed position. It is expected ODA will move to the new state building, North Valley

Complex, in the Fall of 2023, at that time the preliminary work described above can be bolstered as the agency transitions into the reference lab capabilities. At this time an Operations manager would be necessary for workflow throughput.

For the 2023 – 2025 Budget OLCC is proposing to use marijuana license fees to fund part of the ODA reference lab in the amount of $2,281,689.

The ODA is planning to use hemp license fees to conduct lab analyses for hemp regulatory testing.

ODA Lab Funding LC

OLCC 23-25 Budget, Policy Option Package No. 418

Division	Package Description	FTE	One-time	Ongoing	Total
Recreational Marijuana - Administration	ODA Lab Funding	0.00	$1,750,000	$531,689	$2,281,689
		0.00	$1,750,000	$531,689	$2,281,689
TOTALS - ODA Lab Funding LC - Package # 418		***0.00***	***$1,750,000***	***$531,689***	***$2,281,689***

C. Staffing Impact

No additional staff requested

D. Quantifying Results

Currently there are 38 lab licensees in Oregon that test for marijuana products. It is unknown how many of these labs have processes or procedures that do not meet standards.

The results can be measured in phases, beginning with staff hiring, purchasing of lab equipment, DEA license application and ISO certification. The next phase would be the development of testing methodologies and beginning to conduct market basket testing.

The final phase would be compliance action, by the OLCC, to bring the OLCC licensed labs into compliance based on the outcomes of the market basket testing.

E. Revenue Source

"The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B."

BUDGET NARRATIVE

Cannabis Consumer Protection Act LC
OLCC 23-25 Budget, Policy Option Package No. 419, Agency Priority No. 19

A. Package Purpose

Consumers of cannabis including hemp should have the ability to know as much as possible about the cannabis products they purchase for consumption. In an evolving market of intoxicating and non-intoxicating cannabis, with synthetic cannabinoids and other non-cannabis additives in cannabis products, the state can help consumers and the marketplace do a better job creating market certainty and consumer protection. In the open market today, retailers are asked to carry too high a burden and liability for understanding the intricacies of the cannabis products they would like to sell, and there is vast confusion about what is actually allowed in the open market. Industry, retailers and most importantly consumers need the basic information they should have to make choices about the products they may consume. It is a concern if processing cannabis items for consumption continues unchecked many people may have delayed health effects from using products with unknown ingredients they thought were "healthy". There is also a lack of robust packaging and standards for these products, potentially allowing products that are attractive to minors or contain untruthful and misleading statements.

B. How Achieved

OLCC proposes legislation (LC 84500-003) that would require all cannabinols intended for consumption to be regulated by the Oregon Liquor and Cannabis Commission. The legislation would require all producers of cannabinoids intended for human consumption to be licensed by the OLCC and to utilize all requirements for final product testing, packaging and labeling, and final market shipments. This would ensure that all cannabinoids are evaluated for the adult use intoxicating market, open market adult use products, and open market non-restricted products (minors not restricted from purchasing). It would set in place common testing standards for all cannabis products aligned through rules. It would extend state packaging and labeling requirements that would interpret lab results, provide ingredient content information and provide any health or label warnings. It would require the OLCC to develop additional and more complete online access to product information beyond that which can be communicated on space limited packaging and labels.

OLCC would request the following to operationally enable this change;

One Administrative Specialist 1 in the Recreational Marijuana program to process additional license applications.

Cannabis Consumer Protection Act LC
OLCC 23-25 Budget Policy Option Package No. 419

Division	Package Description	FTE	One-time	Ongoing	Total
Recreational Marijuana - Administration	Add 1 part-time (50%) AS2	0.50		$80,344	$80,344
	Services & Supplies, including office space @ $17,000 per employee		$3,220	$23,240	$26,460
	Work station furniture & chair		$5,900		$5,900
		0.50	$9,120	$103,584	$112,704
TOTALS - Cannabis Consumer Protection Act LC - Package # 419		***0.50***	***$9,120***	***$103,584***	***$112,704***

C. Staffing Impact

The package adds 1 position (0.50 FTE) to Recreational Marijuana Program

D. Quantifying Results

The package adds resources to accommodate and increase in the number of licenses

E. Revenue Source

"The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B."

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Recreational Marijuana Program**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 84500-004-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Overtime Payments	-	-	3,336	-	-	-	3,336
Public Employees' Retire Cont	-	-	640	-	-	-	640
Pension Obligation Bond	-	-	50,594	-	-	-	50,594
Social Security Taxes	-	-	255	-	-	-	255
Unemployment Assessments	-	-	9	-	-	-	9
Paid Family Medical Leave Insurance	-	-	13	-	-	-	13
Mass Transit Tax	-	-	17,422	-	-	-	17,422
Vacancy Savings	-	-	(169,070)	-	-	-	(169,070)
Total Personal Services	**-**	**-**	**($96,801)**	**-**	**-**	**-**	**($96,801)**
Total Expenditures							
Total Expenditures	-	-	(96,801)	-	-	-	(96,801)
Total Expenditures	**-**	**-**	**($96,801)**	**-**	**-**	**-**	**($96,801)**
Ending Balance							
Ending Balance	-	-	96,801	-	-	-	96,801
Total Ending Balance	**-**	**-**	**$96,801**	**-**	**-**	**-**	**$96,801**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Recreational Marijuana Program**

Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 84500-004-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Tsfr To Agriculture, Dept of	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Telecommunications	-	-	(6,000)	-	-	-	(6,000)
Agency Program Related S and S	-	-	(84,000)	-	-	-	(84,000)
IT Expendable Property	-	-	(23,280)	-	-	-	(23,280)
Total Services & Supplies	**-**	**-**	**($113,280)**	**-**	**-**	**-**	**($113,280)**
Capital Outlay							
Office Furniture and Fixtures	-	-	(61,600)	-	-	-	(61,600)
Total Capital Outlay	**-**	**-**	**($61,600)**	**-**	**-**	**-**	**($61,600)**
Total Expenditures							
Total Expenditures	-	-	(174,880)	-	-	-	(174,880)
Total Expenditures	**-**	**-**	**($174,880)**	**-**	**-**	**-**	**($174,880)**
Ending Balance							
Ending Balance	-	-	174,880	-	-	-	174,880
Total Ending Balance	**-**	**-**	**$174,880**	**-**	**-**	**-**	**$174,880**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 031 - Standard Inflation

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	4,942	-	-	-	4,942
Out of State Travel	-	-	694	-	-	-	694
Employee Training	-	-	4,200	-	-	-	4,200
Office Expenses	-	-	8,896	-	-	-	8,896
Telecommunications	-	-	17,038	-	-	-	17,038
State Gov. Service Charges	-	-	(426)	-	-	-	(426)
Data Processing	-	-	5,427	-	-	-	5,427
Publicity and Publications	-	-	135	-	-	-	135
Professional Services	-	-	39,383	-	-	-	39,383
IT Professional Services	-	-	231,058	-	-	-	231,058
Attorney General	-	-	86,018	-	-	-	86,018
Employee Recruitment and Develop	-	-	4,201	-	-	-	4,201
Dues and Subscriptions	-	-	135	-	-	-	135
Facilities Rental and Taxes	-	-	28,294	-	-	-	28,294
Facilities Maintenance	-	-	39,537	-	-	-	39,537
Agency Program Related S and S	-	-	6,764	-	-	-	6,764
Other Services and Supplies	-	-	3,701	-	-	-	3,701
Expendable Prop 250 - 5000	-	-	3,504	-	-	-	3,504
IT Expendable Property	-	-	352	-	-	-	352
Total Services & Supplies	**-**	**-**	**$483,853**	**-**	**-**	**-**	**$483,853**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 031 - Standard Inflation

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Office Furniture and Fixtures	-	-	323	-	-	-	323
Total Capital Outlay	**-**	**-**	**$323**	**-**	**-**	**-**	**$323**
Total Expenditures							
Total Expenditures	-	-	484,176	-	-	-	484,176
Total Expenditures	**-**	**-**	**$484,176**	**-**	**-**	**-**	**$484,176**
Ending Balance							
Ending Balance	-	-	(484,176)	-	-	-	(484,176)
Total Ending Balance	**-**	**-**	**($484,176)**	**-**	**-**	**-**	**($484,176)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Recreational Marijuana Program**

Pkg: 410 - Cannabis Communication Outreach | **Cross Reference Number: 84500-004-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Publicity and Publications	-	-	450,000	-	-	-	450,000
Total Services & Supplies	**-**	**-**	**$450,000**	**-**	**-**	**-**	**$450,000**
Total Expenditures							
Total Expenditures	-	-	450,000	-	-	-	450,000
Total Expenditures	**-**	**-**	**$450,000**	**-**	**-**	**-**	**$450,000**
Ending Balance							
Ending Balance	-	-	(450,000)	-	-	-	(450,000)
Total Ending Balance	**-**	**-**	**($450,000)**	**-**	**-**	**-**	**($450,000)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 413 - Marijuana Lab Integrity

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	366,345	-	-	-	366,345
Empl. Rel. Bd. Assessments	-	-	138	-	-	-	138
Public Employees' Retire Cont	-	-	70,301	-	-	-	70,301
Social Security Taxes	-	-	28,025	-	-	-	28,025
Paid Family Medical Leave Insurance	-	-	1,465	-	-	-	1,465
Worker's Comp. Assess. (WCD)	-	-	120	-	-	-	120
Flexible Benefits	-	-	103,950	-	-	-	103,950
Total Personal Services	**-**	**-**	**$570,344**	**-**	**-**	**-**	**$570,344**
Services & Supplies							
Instate Travel	-	-	3,130	-	-	-	3,130
Employee Training	-	-	5,680	-	-	-	5,680
Office Expenses	-	-	2,600	-	-	-	2,600
Telecommunications	-	-	13,270	-	-	-	13,270
Data Processing	-	-	4,160	-	-	-	4,160
Facilities Rental and Taxes	-	-	51,000	-	-	-	51,000
Agency Program Related S and S	-	-	250,000	-	-	-	250,000
Other Services and Supplies	-	-	6,120	-	-	-	6,120
IT Expendable Property	-	-	8,070	-	-	-	8,070
Total Services & Supplies	**-**	**-**	**$344,030**	**-**	**-**	**-**	**$344,030**
Capital Outlay							
Office Furniture and Fixtures	-	-	17,700	-	-	-	17,700

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 413 - Marijuana Lab Integrity

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Automotive and Aircraft	-	-	33,600	-	-	-	33,600
Total Capital Outlay	**-**	**-**	**$51,300**	**-**	**-**	**-**	**$51,300**
Total Expenditures							
Total Expenditures	-	-	965,674	-	-	-	965,674
Total Expenditures	**-**	**-**	**$965,674**	**-**	**-**	**-**	**$965,674**
Ending Balance							
Ending Balance	-	-	(965,674)	-	-	-	(965,674)
Total Ending Balance	**-**	**-**	**($965,674)**	**-**	**-**	**-**	**($965,674)**
Total Positions							
Total Positions							3
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**3**
Total FTE							
Total FTE							2.64
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**2.64**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Recreational Marijuana Program**

Pkg: 414 - Marijuana Licensing and Compliance | **Cross Reference Number: 84500-004-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	955,332	-	-	-	955,332
Empl. Rel. Bd. Assessments	-	-	368	-	-	-	368
Public Employees' Retire Cont	-	-	183,327	-	-	-	183,327
Social Security Taxes	-	-	73,082	-	-	-	73,082
Paid Family Medical Leave Insurance	-	-	3,821	-	-	-	3,821
Worker's Comp. Assess. (WCD)	-	-	320	-	-	-	320
Flexible Benefits	-	-	277,200	-	-	-	277,200
Total Personal Services	**-**	**-**	**$1,493,450**	**-**	**-**	**-**	**$1,493,450**
Services & Supplies							
Instate Travel	-	-	9,390	-	-	-	9,390
Employee Training	-	-	16,000	-	-	-	16,000
Office Expenses	-	-	6,760	-	-	-	6,760
Telecommunications	-	-	37,720	-	-	-	37,720
Data Processing	-	-	10,920	-	-	-	10,920
Facilities Rental and Taxes	-	-	136,000	-	-	-	136,000
Other Services and Supplies	-	-	17,320	-	-	-	17,320
IT Expendable Property	-	-	21,520	-	-	-	21,520
Total Services & Supplies	**-**	**-**	**$255,630**	**-**	**-**	**-**	**$255,630**
Capital Outlay							
Office Furniture and Fixtures	-	-	47,200	-	-	-	47,200

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Recreational Marijuana Program**

Pkg: 414 - Marijuana Licensing and Compliance | **Cross Reference Number: 84500-004-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Automotive and Aircraft	-	-	100,800	-	-	-	100,800
Total Capital Outlay	**-**	**-**	**$148,000**	**-**	**-**	**-**	**$148,000**
Total Expenditures							
Total Expenditures	-	-	1,897,080	-	-	-	1,897,080
Total Expenditures	**-**	**-**	**$1,897,080**	**-**	**-**	**-**	**$1,897,080**
Ending Balance							
Ending Balance	-	-	(1,897,080)	-	-	-	(1,897,080)
Total Ending Balance	**-**	**-**	**($1,897,080)**	**-**	**-**	**-**	**($1,897,080)**
Total Positions							
Total Positions							8
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**8**
Total FTE							
Total FTE							7.04
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**7.04**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Recreational Marijuana Program**

Pkg: 417 - Marijuana License Reassignment Grants LC | **Cross Reference Number: 84500-004-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Professional Services	-	-	1	-	-	-	1
Total Services & Supplies	**-**	**-**	**$1**	**-**	**-**	**-**	**$1**
Total Expenditures							
Total Expenditures	-	-	1	-	-	-	1
Total Expenditures	**-**	**-**	**$1**	**-**	**-**	**-**	**$1**
Ending Balance							
Ending Balance	-	-	(1)	-	-	-	(1)
Total Ending Balance	**-**	**-**	**($1)**	**-**	**-**	**-**	**($1)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 418 - ODA Lab Funding LC

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Tsfr To Agriculture, Dept of	-	-	(2,281,689)	-	-	-	(2,281,689)
Total Transfers Out	**-**	**-**	**($2,281,689)**	**-**	**-**	**-**	**($2,281,689)**
Ending Balance							
Ending Balance	-	-	(2,281,689)	-	-	-	(2,281,689)
Total Ending Balance	**-**	**-**	**($2,281,689)**	**-**	**-**	**-**	**($2,281,689)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Recreational Marijuana Program**

Pkg: 419 - Cannabis Consumer Protection Act-LC | **Cross Reference Number: 84500-004-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	47,544	-	-	-	47,544
Empl. Rel. Bd. Assessments	-	-	26	-	-	-	26
Public Employees' Retire Cont	-	-	9,124	-	-	-	9,124
Social Security Taxes	-	-	3,637	-	-	-	3,637
Paid Family Medical Leave Insurance	-	-	190	-	-	-	190
Worker's Comp. Assess. (WCD)	-	-	23	-	-	-	23
Flexible Benefits	-	-	19,800	-	-	-	19,800
Total Personal Services	**-**	**-**	**$80,344**	**-**	**-**	**-**	**$80,344**
Services & Supplies							
Employee Training	-	-	1,040	-	-	-	1,040
Office Expenses	-	-	1,040	-	-	-	1,040
Telecommunications	-	-	2,090	-	-	-	2,090
Data Processing	-	-	1,560	-	-	-	1,560
Facilities Rental and Taxes	-	-	17,000	-	-	-	17,000
Other Services and Supplies	-	-	1,040	-	-	-	1,040
IT Expendable Property	-	-	2,690	-	-	-	2,690
Total Services & Supplies	**-**	**-**	**$26,460**	**-**	**-**	**-**	**$26,460**
Capital Outlay							
Office Furniture and Fixtures	-	-	5,900	-	-	-	5,900
Total Capital Outlay	**-**	**-**	**$5,900**	**-**	**-**	**-**	**$5,900**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Recreational Marijuana Program**

Pkg: 419 - Cannabis Consumer Protection Act-LC | **Cross Reference Number: 84500-004-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	112,704	-	-	-	112,704
Total Expenditures	**-**	**-**	**$112,704**	**-**	**-**	**-**	**$112,704**
Ending Balance							
Ending Balance	-	-	(112,704)	-	-	-	(112,704)
Total Ending Balance	**-**	**-**	**($112,704)**	**-**	**-**	**-**	**($112,704)**
Total Positions							
Total Positions							1
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**1**
Total FTE							
Total FTE							0.50
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**0.50**

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Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
8700277	1422051		AL C5247 A P	COMPLIANCE SPECIALIST 2	25	PF	21	3	5,014	105,294	63,418	168,712	1	0.88
8700289	1422092		AL C5733 A P	REGULATORY SPECIALIST	27	PF	21	3	5,501	115,521	66,203	181,724	1	0.88
8700307	1422091		MMN X8504 A P	NATURAL RESOURCE SPECIALIST	30	PF	21	3	6,930	145,530	74,378	219,908	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**366,345**	**203,999**	**570,344**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**366,345**	**203,999**	**570,344**	**3**	**2.64**

Position Number	Auth No	Workday Id	Classification			Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
8500281	1422291		AL	C5248 A	P	COMPLIANCE SPECIALIST 3	29	PF	21	3	6,046	126,966	69,322	196,288	1	0.88
8500282	1422211		AL	C5733 A	P	REGULATORY SPECIALIST	27	PF	21	3	5,501	115,521	66,203	181,724	1	0.88
8500284	1422151		MMS	X7436 A	P	Licensing and Permitting Supervisor 2		PF	21	3	5,985	125,685	68,973	194,658	1	0.88
8500285	1422171		AL	C5732 A	P	LICENSING SPECIALIST	25	PF	21	3	5,014	105,294	63,418	168,712	1	0.88
8500286	1422194		AL	C5732 A	P	LICENSING SPECIALIST	25	PF	21	3	5,014	105,294	63,418	168,712	1	0.88
8500287	1422231		AL	C5733 A	P	REGULATORY SPECIALIST	27	PF	21	3	5,501	115,521	66,203	181,724	1	0.88
8500288	1422251		AL	C5733 A	P	REGULATORY SPECIALIST	27	PF	21	3	5,501	115,521	66,203	181,724	1	0.88
8500298	1422271		MMN	X0872 A	P	OPERATIONS & POLICY ANALYST 3	30	PF	21	3	6,930	145,530	74,378	219,908	1	0.88
						General Funds						**0**	**0**	**0**		
						Lottery Funds						**0**	**0**	**0**		
						Other Funds						**955,332**	**538,118**	**1,493,450**		
						Federal Funds						**0**	**0**	**0**		
						Total Funds						**955,332**	**538,118**	**1,493,450**	**8**	**7.04**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4800315	1422431		AL C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	12	3	3,962	47,544	32,800	80,344	1	0.50
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**47,544**	**32,800**	**80,344**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**47,544**	**32,800**	**80,344**	**1**	**0.50**

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DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Oregon Liquor & Cannabis Comm — **Agency Number: 84500**

2023-25 Biennium — **Cross Reference Number: 84500-004-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	35,857,397	27,013,845	27,013,845	32,341,206	-	-
Fines and Forfeitures	757,450	-	-	-	-	-
Other Revenues	11,922	-	-	-	-	-
Transfer In - Intrafund	-	-	754,562	-	-	-
Transfer Out - Indirect Cost	(4,671,792)	(5,889,918)	(5,889,918)	(5,889,918)	-	-
Tsfr To Agriculture, Dept of	(292,593)	(793,072)	(793,072)	(2,599,681)	-	-
Total Other Funds	**$31,662,384**	**$20,330,855**	**$21,085,417**	**$23,851,607**	**-**	**-**

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DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2019-2021 Actual	2021-23 Legislatively Adopted	Legislatively Approved	2023-25		
						Agency Request	Governor's	Legislatively Adopted
ALL Sources	OTHER	Various	$31,662,384	$20,330,855	$21,085,417	$23,851,607	TBD	TBD

__X__ Agency Request ____ Governor's Budget ___ Legislatively Adopted Budget Page _67_

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BUDGET NARRATIVE

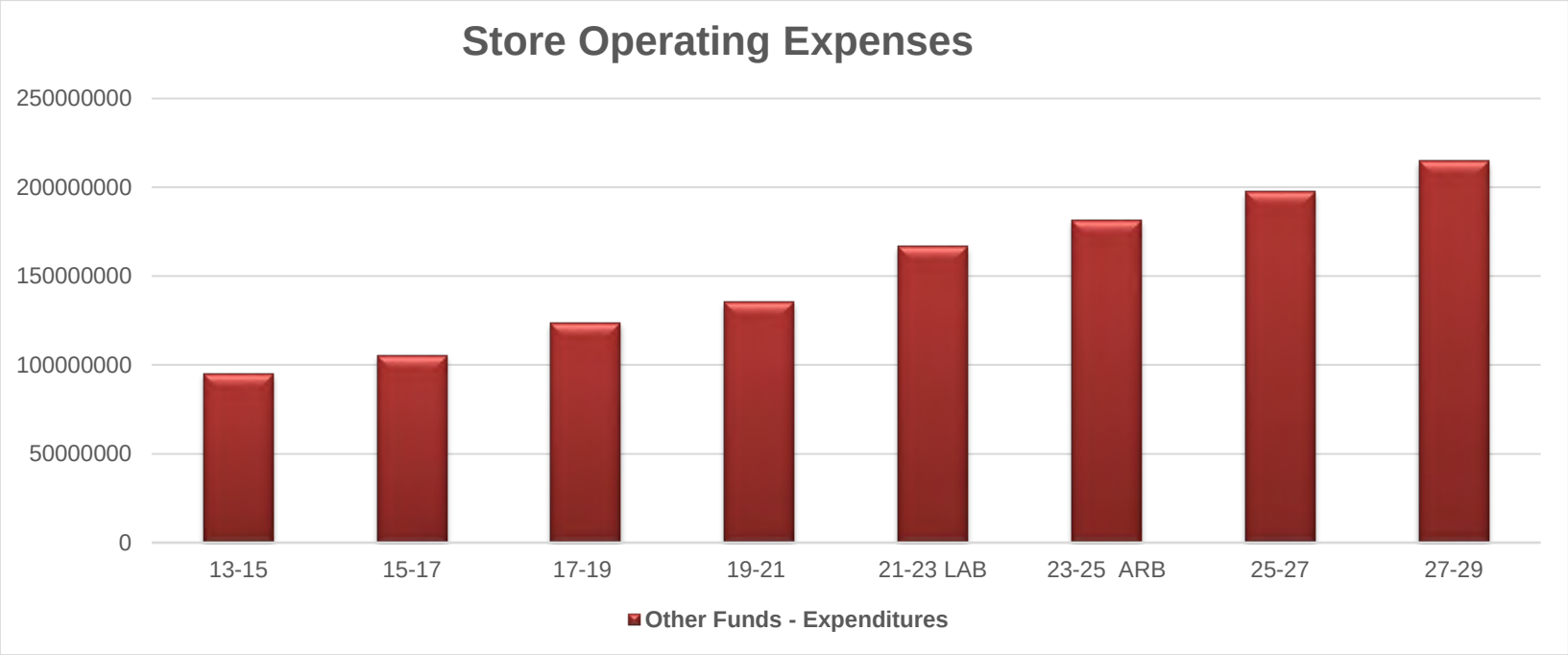
OLCC - STORE OPERATING EXPENSES / AGENTS COMPENSATION PROGRAM - 005
2023-25 BUDGET

PROGRAM UNIT EXECUTIVE SUMMARY

A. PRIMARY OUTCOME AREA Economy and Jobs

B. PROGRAM CONTACT Chris Mayton, OLCC Distilled Spirits Director, 503-872-5038

C. FUNDS BUDGET AND PERFORMANCE



The bars show the Store Operating Expenses Program's expenditures. All are funded by Other Funds (liquor revenues).

D. PROGRAM OVERVIEW

The OLCC appoints liquor agents – independent business people or businesses – to operate liquor stores for the State of Oregon. In addition, the OLCC grants distillery tasting room retail privileges to Oregon Distiller Licensees. Store compensation formulas for liquor stores and distillery agents was put into statute under ORS 471.473 and ORS 471.230 in 2021 and is a variable cost of liquor sales. For the 2023-25 biennium compensation for liquor stores is estimated at 10.11% of total sales and compensation for Distillery agents is estimated at 36.00% of total sales. Variance in the revenue forecasts will impact the amount of limitation needed to pay liquor and distillery agents. The Store Operating Expenses Program contains funds available to pay retail liquor store and distillery agents for their retailing services for the state, encouraging the development of the Oregon economy, per ORS 471.030, Purpose of the Liquor Control Act.

E. PROGRAM FUNDING REQUEST

The Agency Request Budget is $173,121,420 Other Funds limitation for the 2023-25 biennium for Store Operating Expense and $8,450,496 Other Funds Limitation for Distillery Agent Operating Expense. No FTE or positions are requested.

F. PROGRAM DESCRIPTION

OLCC expects to generate an estimated $1.93 billion in liquor sales in 2023-25 from liquor stores and $29.9 million in sales through distillery agents. In 2021-23 the Store Operating Expenses Program funds sales compensation for more than 282 liquor retail locations. The agents ensure the responsible sale of alcohol to the public, are responsible for following all liquor laws, and for providing stewardship for the state's $87.2 million inventory investment in the stores. Also, the program funds sales compensation for 149 distilleries that do direct sales through 199 distillery retail outlets.

G. PROGRAM JUSTIFICATION AND LINK TO 10-YEAR OUTCOME

The state's appropriate funding of Oregon liquor store and distillery tasting room operations supports economic development and the creation of jobs in Oregon. It supports these entrepreneurs and the jobs they create throughout the distilled spirits supply chain in Oregon. Selling alcohol is essential to the success of Oregon's tourism and the broader hospitality industry, comprising entrepreneurs and their base of jobs that are vital to every Oregon community, including family-wage jobs in rural Oregon. Restaurants and bars, often locally owned businesses, purchase approximately 20% of the spirits sold by the liquor stores. Additionally, the craft distillery

industry continues to grow in Oregon and hopes to gain more national momentum and recognition. OLCC ensures that products from these local micro-businesses get an equal footing, alongside national and international brands, on the shelves of Oregon liquor stores. Funding Oregon liquor stores links to the following strategic outcomes:

Leading the agency in affirmatively and proactively encouraging Oregon's economy and communities (per ORS 471.030). OLCC's liquor agents are mostly local, small business owners, though larger, incorporated businesses are now eligible to become agents as well. Their employment of local people familiar with local needs and issues helps to maintain a vibrant, growing economy. Their retailing expertise helps bring business from distillers into the state's economy, and helps Oregon's own distilleries to flourish and access external markets. OLCC's uniform statewide pricing of spirits safeguards availability no matter where businesses or citizens are located. OLCC's contracted liquor stores are part of an in-state supply chain. They deliver spirits to bars and restaurants that fuel local jobs in the communities. Importantly, they are a part of a system that retains the profits from sales to support state, city and county public services.

Providing for a world-class selection and availability of distilled spirits. The unique mix of stores located throughout Oregon and the state funding of inventory results in an exceptional system with a wide variety of distilled spirits, including Oregon products and special orders that are available statewide at a uniform price.

Supporting the growth of Oregon craft distillers and other beverages. The program supports Oregon distilleries by putting their products on the store shelves competitively with large distilleries' products, without placement fees. Many of these spirits are produced with Oregon grains and other agricultural products, which create additional local jobs and are a crucial component of Oregon's economic sustainability and builds on Oregon's global reputation for craft excellence in spirits, beer, and of course, our notable winery industry. This entire craft sector is a driver of tourism, and agent stores are becoming centers of access for all these craft products by stocking spirits, beer, wine, and cider produced locally.

Enhancing customer convenience. Liquor store agents use their compensation to upgrade stores, extend hours open to the public, and move to better locations. With the retail expansion, first-time and already-existing agents are opening new and exciting stores located for the convenience of Oregonians.

H. PROGRAM PERFORMANCE

The chart below shows the number of liquor stores supported by the program; cases sold in millions; spirits gross sales; net distribution as a percent of sales; the key performance measure (KPM) of distribution to the state General Fund and local governments per dollar of agency expenditure and the cost of store operating expenses as a percent of gross liquor sales. Actuals are through the fiscal year 2021.

Biennium	Number of Operating Liquor Stores	Case of Distilled Spirits Sold (millions)	Distributed Revenue as a Percent of Liquor Sales	Cost of Store Operation Expense as a Percent of Liquor Sales	OLCC Rate of Return (Distributed $s per $1 of Expenditure
2005-2007	241	4.73	38.7%	8.88%	$ 2.44
2007-2009	240	5.12	39.8%	8.82%	$ 2.72
2009-2011	247	5.25	40.4%	8.88%	$ 2.73
2011-2013	249	5.7	40.8%	8.88%	$ 2.89
2013-2015	248	5.98	40.5%	8.88%	$ 2.90
2015-2017	272	6.37	39.3%	8.93%	$ 2.67
2017-2019	282	6.89	39.7%	8.93%	$ 2.77
2019-2021	281	7.69	39.2%	9.02%	$ 2.65
2021-2023	286	8.86	37.1%	10.10%	$ 2.70
2023-2025	291	9.74	39.0%	10.11%	$ 2.70
2025-2027	296	10.52	39.0%	10.12%	$ 2.70

I. ENABLING LEGISLATION/PROGRAM AUTHORIZATION

The OLCC administers Oregon's Liquor Control Act. The OLCC's authority is derived from Oregon Revised Statutes Chapters 471, Alcoholic Liquor Generally; 473, Wine Cider and Malt Beverage Privilege Tax; 474, Trade Practices Related to Malt Beverages; 459A.700 to 74, Beverages Containers; the Bottle Bill, and Administrative Rules Chapter 845.

J. FUNDING STREAMS

OLCC alcohol programs are funded by alcohol-related revenue. All revenue received by the OLCC is classified as Other Funds. Revenues come from liquor sales, license fees, and fines, server education fees, taxes on malt beverages and wines (Privilege Tax), and miscellaneous income. ORS 471.805 directs the OLCC to distribute available monies to the state General Fund, cities, counties, and Mental Health.

K. SIGNIFICANT PROPOSED PROGRAM CHANGES FROM 2021-23

There are no proposed legislative changes.

OLCC - STORE OPERATING EXPENSES PROGRAM - 005
2023-25 Budget

A. PURPOSE, ACTIVITIES & ISSUES

The OLCC appoints liquor agents – independent business people or businesses – to operate liquor stores for the State of Oregon; the OLCC contracts with them to serve as retail sales agents. In addition, by statute, holders of Oregon Distillery licenses can sell their own manufactured product in their Distillery Tasting Room Retail Outlets. The liquor agent stores range from stand-alone liquor stores to liquor stores located in grocery stores, convenience stores, and other retail establishments. Many of the rural stores are a store within a store. The Store Operating Expenses Program contains funds available to pay agents for their retailing services for the state. The OLCC pays agents monthly for their services using a formula based on several factors, the most important of which is store sales. This payment is not only the agents' take-home pay but also the dollars they use to operate and improve the liquor stores. Out of their compensation, agents must pay liquor store rent, insurance, telephone, electricity, heat, water, city and county business taxes, employee salaries, sick leave and vacation coverage. Liquor agents also pay for infrastructure improvements -- such as in-store remodels, appearance improvements and fixtures -- and computer equipment from these funds. From the remainder, agents pay their own salaries, Social Security, state and federal taxes, medical insurance, and retirement plan. The state supports the agents by purchasing the inventory sold in the stores, paying for credit card fees, and miscellaneous expenses such as store signage and price tags. Distiller Tasting Room Retail Agents also pay for their own infrastructure and salaries; however, they do not receive credit card fee reimbursement, and the state does not purchase their inventory sold in the tasting rooms until it is sold to the customer.

Liquor and Distillery agents are compensated primarily on the sales volume the stores produce. Prior to 2021 the Legislature mandated the average funding rate to be paid on forecasted sales. In 2021, legislation was passed that established the liquor store and distillery agent compensation rates into statute but it also has chosen to set a maximum limitation for compensation. If sales exceed forecasts during a biennium, OLCC must request a limitation increase from the Emergency Board to maintain paying agents the mandated average funding rate of compensation. On the other hand, if sales do not meet the biennium's forecast, OLCC does not distribute the entire fund to agents. If the Store Operating Expense Fund were non-limited, then OLCC would have the appropriate level of funding available for payment to agents, as sales increased through the biennium. The OLCC would no longer have a need to request an Emergency Board authority to cover these costs if sales grow higher than forecasted.

In April 2016, as a first step to increase store density to meet population growth and customer convenience, the Commission approved, as part of an open recruitment effort, fourteen new retail liquor locations to sell distilled spirits in the Portland tri-county area. Eight of the new locations are in grocery stores or neighborhood markets, and six are stand-alone new locations. Four of the fourteen locations

were approved for existing liquor agents. In 2017-19, the Commission continued to appoint new liquor agents throughout the state. To date, the Commission has approved a total of 34 new stores. The targeted expansion will continue during the 2019-21 biennium to support customers and enhance revenue stability and growth. However, the COVID quarantines have put a hold on expansion so far in the current biennium. The Commission expects to resume expansion after the pandemic has been brought under control to have close to 300 retail liquor locations statewide. If increases to store locations are realized, OLCC will exceed the limitation for the Store Operating Expenses Program and will need to request Emergency Board authority to cover these costs if sales grow higher than forecasted.

B. BACKGROUND

In the 2021 legislation was passed (HB 2740) which established the compensation for liquor stores in statute under ORS 471.53. Liquor store agents are paid a commission based on the percent of their sales. For sales of alcoholic beverages to licensees stores are paid 6.54 percent of the amount of sales. For sales of alcoholic beverages to persons other than licensees, 8.38 percent of the amount of sales. In addition liquor stores are also paid a monthly base compensation based on the amount of store sales and the location of the store within the state. A store is classed based on the store's amount of annual sales of alcoholic beverages rounded to the nearest whole dollar, adjusted annually by a percentage equal to any percentage increase in the Consumer Price Index for All Urban Consumers, West Region (All Items), as published by the Bureau of Labor Statistics of the United States Department of Labor, as follows:

(a) Class 1: up to $120,000;
(b) Class 2: at least $120,001 and not more than $450,000;
(c) Class 3: at least $450,001 and not more than $750,000;
(d) Class 4: at least $750,001 and not more than $1,650,000;
(e) Class 5: at least $1,650,001 and not more than $2,500,000;
(f) Class 6: at least $2,500,001 and not more than $3,700,000;
(g) Class 7: at least $3,700,001 and not more than $5,500,000;
(h) Class 8: at least $5,500,001 and not more than $8,300,000;
(i) Class 9: at least $8,300,001 and not more than $12,500,000; and
(j) Class 10: at least $12,500,001 and not more than $18,750,000.

The monthly base compensation for an agent, adjusted annually by a percentage equal to any percentage increase in the Consumer Price Index for All Urban Consumers, West Region (All Items), as published by the Bureau of Labor Statistics of the United States Department of Labor, is determined as follows according to the class of store operated by the agent:

(a) Class 1 store: 14.5 percent of the first $10,000 in monthly sales of alcoholic beverages;
(b) Class 2 store: $1,660;
(c) Class 3 store: $1,920;
(d) Class 4 store: $2,440;
(e) Class 5 store: $2,700;
(f) Class 6 store: $3,100;
(g) Class 7 store: $3,600;
(h) Class 8 store: $4,150;
(i) Class 9 store: $4,800;
(j) Class 10 store: $5,500.

There are also escalators to the monthly base compensation that change depending on the location of the store. The wage escalator amount is as follows:

(a) For an agent in a standard county, eight percent of the monthly base compensation; or
(b) For an agent in a Portland metropolitan area county, 18 percent of the monthly base compensation.

The monthly retail escalator amount is as follows:

(a) For a store located in a standard county, 50 percent of the monthly base compensation; or
(b) For a store located in a Portland metropolitan area county, 75 percent of the monthly base compensation.

Compensation for Distillery Agents was also established in statue in 2021 (Senate Bill 316) and is now under ORS 417.230. The Commission pays a compensation rate of 45 percent for the first $250,000 of annual sales for the combined outlet sales of a distillery. For sales over $250,000 the Commission pays a compensation rate of 17 percent of sales.

C. EXPECTED RESULTS

The OLCC expects to generate an estimated $1.95 billion in liquor (spirits) sales in 2023-25. The Store Operating Expenses Program funds up to 300 stores already approved (or will be approved through Retail Expansion) located throughout the state, making alcohol available in a controlled, regulated fashion for the people of Oregon and the state's robust travel and tourism industry. The agents ensure the responsible sale of alcohol to the public, and have the responsibility for following all liquor laws, and for providing stewardship for the state's $65 million inventory investment in the stores.

D. REVENUE SOURCE

The Oregon Liquor & Cannabis Commission's alcohol program is 100 percent Other Funded and generates revenues from the sale of distilled spirits, license fees and penalties, privilege tax paid on the sales of beer and wine, and other miscellaneous sources. The OLCC collects this revenue in accordance with ORS Chapters 471 and 473.

D. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 031 - Standard Inflation

Cross Reference Name: Agents Compensation Program
Cross Reference Number: 84500-005-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Professional Services	-	-	14,685,964	-	-	-	14,685,964
Total Services & Supplies	**-**	**-**	**$14,685,964**	**-**	**-**	**-**	**$14,685,964**
Total Expenditures							
Total Expenditures	-	-	14,685,964	-	-	-	14,685,964
Total Expenditures	**-**	**-**	**$14,685,964**	**-**	**-**	**-**	**$14,685,964**
Ending Balance							
Ending Balance	-	-	(14,685,964)	-	-	-	(14,685,964)
Total Ending Balance	**-**	**-**	**($14,685,964)**	**-**	**-**	**-**	**($14,685,964)**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Agents Compensation Program
Cross Reference Number: 84500-005-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Professional Services	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Oregon Liquor & Cannabis Comm — **Agency Number: 84500**

2023-25 Biennium — **Cross Reference Number: 84500-005-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Other Funds						
Transfer In - Intrafund	139,581,774	166,885,952	166,885,952	181,571,916	-	-
Total Other Funds	**$139,581,774**	**$166,885,952**	**$166,885,952**	**$181,571,916**	**-**	**-**

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DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2019-2021 Actual	2021-23 Legislatively Adopted	Legislatively Approved	2023-25		
						Agency Request	Governor's	Legislatively Adopted
ALL Sources	OTHER	Various	$139,581,774	$166,885,952	$166,885,952	$181,571,916	TBD	TBD

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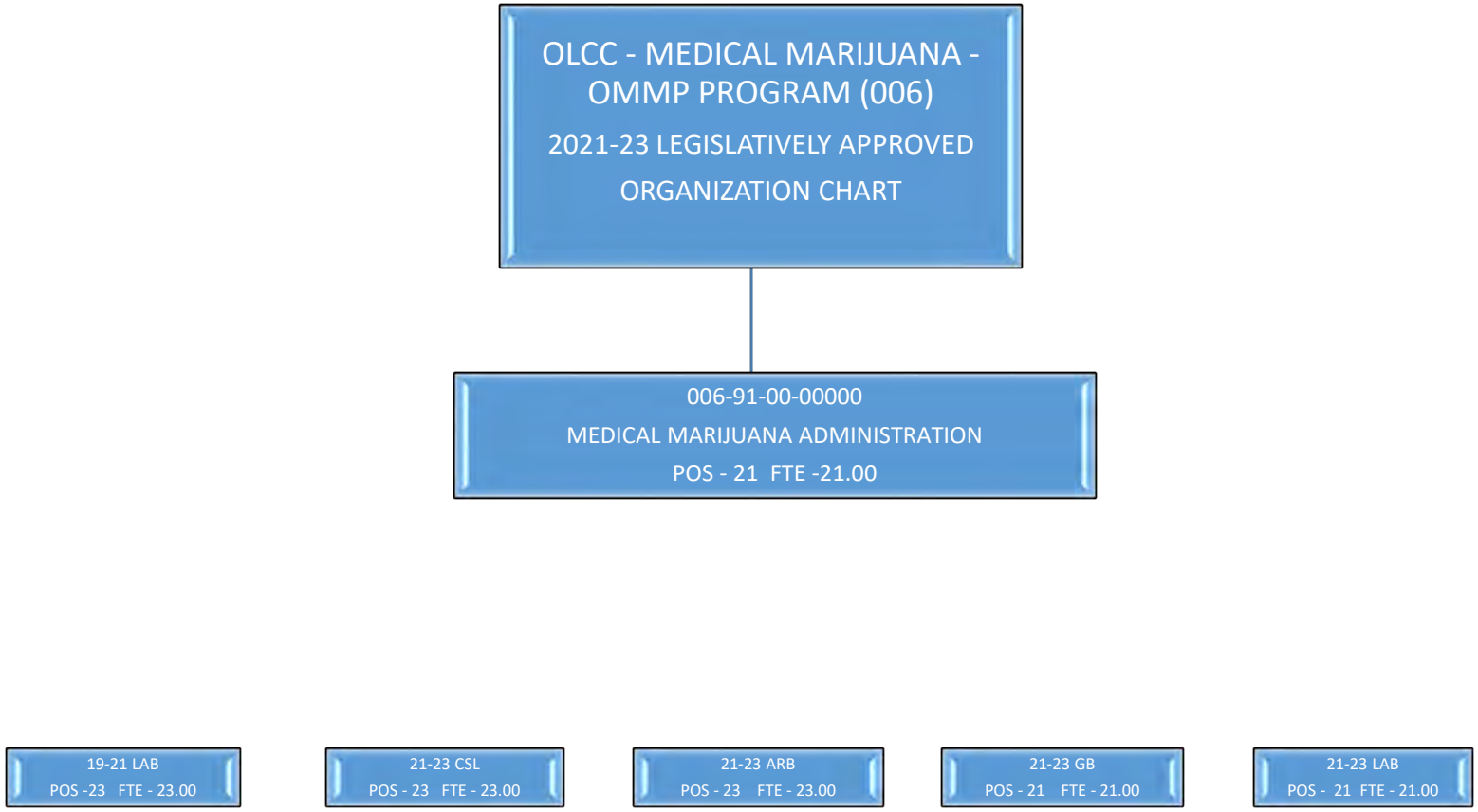
BUDGET NARRATIVE



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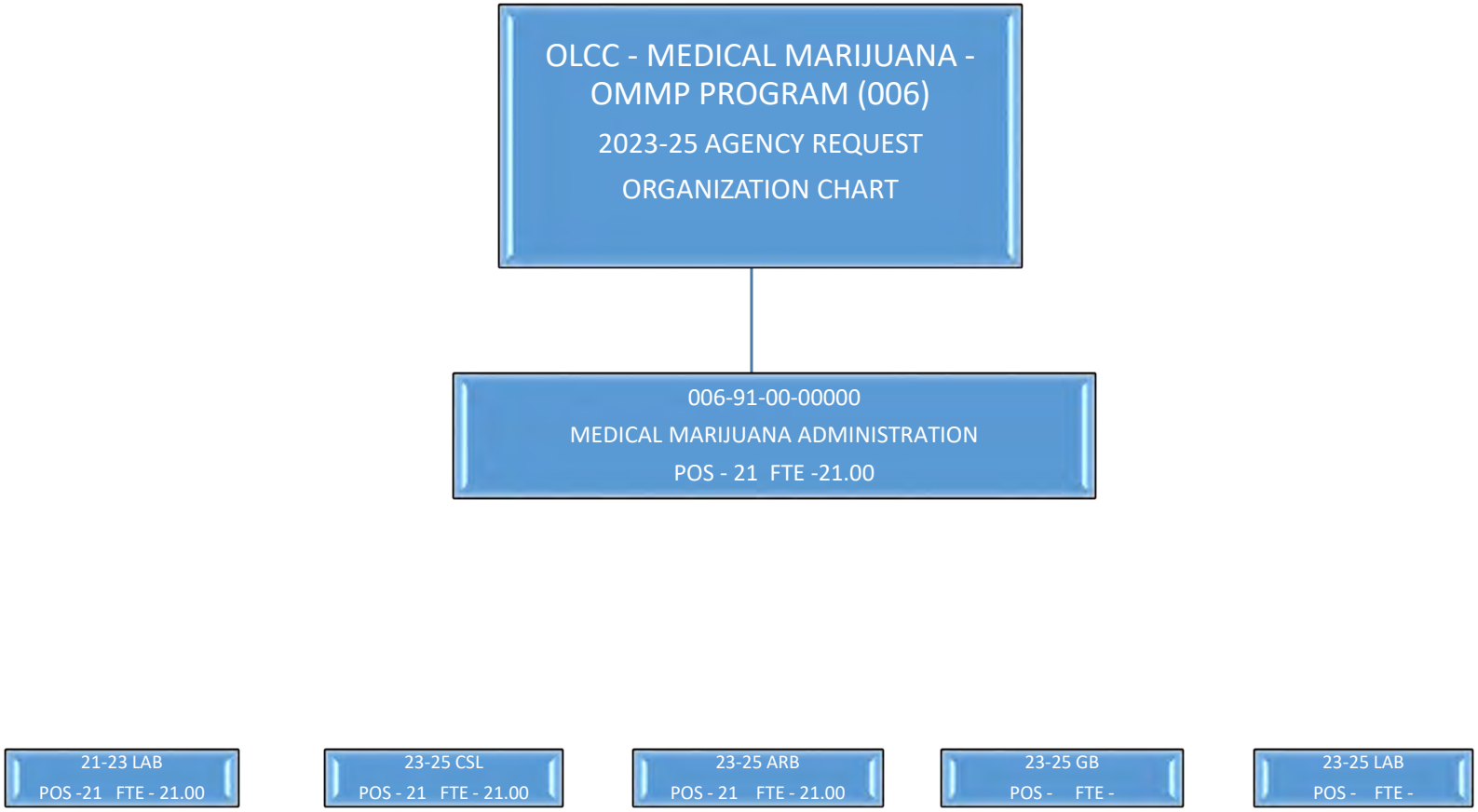
OLCC - MEDICAL MARIJUANA - OMMP PROGRAM (006)
2023-25 AGENCY REQUEST
ORGANIZATION CHART
006-91-00-00000
MEDICAL MARIJUANA ADMINISTRATION
POS - 21 FTE -21.00
21-23 LAB
POS -21 FTE - 21.00
23-25 CSL
POS - 21 FTE - 21.00
23-25 ARB
POS - 21 FTE - 21.00
23-25 GB
POS - FTE -
23-25 LAB
POS - FTE -

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BUDGET NARRATIVE

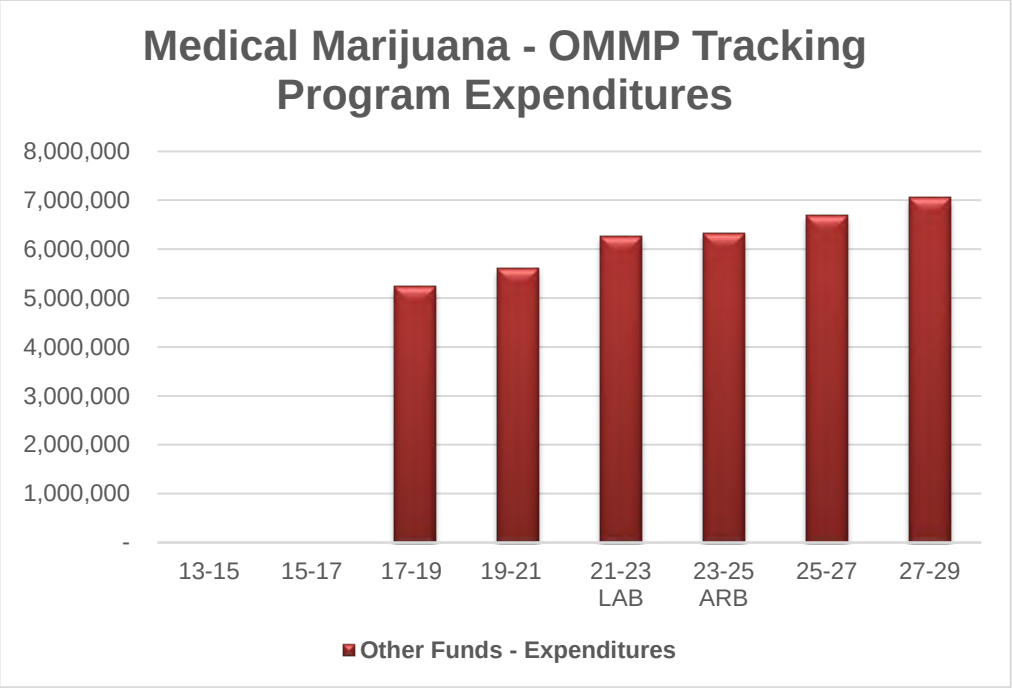
OLCC - MEDICAL MARIJUANA OMMP TRACKING PROGRAM - 006
2023-25 BUDGET

PROGRAM UNIT EXECUTIVE SUMMARY

A. PRIMARY OUTCOME AREA Economy and Jobs

B. PROGRAM CONTACT Will Higlin, Deputy Director, 503-872-5224

C. FUNDS BUDGET AND PERFORMANCE
D.



E. PROGRAM OVERVIEW

OLCC's Medical Marijuana Tracking Program results from the passage of SB 1057 (2017) which requires the propagation, production, process and transfer of marijuana and marijuana derived products by OHA medical marijuana grow sites, OHA medical marijuana processing sites and OHA medical marijuana dispensaries to be tracked by OLCC's Cannabis Tracking System (CTS) starting July 1, 2018. OLCC was given the responsibility to administer the tracking and to perform inspections to assure that OMMP marijuana is properly accounted for. The system tracks production, sharing with medical cardholders, and the annual sale of up to 20 pounds of marijuana to OLCC licensees. Violations of daily tracking requirements are reported to OHA for enforcement. This program is a vital part of the state of Oregon's policy to account for all marijuana produced through a state OLCC license or grown by OHA medical marijuana registrants or grow site administrators. Only operations of more than 12 plants are required to participate in daily tracking of marijuana. OLCC administers cannabis tracking and inspections of medical marijuana registrants for compliance with OLCC and OHA rules and shares findings with OHA for appropriate follow-up and enforcement.

Prior to OLCC beginning the tracking and inspections of the OHA medical marijuana grow sites, it was reported by OHA that approximately 1,200 medical grow sites would meet the requirement of tracking and require entry into the OLCC tracking system. Since the inception of the program the number of OHA medical grow sites reporting that they meet the 12 plant requirement continues to decline. OLCC started tracking approximately 800 medical marijuana grow sites in 2018 and as of June 1, 2022, are tracking 377 grow sites and 1 medical dispensary.

The OMMP Tracking Program is funded through a quarterly distribution of marijuana tax funds administered by the Department of Revenue and fees. In addition, OHA collects the cost of tracking from OMMP growers, processors and dispensaries and remits those funds to OLCC who manages the Cannabis Tracking System vendor.

2023-25 Program Focus

- DPSST training
- Refinement of policies and procedures
- Data driven enforcement
- CTS analysis, refinement and improvement
- Continued public and registrant education and outreach
- Registrant inspections

F. PROGRAM FUNDING REQUEST

The Agency Request Budget is $6,331,074 Other Funds limitation for the 2023-25 biennium for this program, with 21 positions and 21.00 FTEs.

G. PROGRAM DESCRIPTION

The passage of SB 1057 modified the recreational and medical marijuana programs administered by the Oregon Liquor & Cannabis Commission and the Oregon Health Authority, including requiring the OLCC to track OMMP medical marijuana growers, processors, wholesalers and retailers.

In 2023-25 the program's focus is similar to the agency's work in its recreational marijuana program. The program will continue to work on agency integration, interagency integration, rulemaking, OMMP registrant education, inspection activities and analysis of data from the Cannabis Tracking System to aid OMMP in their enforcement activities.

The OMMP Tracking Program is funded solely from marijuana tax dollars and fees, paying for OMMP tracking program expenses and personnel including its proportional share of agency-wide shared management, support staff and expenses.

The OLCC works closely with its partner agencies to administer this program:

- Oregon Health Authority (testing standards, ORELAP certification, label requirements, dosage levels)
- Oregon Department of Revenue (taxation, audit)
- Oregon Department of Agriculture (certification of kitchen and weight scales, pesticide use)

G. PROGRAM JUSTIFICATION AND LINK TO LONG TERM OUTCOMES

Compliance is likely to be a continuing issue for both OLCC and OHA as the body of registrants required to be tracked fluctuates. Many registrants are located in remote places or homes which makes inspections particularly difficult. In addition, ongoing outreach and education is required as new registrants learn the tracking requirements. New registrants are typically unfamiliar with utilizing a robust tracking system, and the agency makes every effort to make the transition as easy as possible; however, as with any new program some registrants will struggle until they gain more experience.

OLCC performs both physical and virtual inspections, and often utilizes Cannabis Tracking System results to identify problem areas. Inspectors utilize an education first philosophy when working with registrants; however, when serious rule violations are discovered, inspectors write up reports and send them to OHA for enforcement. This creates unnecessary duplication which is doubly difficult as OHA does not have an administrative hearings unit or the funding to efficiently process the volume of reports submitted by OLCC. The two-agency process has the potential to reduce compliance as responses to violations are delayed.

H. PROGRAM PERFORMANCE

Currently there are 349 OMMP grow sites with 3 or more OMMP patients being tracked and inspected by the program.

I. ENABLING LEGISLATION/PROGRAM AUTHORIZATION

The OLCC's authority to regulate medical marijuana is derived from ORS 475B.895.

J. FUNDING STREAMS

Start-up costs for hiring staff and for adding additional data fields to the existing OLCC cannabis tracking system to accommodate medical marijuana growers was funded by a transfer of $1.8 million in marijuana tax revenue from the Department of Revenue to the OLCC in 2017. Ongoing operating costs related to marijuana tracking and inspections will be funded by a marijuana tax transfer of up to $875,000 million per quarter or $7 million per biennium, pursuant to SB 1544 passed in 2018. The precise amount will be determined in consultation with LFO based on agency need as dictated by the number of medical growers, processors and dispensaries that enroll in the cannabis tracking system. The agency has set up a separate budgeting structure to track revenues and expenses related to costs associated with monitoring medical marijuana producers, processors and retailers.

OHA will collect cannabis tracking fees from OMMP registrants and remit those funds to OLCC who administers the contract for the Cannabis Tracking System. OLCC will need spending limitation in order to pay the vendor. These are estimated at $360,000 for the 2023-25 biennium.

K. PROGRAM LEGISLATIVE CHANGES

There are no proposed legislative changes for this program.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Medical Marijuana Program**

Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services | **Cross Reference Number: 84500-006-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Pension Obligation Bond	-	-	1,001	-	-	-	1,001
Unemployment Assessments	-	-	31	-	-	-	31
Mass Transit Tax	-	-	(601)	-	-	-	(601)
Vacancy Savings	-	-	(34,528)	-	-	-	(34,528)
Total Personal Services	**-**	**-**	**($34,097)**	**-**	**-**	**-**	**($34,097)**
Total Expenditures							
Total Expenditures	-	-	(34,097)	-	-	-	(34,097)
Total Expenditures	**-**	**-**	**($34,097)**	**-**	**-**	**-**	**($34,097)**
Ending Balance							
Ending Balance	-	-	34,097	-	-	-	34,097
Total Ending Balance	**-**	**-**	**$34,097**	**-**	**-**	**-**	**$34,097**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 031 - Standard Inflation

Cross Reference Name: Medical Marijuana Program
Cross Reference Number: 84500-006-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	2,122	-	-	-	2,122
Office Expenses	-	-	1,046	-	-	-	1,046
Telecommunications	-	-	9,136	-	-	-	9,136
State Gov. Service Charges	-	-	(465)	-	-	-	(465)
Data Processing	-	-	41,728	-	-	-	41,728
Professional Services	-	-	53	-	-	-	53
Employee Recruitment and Develop	-	-	64	-	-	-	64
Facilities Rental and Taxes	-	-	6,730	-	-	-	6,730
Other Services and Supplies	-	-	1,279	-	-	-	1,279
Total Services & Supplies	**-**	**-**	**$61,693**	**-**	**-**	**-**	**$61,693**
Total Expenditures							
Total Expenditures	-	-	61,693	-	-	-	61,693
Total Expenditures	**-**	**-**	**$61,693**	**-**	**-**	**-**	**$61,693**
Ending Balance							
Ending Balance	-	-	(61,693)	-	-	-	(61,693)
Total Ending Balance	**-**	**-**	**($61,693)**	**-**	**-**	**-**	**($61,693)**

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Oregon Liquor & Cannabis Comm — **Agency Number: 84500**

2023-25 Biennium — **Cross Reference Number: 84500-006-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Other Funds						
Other Revenues	10,573	-	-	-	-	-
Transfer In - Intrafund	-	-	188,366	-	-	-
Tsfr From Revenue, Dept of	7,000,000	7,000,000	7,000,000	7,000,000	-	-
Tsfr From Oregon Health Authority	-	528,000	528,000	528,000	-	-
Transfer Out - Indirect Cost	(1,800,408)	(1,627,476)	(1,627,476)	(1,627,476)	-	-
Total Other Funds	**$5,210,165**	**$5,900,524**	**$6,088,890**	**$5,900,524**	**-**	**-**

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DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2019-2021 Actual	2021-23 Legislatively Adopted	Legislatively Approved	2023-25		
						Agency Request	Governor's	Legislatively Adopted
ALL Sources	OTHER	Various	$5,210,165	$5,900,524	$6,088,890	$5,900,524	TBD	TBD

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BUDGET NARRATIVE

OLCC - CAPITAL IMPROVEMENTS PROGRAM - 088
2023-25 BUDGET

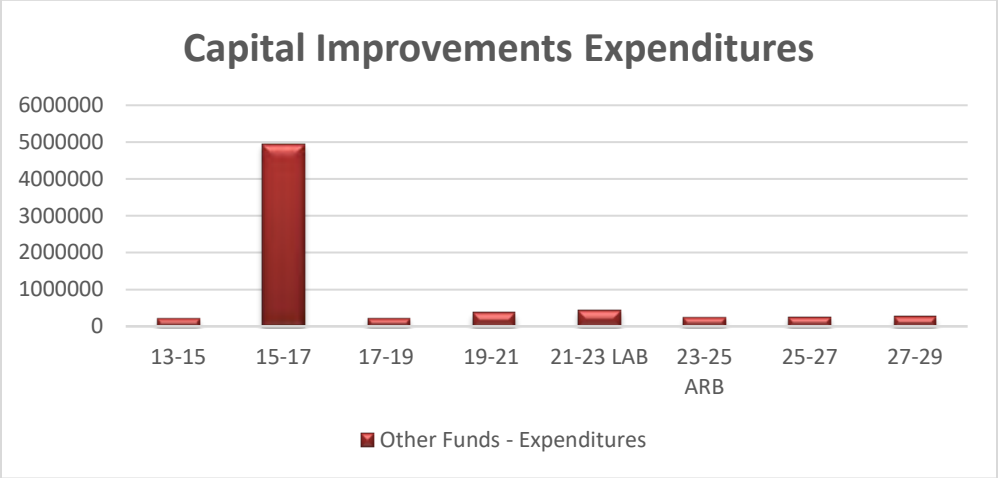
PROGRAM EXECUTIVE SUMMARY

A. PURPOSE, ACTIVITIES & ISSUES

Through its Capital Improvements Program, the OLCC provides effective stewardship of its building and grounds. The OLCC owns its main office and distribution center complex on McLoughlin Blvd., Milwaukie. OLCC's distribution center comprises the warehouse connected to the main office building and a second warehouse on Milport Road, acquired in 2007. The entire campus houses approximately 219 employees; 109 employees are located in thirteen different leased field offices.

Preventive maintenance and regular repairs of the OLCC offices and distribution center are high priorities in order to reduce potentially more costly projects that might result from deferring maintenance. The OLCC Administrative Services Division creates and implements the agency's ten-year maintenance plan and is responsible for the timely planning, management, execution and completion of the capital improvement projects. However with approved construction and relocation of a new office and warehouse the current facility is expected to be sold in 2025.

B. BACKGROUND



BUDGET NARRATIVE

The Milwaukie complex is comprised of the central office and distribution center on McLoughlin Blvd and a second nearby warehouse on Milport Road. The original McLoughlin building was built in 1954. The warehouse was expanded in 1977 to its present 126,109 square feet and the central office was expanded in 1991 to 50,361 square feet for a total footprint of 176,470 square feet. The newest portion of the McLoughlin warehouse is 41 years old and the newest portion of the central office is 27 years old. In 2007 the OLCC acquired the nearby Milport building, with 104,875 square feet of warehouse and 2,369 square feet of office space for a total footprint of 107,244 square feet. The Milport building was built in 1977 and is also 41 years old.

Location	Square Footage	Date of Construction
McLoughlin	**176,470**	
*Warehouse	126,109	1954, 1977
*Central Office	50,361	1991
Milport	**107,244**	
*Warehouse	104,875	1991
*Office	2,369	1991
Total Square Footage	**283,714**	

The OLCC provides warehouse security for both the state and vendor owned bottled distilled spirits inventory. The McLoughlin warehouse serves as the main warehouse for distribution to 281 liquor stores in Oregon. This is an increase from 248 stores prior to retail expansion. The Milport facility serves as a delivery hub for inbound products from manufactures and fulfillment center to support distribution from the main warehouse. Combined, these two facilities are expected to distribute 9.7 million cases of distilled liquor in the 2023-25 biennium, accommodating a case growth rate of 5.2 % per year. Facility maintenance, repair and the conditions of the building impact the OLCC's ability to generate revenue and protect the safety and security of the distilled liquor inventory. The wholesale value of the entire inventory in the warehouses, both vendor and OLCC-owned, is approximately $40 million at cost and a retail value of $80 million. The inventory turns approximately 11 times per year, generating an expected $1.9 billion in total sales during the 2023-25 biennium.

The central office located in the McLoughlin building serves as the primary customer service hub for: 2,800 marijuana licenses, 63,878 marijuana worker permittees, more than 18,500 liquor alcohol licenses, 10,000 special event licenses each year, nearly 4,000 out of state certificate holders and more than 149,000 alcohol service permittees as of June 2022. It also provides central services for the Commission, Distilled Spirits, Public Safety, Support Services, Marijuana and OMMP Tracking Programs, OLCC field offices, liquor store agents and the public.

Each biennium, the OLCC completes regular maintenance and repairs per its ten-year plan, and does major projects as provided for by the Legislatively Adopted Budget.

C. EXPECTED RESULTS

Keeping both the McLoughlin and Milport facilities properly maintained is critical to their continued role in generating revenue and protecting the vendor and OLCC-owned inventory and state assets. The OLCC Administrative Services Division's main objective for the capital improvement program is to maintain a safe and efficiently operated facility that has continued expected life, and the flexibility to continue growth while addressing the changing demands brought on by administering the marijuana program. It should be noted that the current facility is scheduled for sale in 2025 and OLCC will be relocating both the office and warehouse to a new facility in 2025.

2021-2023

Current Service Level

- Repair all CMU and Concrete walls at McLoughlin building.
- Replace caulking/sealant at expansion joints, windows and doors (Milport).
- Repair cracking of roof storage unit (McLoughlin).
- Repair garage doors (McLoughlin).
- Apply safety zone markings (Milport warehouse)

2023-2025

Current Service Level

- Repaint exterior walls (repair concrete) at Milport.
- Repair/replace caulking expansion joints, windows and doors (McLoughlin).
- Apply new safety zone markings (McLoughlin).

- Replace gravel (McLoughlin).
- Replace domestic hot water heater (gas) (McLoughlin).
- Repaint garage doors (McLoughlin).

D. REVENUE SOURCE

The Oregon Liquor & Cannabis Commission is 100 percent Other Funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana and penalties, privilege tax paid on the sales of beer and wine and other miscellaneous sources. The OLCC collects this revenue in accordance with ORS Chapters 471, 473, 475B.

E. PROGRAM FUNDING REQUEST

The Agency Request Budget is $247,753 Other Funds limitation for the 2023-25 biennium. No Positions or FTE are requested.

F. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm | **Cross Reference Name: Capital Improvements**

Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 84500-088-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Building Structures	-	-	(210,000)	-	-	-	(210,000)
Total Capital Outlay	**-**	**-**	**($210,000)**	**-**	**-**	**-**	**($210,000)**
Total Expenditures							
Total Expenditures	-	-	(210,000)	-	-	-	(210,000)
Total Expenditures	**-**	**-**	**($210,000)**	**-**	**-**	**-**	**($210,000)**
Ending Balance							
Ending Balance	-	-	210,000	-	-	-	210,000
Total Ending Balance	**-**	**-**	**$210,000**	**-**	**-**	**-**	**$210,000**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 031 - Standard Inflation

Cross Reference Name: Capital Improvements
Cross Reference Number: 84500-088-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Land Improvements	-	-	234	-	-	-	234
Building Structures	-	-	9,774	-	-	-	9,774
Total Capital Outlay	**-**	**-**	**$10,008**	**-**	**-**	**-**	**$10,008**
Total Expenditures							
Total Expenditures	-	-	10,008	-	-	-	10,008
Total Expenditures	**-**	**-**	**$10,008**	**-**	**-**	**-**	**$10,008**
Ending Balance							
Ending Balance	-	-	(10,008)	-	-	-	(10,008)
Total Ending Balance	**-**	**-**	**($10,008)**	**-**	**-**	**-**	**($10,008)**

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Oregon Liquor & Cannabis Comm — **Agency Number: 84500**

2023-25 Biennium — **Cross Reference Number: 84500-088-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Other Funds						
Transfer In - Intrafund	267,669	237,745	447,745	247,753	-	-
Total Other Funds	**$267,669**	**$237,745**	**$447,745**	**$247,753**	**-**	**-**

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DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2019-2021 Actual	2021-23 Legislatively Adopted	Legislatively Approved	2023-25		
						Agency Request	Governor's	Legislatively Adopted
ALL Sources	OTHER	Various	$267,669	$237,745	$447,745	$247,753	TBD	TBD

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BUDGET NARRATIVE

OLCC CAPITAL CONSTRUCTION PROGRAM 089
2023-25 BUDGET

PROGRAM EXECUTIVE SUMMARY

A. PRIMARY OUTCOME AREA Economy and Jobs

B. PROGRAM CONTACT Steve Marks, Executive Director, 503-872-5224

C. FUNDS BUDGET AND PERFORMANCE

This is an ongoing program started by the Oregon Liquor & Cannabis Commission (OLCC) in 2021-23 to replace its current liquor distribution center and headquarter office facility, a new conveyor and order fulfillment system for the new facility, and a new distribution center sales and inventory technology system. Budget authority for the land, liquor distribution center and headquarter facility, conveyor, and order fulfillment system was approved in SB 5505 during the 2021 session and SB 5702 in the 2022 legislative session. Budget authority for the new distribution center sales and inventory technology system was approved in HB 5006 during the 2021 legislative session. Since the expenditure authority approved for the inventory technology system in HB 5006 (2021) was only approved as two-year Other Funds limitation the agency has a need to renew the majority of the expenditure limitation associated with the distribution center sales and inventory technology system.

D. PROGRAM OVERVIEW

Capital Construction was a new program in 2021-23 to facilitate the planning, design, and construction of a new OLCC warehouse and office facility, a new conveyor and order fulfillment system, and a new distribution center sales and inventory technology system. The agency completed the purchase of the land in July 2022. The other aspects of these capital construction projects are in various stages, but at a minimum all of them will continue into the 2023-25 biennium. The agency will need to renew the majority of the OF limitation originally provided in HB 5006 (2021) to address the ongoing needs of the project that could not be completed in the 2021-23 biennium.

E. PROGRAM FUNDING REQUESTS

The OLCC Capital Construction Program funding source is the prospective issuance of Article XI-Q General Obligation Bonds.

The primary purpose of the budget request is the renewal of the Other Funds limitation associated with the new distribution center sales and inventory technology system. This information technology (IT) enterprise modernization request will update the primary agency legacy systems for warehouse management, licensing, and enforcement. This will provide a "turn-key" solution that will be ready to move-in and reduce the wasted costs of developing redundant systems that may have to be redone in the new location. Of the $27 million in Other Funds limitation approved in HB 5006 (2021), as of June 2022 the agency estimates that $23.2 million will need to be renewed in 2023-25. The cost of bond issuance and related debt service payments will also need to be addressed as this project moves forward in 2023-25.

F. PROGRAM DESCRIPTION

The Oregon Liquor & Cannabis Commission focuses on producing and growing stable revenue for the support of public programs. Its stewardship of sales of liquor and collection of beer and wine privilege taxes are optimized to protect the long-term stability of this significant revenue stream for the state General Fund, cities, and counties. The proposed Capital Construction program addresses the agency's most critical need of replacing legacy information technology systems that require constant intervention and failure. The warehouse and IT warehouse management system that supports the sale of distilled spirits in Oregon generates $3.9 million per day in revenues. Interruptions in service are frequent, and the current systems require almost daily intervention to be maintained.

G. PROGRAM JUSTIFICATION AND LINK TO LONG TERM OUTCOMES

As noted above, the Oregon Liquor & Cannabis Commission focuses on producing and growing stable revenue for the support of public programs. Its stewardship of sales of liquor and collection of malt and wine privilege taxes are optimized to protect the long-term stability of this significant revenue stream for the state General Fund, cities, and counties. The Oregon Liquor & Cannabis Commission's management of liquor sales and beer and wine privilege taxes produces the third-largest source of revenue for the State of Oregon with a biennial value of approximately $2.0 billion. The OLCC is projected to distribute $607 million in 2021-23 and $633 million in 2023-25 to the state general fund, cities, counties, and mental health for vital services. The

distribution formula as defined by statute dedicates 56 percent of the revenue to the General Fund, 20 percent to cities, 14 percent to city revenue sharing, 10 percent to counties, and 50 percent of the privilege tax revenue to Mental Health.

The instability of the current information technology system is unacceptable and places the revenue for the state, counties, and cities at risk. The OLCC needs to continue forward with this project in order to meet the expectations of our stakeholders and the public that rely on this revenue stream to help fund vital services to the people of Oregon.

H. PROGRAM PERFORMANCE

Oregon's' demand for distilled spirits to continue to climb over the next ten years at an annual rate of 5% per year is at risk. Gross liquor sales revenue threatened is estimated at $1.5 billion over the next ten years if demand cannot be met. Incremental revenue impacted over the next ten years if OLCC cannot continue the expansion of liquor stores is estimated at $318 million.

I. ENABLING LEGISLATION/PROGRAM AUTHORIZATION

Legislation is being proposed for authorization.

J. FUNDING STREAMS

The Oregon Liquor & Cannabis Commission is 100 percent other funded and generates revenues from the sale of distilled spirits, license fees from alcohol and marijuana, taxes paid on sales of beer and wine, and other miscellaneous revenue sources. The OLCC collects this in accordance with ORS Chapter 471, 473, and 475B. The Recreational Marijuana Program is exclusively funded by license fee revenues.

K. SIGNIFICANT PROPOSED CHANGES FROM 2021-23

This would be a continuation of the project approved in HB 5006 during the 2021 legislative session.

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DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Oregon Liquor & Cannabis Comm — **Agency Number: 84500**

2023-25 Biennium — **Cross Reference Number: 84500-089-00-00-00000**

Source	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Leg Approved Budget	2023-25 Agency Request Budget	2023-25 Governor's Budget	2023-25 Leg. Adopted Budget
Other Funds						
Dedicated Fund Oblig Bonds	-	62,537,265	145,455,048	-	-	-
Total Other Funds	**-**	**$62,537,265**	**$145,455,048**	**-**	**-**	**-**

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DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2019-2021 Actual	2021-23 Legislatively Adopted	Legislatively Approved	2023-25 Agency Request	2023-25 Governor's	2023-25 Legislatively Adopted
Article XI-Q Bonds	OTHER	0560	N/A	$62,537,265	$145,455,048	$0	TBD	TBD

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Major Construction/Acquisition 10-Year Plan, Lease Plans, Disposals

2023-25 Biennium

Agency Name: Oregon Liquor & Cannabis Commission

Proposed New Construction or Acquisition - *Complete for 5 Biennia*

Biennium	Priority	Concept/Project Name	Description	GSF	Position Count	General Fund	Other Funds	Lottery Funds	Federal Funds	Estimated Cost/Total Funds
2023-25	1	Enterprise Modernization	Management Information Systems		0		23,200,000			23,200,000
2025-27					0					-
2027-29					0					-
2029-31					0					-
2031-33					0					-

Proposed Lease Changes over 10,000 RSF - *Complete for 5 Biennia*

Biennium		Location	Description/Use	Term in Years	Total RSF[2] +/- (added or eliminated)	USF[3]	Position Count[1]	Biennial $ Rent/RSF[2]	Biennial $ O&M[4]/RSF[2] not included in base rent payment	Total Cost / Biennium
					A	B	C	D	E	(D+E)*A
2023-25		N/A								-
2025-27		N/A								-
2027-29		N/A								-
2029-31		N/A								-
2031-33		N/A								-

Planned Disposal of Owned Facility

Biennium		Facility Name	Description
2025-27		Millport Warehouse	Estimated $25 million value
2025-27		McLoughlin WH + HQ	for both facilities.

Definitions:

Position Count: **1** Total Legislatively Approved Budget (LAB) Position Count assigned to (home location) each building or lease as applicable.

RSF **2** Rentable SF per BOMA definition. The total usable area plus a pro-rated allocation of the floor and building common areas within a building.

USF **3** Usable Square Feet per BOMA definition for office/administrative uses. Area of a floor occupiable by a tenant where personnel or furniture are normally housed plus building amenity areas that are convertible to occupant area and not required by code or for the operations of a building. If not known, estimate the percentage.

O&M **4** Total Operations and Maintenance Costs for facilities including all maintenance, utilities and janitorial.

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Capital Financing Six-Year Forecast Summary 2023-25

Agency: LIQUOR & CANNABIS COMMISSION
Agency #: 84500

Provide amounts of agency financing needs for the 2023-25 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction / Acquisition Projects				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment	-		-	OF
Federal Funds Repayment			-	FF
Total for Major Construction	$ -	$ -	$ -	
Equipment/Technology Projects over $500,000				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment	-		-	OF
Federal Funds Repayment			-	FF
Total for Equipment/Technology	$ -	$ -	$ -	
Debt Issuance for Loans and Grants				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Loans and Grants	$ -	$ -	$ -	
Total All Debt Issuance				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment	-	-	-	LF
Other Funds Repayment	-	-	-	OF
Federal Funds Repayment	-	-	-	FF
Grand Total 2023-25	$ -	$ -	$ -	

Capital Financing Six-Year Forecast Summary 2025-27

Agency: LIQUOR & CANNABIS COMMISSION
Agency #: 84500

Provide amounts of agency financing needs for the 2025-27 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction / Acquisition Projects				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Major Construction	$ -	$ -	$ -	
Equipment/Technology Projects over $500,000				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Equipment/Technology	$ -	$ -	$ -	
Debt Issuance for Loans and Grants				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Loans and Grants	$ -	$ -	$ -	
Total All Debt Issuance				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment	-	-	-	LF
Other Funds Repayment	-	-	-	OF
Federal Funds Repayment	-	-	-	FF
Grand Total 2025-27	$ -	$ -	$ -	

Capital Financing Six-Year Forecast Summary 2027-29

Agency: LIQUOR & CANNABIS COMMISSION
Agency #: 84500

Provide amounts of agency financing needs for the 2027-29 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction / Acquisition Projects				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Major Construction	$ -	$ -	$ -	
Equipment/Technology Projects over $500,000				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Equipment/Technology	$ -	$ -	$ -	
Debt Issuance for Loans and Grants				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Loans and Grants	$ -	$ -	$ -	
Total All Debt Issuance				
General Fund Repayment	$ -	$ -	$ -	GF
Lottery Funds Repayment	-	-	-	LF
Other Funds Repayment	-	-	-	OF
Federal Funds Repayment	-	-	-	FF
Grand Total 2027-29	$ -	$ -	$ -	

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BUDGET NARRATIVE

Facility Plan - Facility Summary Report 107BF16a
2023-25 Biennium

Agency Name:		**Oregon Liquor & Cannabis Commission**				
Table A: Owned Assets Over $1M CRV		**FY 2022 DATA**				
Total Number of Facilities Over $1M		2				
Current Replacement Value $ (CRV)	**1**	$62,779,191	Source	**4**	Risk	Risk or FCA
Total Gross Square Feet (GSF)		283,714				
Office/Administrative Usable Square Feet (USF)	**2**	52,730	*Estimate/Actual*	**5**	19%	% USF/GSF
Occupants Position Count (PC)	**3**	285	**Office/Admin USF/PC**	**6**	185	
			or Agency Measure	**7**	n/a	
Table B: Owned facilities under $1M CRV						
Number of Facilities Under $1M		N/A				
CRV	**1**	N/A				
Total Gross Square Feet (GSF)		N/A				
Table C: Leased Facilities						
Total Rented SF	**8**	32,432				
Total 2021-23 Biennial Lease Cost		$1,561,000				
Additional 2021-23 Costs for Lease Properties (O&M)	**9**	28,128				
Office/Administrative Usable Square Feet (USF)	**2**	31,918	*Estimate/Actual*	**5**	98%	% USF/GSF
Occupants Position Count (PC)	**3**	103	**Office/Admin USF/PC**	**6**	310	

Definitions

CRV	**1**	Current Replacement Value Reported to Risk Management (Risk) or Calculated Replacement Value Reported from iPlan Facility Conditions Assessment (FCA)
USF	**2**	Usable Square Feet per BOMA definition for office/administrative uses. Area of a floor occupiable by a tenant
Occupant Position Count (PC)	**3**	Total Legislatively Approved Budget (LAB) Position Count within the buildings or leases as applicable.
Source	**4**	Enter Source of CRV as "Risk" or "FCA"
Estimate/Actual	**5**	Use actual USF % of USF to GSF, if available. If not known, estimate the percentage.
Office/Administrative USF/PC	**6**	Divide your USF by your position count. If office/admin space is a less than 10% of your space use, fill in N/A
Agency Measure	**7**	If not using USF/PC, insert Agency Measure as defined in 107BF02 question #1.
RSF	**8**	Rentable SF per BOMA definition. The total usable area plus a pro-rated allocation of the floor and building
O&M	**9**	Total Operations and Maintenance Costs for facilities including all maintenance, utilities and janitorial

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BUDGET NARRATIVE

Facility Plan - Facility O&M/DM Report 107B16b
2023-25 Biennium

Agency Name: Oregon Liquor & Cannabis Commission

Facilities Operations and Maintenance (O&M) Budget excluding Capital Improvements and Deferred Maintenance	1	2019-21 Actual	2021-23 LAB	2023-25 Budgeted	2025-27 Budgeted
Personal Services (PS) Operations and Maintenance		$474,192	$490,312	$510,905	$532,363
Services and Supplies (S&S) Operations and Maintenance		$1,170,758	$1,221,101	$1,272,387	$1,325,828
Utilities not included in PS and S&S above		$363,416	$379,043	$394,963	$411,551
Total O&M		$2,008,366	$2,090,456	$2,178,255	$2,269,742
O&M $/SF		7.08	7.37	7.68	8.00

Total O&M SF 283,714 Include only the SF for which your agency provides O&M funding.

		General Fund	Lottery Fund	Other Funds	Federal Funds
O&M Estimated Fund Split Percentage %	2			100%	

Deferred Maintenance Funding In Current Budget Model Total Short and Long Term Deferred Maintenance Plan for Facilities	3	2023-25 Biennium Current Costs 2021	Ten Year Projection	Ongoing Budgeted (non POP) 2023-25 Budgeted SB 1067 (2% CRV min.)	Ongoing Budgeted (non POP) 2025-27 Projected SB 1067 (2% CRV min.)
Priorities 1-3 - Currently, Potentially and Not Yet Critical	4,5,6	$11,368,949	$16,297,649	$1,255,584	$1,255,584
Priority 4 - Seismic & Natural Hazard	7	$0	$0		
Priority 5 - Modernization	8	$0	$0		
Total Priority Need		$11,368,949	$16,297,649		
Facility Condition Index (Priority 1-3 Needs/CRV)	9	18.109%	25.960%	16.109%	23.960%

Assets CRV $62,779,191 Current Replacement Value Reported to Risk or Calculated Replacement Value Reported from Facility Conditions Assessment (FCA)

Process/Software for routine maintenance (O&M)	OLCC uses spreadsheets to track building assests/components, maintenance requests & needs.
Process/Software for deferred maintenance/renewal	OLCC uses spreadsheets to track building assests/components, maintenance requests & needs.
Process for funding facilities maintenance	Facility maintenance is included as a separate item in the biennial agency requested budget.

From iPlan FCA

Definitions

Facilities Operations and Maintenance Budget	1	The Facilities Operations and Maintenance budget includes costs to operate and maintain facilities and keep them in repair including utilities,
O&M Estimated Fund Split Percentage %	2	Show the fund split by percentage of fund source allocated to facility O&M for your agency
Total Short and Long Term Maintenance and Deferred Maintenance Plan for Facilities Value Over $1M	3	All Maintenance excluding routine O&M costs. 23-25 and 25-27 auto-populates with 2% of the sum of your agency portfolio's CRV. Written to deliver on SB 1067: SECTION 9. (1) Each biennium, the Governor shall propose as part of the Governor's recommended budget an
Priority One: Currently Critical	4	From the Budget Instruction: Priority One projects are conditions that require immediate action in order to address code and accessibility
Priority Two: Potentially Critical	5	From the Budget Instruction: Priority Two projects are to be undertaken in the near future to maintain the integrity of the facility and
Priority Three: Necessary - Not yet Critical	6	From the Budget Instructions: Priority Three projects could be undertaken in the near to mid-term future to maintain the integrity of a
Priority Four: Seismic and Natural Hazard Remediation	7	From the Budget Instructions: Priority Four projects improve seismic performance of buildings constructed prior to 1995 building code
Priority Five: Modernization	8	From the Budget Instructions: Priority Five projects are alterations or replacement of facilities solely to implement new or higher standards to
Facility Condition Index	9	A calculated measure of facility condition relative to its current replacement value (expressed as a percentage)

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INFORMATION TECHNOLOGY - PROJECT PRIORITIZATION MATRIX

EITGC Project Prioritization | 2023-25

			Project Example	OLCC Enterprise Modernization Program
	TOTAL PROJECT SCORE (0-100)		100	97
CRITERIA	WEIGHT	SCORING GUIDE		
Technology and Strategic Alignment	**35%**	**WEIGHTED SUBTOTAL**	**35**	**35**
Alignment to Strategic Plans • Does this investment adhere to the Governor's Strategic Plan (Action Plan: User Friendly, Reliable and Secure: Modernizing State Information Technology Systems and Oversight) • Does this investment align with and support the vision, goals, and guiding principles outlined in the EIS Strategic Framework, Cloud Forward: A Framework for Embracing the Cloud in Oregon, Oregon's Data Strategy: Unlocking Oregon's Potential, and the Modernization Playbook? • Does this investment align with and support the State of Oregon, Diversity, Equity, and Inclusion (DEI) Action Plan: A Roadmap to Racial Equity and Belonging, the sponsor's agency-specific Racial Equity Plan, and ethical use of date—investing in data justice and representation, visibility, and ethics to serve all Oregonians? • Does this investment optimize service delivery to the public and/or internally by modernizing agency-specific and cross-agency systems? • Does this investment align with and support the agency's IT and business strategic plans, including strategies for modernizing legacy systems? • Does this investment fulfill a legislative mandate, enable compliance with current State or Federal law, or address specific audit findings?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3	3
Technology Best Practices and Priorities • Does this investment align with and support the following enterprise information technology priorities? - ***Information Security*** **.** Improving the security and resilience of the state's systems - ***Modernization*** . Optimizing service delivery through resilient, adaptive, secure, and customer-centered digital transformation - ***A Better Oregon Through Better Data*** **.** Leveraging data as a strategic asset—improving data analysis, data quality, information-sharing, decision-making, and ethical use. - ***Cloud Forward*** . Enabling Oregon to conduct 75% of its business via cloud-based services and infrastructure • Does this investment align with IT best practices (e.g., cloud-first, modular implementation, agile practices, configuration over customization, open systems, transparency and privacy by design,		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3	3

BUDGET NARRATIVE

Business and People-Centered Approach	25%	WEIGHTED SUBTOTAL	25	25
People-Centered Approach • Does this investment put people first—the people who rely on essential services and those working to provide those services? • Does this investment help to eradicate racial and other forms of disparities in state government? • Does this investment improve equitable access to services, programs, and resources, or make the agency's overall service portfolio more accessible or usable for diverse populations? • Does the agency intend to strengthen public involvement through transformational community engagement, access to information, and decision-making opportunities? • Does this investment reduce or eliminate administrative burdens* that have created barriers to access or reinforced existing inequalities for historically underserved and underrepresented		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3	3
Business Process Transformation • Does this investment contribute to business process improvement/transformation? • Does this investment improve service delivery to customers, partners, or other stakeholders? • Has the agency done public engagement, outreach, or an internal evaluation to identify which populations are most highly impacted (positively and negatively) by these business process changes (e.g., considering populations without home internet in creating a digital application process)? • Have measurable business outcomes and benefits been established, including the return on investment if applicable?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3	3
Investment Risk • Would inaction impact systems or solutions that support critical business functions? • Would inaction increase risk to continuity of services to customers, particularly vulnerable or underserved populations? • Are there community impacts of not undertaking this project? • Has the agency identified an inequity or imbalance in service provision that this initiative would resolve? • Is there increased risk if investment is not addressed during this budget cycle (e.g., security, safety, legal, funding source, or any other related risk)? • Does the investment address non-compliance of federal or state requirement, audit finding, or mandate? • Does this investment address an identified and documented highly probable agency risk?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3	3

BUDGET NARRATIVE

Agency Readiness and Solution Appropriateness	40%	WEIGHTED SUBTOTAL	40	37
Organizational Change Management (OCM) • Does the investment significantly impact operations throughout the organization? • Does the agency have, or intend to acquire, OCM resources with the skillsets and experience for the size and complexity of the project? • Does the agency plan to address and mitigate impact or adoption risks through a change management plan or intend to follow a formal OCM methodology? • Has the agency identified community engagement or community involvement as a component of the change management process? • Is external outreach or training planned to implement this change with constituents?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3	3
Solution Scale and Approach • Has the agency engaged customers, partners, and communities to understand and structure the business problem, benefits, and outcomes? • Does the investment fully address the agency's business problem, benefits and outcomes? • Is the solution of the appropriate size and scale? • Does this investment adhere to principles in *EIS Cloud Forward* (p.4) or *Modernization Playbook* (p.6), etc.? • Will the agency continue to engage customers and communities to inform design, approach, and usability of the solution?		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3	3
Capacity • Has the agency considered skillsets and capacity requirements needed to effectively resource this initiative? • Does the agency have resources with the necessary skillsets and knowledge, or can the agency acquire the resources? • Will this investment impact the agency's ability to deliver on its core business functions? • Has the agency considered capacity for various non-technical resources, including organizational change management, project management, business analysis, testing, communication and community engagement activities? • Does the agency or project environment foster an inclusive workplace culture and promote		**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3	2

Governance and Project Management Processes • Does the agency have formal IT governance in place that will oversee this investment? • Does the investment have executive sponsorship and steering committee in place? • Does the agency employ adequate project governance structure and practices to oversee vendor/contract management, change control, quality control and quality assurance, and data management and usage? • For projects that impact data or data systems, is there a data governance body or other body responsible for data management that is engaged in the process? Is there an agency data lead who is engaged as part of the project? • Are agency DEI staff involved in the IT Governance and prioritization process? • Does the agency intend to involve customer or partner representation on project forums (i.e. steering committees, advisory boards, etc.)? • Has the agency established processes for community outreach, feedback, engagement, or advice in accordance with the Racial Equity Framework and DEI Action Plan? • Does the agency have, or intend to acquire, project management resources with the skillsets and experience for the size and complexity of the project? • Does the agency use mature project management practices (PMBOK)?	**3 - Fully Aligned** (all applicable criteria addressed) **2 - Mostly Aligned** (most applicable criteria addressed) **1 - Partially Aligned** (some applicable criteria addressed) **0 - Not Aligned** (no or very few applicable criteria addressed)	3	3

References:

*Administrative burdens include learning costs, such as finding out whether one is eligible for a program; compliance costs, such as burdensome paperwork and documentation; and psychological costs, such as the stress and stigma that people feel when interacting with government programs. Health Affairs, Herd, P., Moynihan, D. (2020, October 2). *How Administrative Burdens Can Harm Health* . www.Healthaffairs.Org. Retrieved February 9, 2022, from

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INFORMATION TECHNOLOGY REPORT
7/1/2022

BUDGET NARRATIVE

Agency	Policy Group	IT Investment Name	Mandate	Project	Start Date	End Date	Total Cost	Previous Biennia OF Cost	Current Biennium OF Cost	Future Biennia OF Cost	Policy Option Package Request	Short Description
OLCC	Public Safety	Warehouse and IT Non-bonded Costs (POP 102)	None	Yes	2022-05-30	2025-07-30	$ 18,684,486	$ 176,699	$ 4,104,014	$ 14,403,773	Yes	This POP is for all the non-bondable expenses associated with the Warehouse/HQ construction project and the Enterprise Modernization Program (EMP). EMP consists of two projects, the Marijuana and Liquor Licensing and Compliance (MLLC) Project and the Distilled Spirits Supply Chain (DSSC) Project. The MLLC is a unified solution for the lifecycle of a license or permit from application to disposition. The DSSC is Full supply chain solution for distilled spirits products from supplier to customer. The purpose of this Policy Option Package is to request limitation through the agency's operation budget to cover the non-bondable costs for the Progam, which are estimated at $6,235,773 for the 23-25 biennium.
OLCC	Public Safety	IT Modernization Bonded Costs (POP 101)	None	Yes	2022-05-30	2025-07-30	$ 26,308,599	$ -	$ 3,108,599	$ 23,200,000	Yes	Bond funding request to extend bond spend through the 23-25 biennium. Bond funding is $27 Million total - $8.5 Million was released May 17, 2022; the remainder will be released during the March 2023 bond sale. The purpose of this Policy Option Package is to request that the bonded funding be extended through the 23-25 biennium.
OLCC	Public Safety	IT Compliance Officer and System Administrator/Risk Management (POP 303)	None	No	2022-10-01			$ -	$ -	$ 549,053	Yes	The Systems Admin/Risk Mitigation position will be a dedicated resource to ensure the security, confidentiality, integrity and availability of agency information assets. This position will work closely with The State of Oregon's Cyber Security Services (CSS), which is responsible for defining enterprise security architecture and policy and for coordinating security incident response. Addition of an information technology compliance officer to identify information security and privacy risks and provide advice and leadership in managing them. This position will report to the OLCC Chief Information Officer (CIO) and collaborates closely with the State Chief Information Security Officer (SCISO) and the Cyber Security Services (CSS) in planning, advising, and directing information security and privacy activities for OLCC and the clients whom they serve. This position initiates, develops, and implements information security and privacy programs, policies, and procedures. As a member of the OIS leadership staff, the Information Risk, Privacy, and Compliance Officer will be the primary contact for information security and privacy functions.

KEY PERFORMANCE MEASURES
2021 - 2023 biennium

Legislatively Approved 2021 - 2023 Key Performance Measures

Published: 6/15/2021 11:50:46 AM

Agency: Liquor Control Commission, Oregon

Mission Statement:

Support businesses, public safety and community livability through education and the enforcement of liquor and marijuana laws.

Legislatively Approved KPMs	Metrics	Agency Request	Last Reported Result	Target 2022	Target 2023
1. Sales to Minors - Percentage of licensees who refuse to sell to minor decoys.		Approved	84%	90%	90%
2. RATE OF SECOND VIOLATION - Percentage of licensees detected to have violated a liquor law in a second, separate, incident occurring within 2 years after the year of the first violation.		Approved	4.40%	12%	12%
3. Licensing Time - Average days from application receipt to license issuance.		Approved	85	75	75
4. 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.	Expertise	Approved	82%	85%	85%
	Helpfulness		83%	85%	85%
	Availability of Information		64%	85%	85%
	Overall		74%	85%	85%
	Timeliness		67%	85%	85%
	Accuracy		77%	85%	85%
5. OLCC Rate of Return - Net OLCC distribution divided by actual expenses.		Approved	$2.61	$2.50	$2.50
6. Best Practices - Percent of total best practices met by the Board.		Approved	95%	100%	100%
7. Sales to Minors- Recreational Marijuana - This measure is the rate at which licensees refuse to sell marijuana products to minor decoys.		Approved	90%	90%	90%
8. Time to license- marijuana - Average days to license completed marijuana applications.		Approved	195	85	85

LFO Recommendation:

The Legislative Fiscal Office recommends key performance measures as presented.

The Legislative Fiscal Office notes that should the Joint Ways and Means Subcommittee on Capital Construction approve additional warehouse capacity and IT infrastructure, any resulting increases to agency efficiency and sales (and thus, the rate of return) over time, it will take several years before these improvements are online and being utilized by the agency; in the short term (2021-23 biennia) the OLCC may fall slightly short of its rate of return measure target (KPM #5).

SubCommittee Action:

The Subcommittee recommended approval of the Key Performance Measures and Targets as presented.

AUDITS RESPONSE REPORT
8/1/2022

BUDGET NARRATIVE

To ensure the Governors' Budget complies with the requirements of **ORS 297.100**, agencies must report on the status of implementation of action plans in response to the Audits Division audit findings and recommendations. The Audits Report does not have a prescribed format but should identify any Secretary of State audits currently being conducted and include a brief description of the scope of the audit (if known). In addition, provide a written summary of responses to any financial or performance audits completed by the Secretary of State ***since February 2020***.

Report on work completed to date and provide any updated information on agency actions or proposed actions to respond to audit findings and recommendations. This report must identify any new or enhanced funding or savings included in the agencies budget (base budget as well as agency request budget) as a result of implementation of audit findings or recommendations. Additionally, identify any policy packages in the Agency Request Budget that are intended to address audit findings and recommendations from completed audits, **regardless of when the audit occurred**.

Audits since February 2020:

1. Secretary of State ***Effectiveness and equity of cannabis licensing, compliance*** (in progress)
   - ✓ The objectives of this audit are:
     - ➢ To identify business equity challenges within Oregon's existing cannabis regulatory framework and how the state can address them.
     - ➢ Determine how Oregon may address social equity issues within the Oregon cannabis industry.

2. Secretary of State ***FY2021 Statewide Single Audit Report*** dated 7/5/2022.
   - ✓ The audit identified one significant internal control deficiency:
     - ➢ **2021-008:** Month-end transfer process from the Liquor Control fund to the General fund resulted in inappropriately transferring more to the General Fund than statutorily required.
   - ✓ The letter recommended strengthening internal controls to ensure the accounting systems reconcile and the appropriate amount is being transferred to the General Fund each month.
   - ✓ Management agreed with the recommendation, and has hired a temporary Accountant 3 to help bring the agency process up-to-date. Once current, an OLCC staff member will be handling reconciliations on a routine basis.

3. Secretary of State **2020-36** dated 11/10/2020: ***Oregon Has an Opportunity to Modernize Groundbreaking Bottle Bill on Its 50th Anniversary***
   - ✓ The audit objective was to determine if opportunities exist to increase state revenue through the collection of unreturned bottle deposits.
   - ✓ Audit recommendations included ensuring compliance with unclaimed property laws and crafting legislation to modernize the Bottle Bill.
   - ✓ Management agreed with all recommendations. During FY22, the agency worked to draft rules for SB 1520, which contained several provisions to modernize the Bottle Bill. For example, wine in cans is now eligible for deposit refunds.

4. Secretary of State ***FY2020 Statewide Single Audit*** dated 11/9/2020.
   - ✓ The audit identified two significant internal control deficiencies:
     - ➢ **2020-011:** Liquor agent inventory audits were not being completed every 6-12 months as targeted by agency management.

- **2020-012:** User system access was not adequately documented or regularly reviewed for appropriateness.

✓ Management agreed with all recommendations. Since the audit, the agency has increased the number of liquor store audits and assigned an Office Information Systems team member to review access and usage of multiple OLCC systems quarterly.

Audits prior to February 2020 related to OLCC Policy Option Packages:

5. Secretary of State Audit **2019-23** dated 5/29/19 was a follow-up to SOS audit #2018-07 regarding ***OLCC Cannabis Information Systems***
   ✓ 15 of 17 recommendations were partially or fully implemented, with 2 recommendations (implementing change management processes and documenting disaster recovery plans) deferred while the replacement licensing system is developed, and while the state data center move is completed. OLCC's disaster recovery plan will need to incorporate elements of the disaster recovery plan developed for the state data center.

6. Secretary of State Audit **2019-04** dated 1/25/19:
   Oregon's Framework for Regulating Marijuana should be strengthened to better mitigate Diversion Risk, and Improve Laboratory Testing
   ✓ The audit scope covered both OLCC and OHA processes; and included 8 OLCC recommendations, and 9 OHA recommendations.
   ✓ Management agreed with all 8 OLCC recommendations.

OLCC Policy Option Packages (POPs) addressing Audit Findings or Recommendations

POP	POP Description	Audit Reference	Helps Address Audit Findings / Recommendations
303	IT Risk Mitigation: The 23-25 Agency Request Budget (ARB) requested: **One Information Specialist 8 System Administrator, Risk Mitigation** and **One Principal Executive Manager D Information Compliance Officer**	SOS 2019-23, Recommendations 4, 6, 8, 9, 11, 15	• Develop and implement policies and procedures for effectively monitoring software as a service vendors to ensure they are meeting security and hosting requirements defined in contracts and service level agreements. • Establish processes for granting and reviewing access to the Marijuana Licensing System and the Cannabis Tracking System. • Update and test OLCC's information security plan to ensure the plan reflects the agency's current business and IT environment. • Establish a process to maintain an up-to-date inventory of authorized hardware and software allowed on OLCC's network. • Develop and implement a process to scan for vulnerabilities on devices on the network. • Develop and implement a process to remediate weaknesses identified in risk assessments and audits, and routinely evaluate and assess the agency's security posture.

BUDGET NARRATIVE

POP	POP Description	Audit Reference	Helps Address Audit Findings / Recommendations
307	Financial Services Staffing: The 23-25 ARB requested: • **One Budget and Fiscal Manager 2** • **One Fiscal Analyst 2** • **One Accountant Technician** • **To reclassify an Administrative Specialist 2 to a Procurement and Contract Specialist 3**	FY 21 Statewide Single Audit, SOS 2021-008	• Strengthen internal controls to ensure the accounting systems reconcile and that the appropriate amount is being transferred to the General Fund each month.
413	Marijuana Lab Integrity Package: The 23-25 ARB requests: • **A Natural Resource Specialist 4** • **A Regulatory Specialist** • **A Compliance Specialist 2** • Expenditure authority **to spend $250,000 of its own revenue** to conduct random and targeted safety testing of cannabis products being sold to consumers within Oregon	SOS 2019-04, Recommendations 14, 15, 17	• Update test result tracking requirements for subcontracted tests to ensure the results can be directly traced in Metrc to the lab that performed the specific test. • Require that all marijuana certificates of analysis be stored in Metrc, where they can be reconciled with the reported lab test results. • Work with ORELAP and the Legislature to ensure appropriate and sufficient staff coverage to better monitor lab practices and review test result data.
414	Marijuana Licensing and Compliance Package: The 23-25 ARB requests: • **One Principal Executive Manager C** • **Two Licensing Specialists** • **Three Marijuana Regulatory Specialists** • **One Operations and Policy Analyst 3** • **One Compliance Specialist 3**	SOS 2019-04, Recommendations 2 and 4	• Continue to develop baselines, dashboards, and other data monitoring practices, such as setting reasonableness thresholds to help identify higher risk marijuana transactions. • Establish inspection frequency goals and metrics and determine how many inspectors are needed to meet those goals. If the current number of inspectors is too low, work with the legislature to identify additional funding options. Periodically reassess inspection goals and metrics, and whether the number of inspectors aligns with them.

POP	POP Description	Audit Reference	Helps Address Audit Findings / Recommendations
418	Oregon Department of Agriculture (ODA) Lab Funding LC: The 23-25 ARB **proposes using $2,281,689 in marijuana license fees to fund part of the ODA reference lab**.	SOS 2019-04, Recommendation 17	• Work with ORELAP and the Legislature to ensure appropriate and sufficient staff coverage to better monitor lab practices and review test result data.

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AFFIRMATIVE ACTION PLAN
2021 - 2023 biennium

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Oregon
Kate Brown, Governor

Liquor Control Commission
9079 SE McLoughlin Blvd.
Portland, Oregon 97222-7355
503-872-5000
800-452-6522
www.oregon.gov/olcc

April 19, 2021

Governor's Office of Diversity & Inclusion/Affirmative Action
Steve Lee, Affirmative Action Manager
900 Court St NE, Suite 254
Salem, OR 97301

Dear Mr. Lee,

The Oregon Liquor Control Commission is committed to a workplace that is inclusive, diverse in its internal operations, and it is committed to working to improve its focus on the culturally diverse communities that it serves. The Affirmative Action Plan is one key focus of our ongoing work to improve the agency's operations for all of the Oregonians that the agency serves.

We appreciate the overall focus of the state on its commitment to providing opportunities to its state employees and to all Oregonians through the public services it provides. We are submitting our Affirmative Action Plan to you, and we look forward to doing our part.

Sincerely,

Steven Marks

Executive Director, Oregon Liquor Control Commission

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Oregon Liquor Control Commission

Affirmative Action Plan 2021 – 2023 Biennium

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I. Report

A. Agency Overview

The Oregon Liquor Control Commission (OLCC) is a small to medium-sized state agency and is headquartered in Milwaukie (Portland Metro area). OLCC is the agency responsible for regulating the sale and service of alcoholic beverages, the production and sale of recreational marijuana, medical marijuana, and the tracking of industrial hemp products sold in OLCC retail stores.

B. Agency Mission and Objectives

Our Mission:

"To support businesses, public safety, and community livability through education and the enforcement of liquor and marijuana laws."

Our Objectives:

Public Safety Principle

- OLCC's policy will focus on public safety and community livability considerations when guiding alcoholic beverage and recreational marijuana system growth.
- OLCC will meet potential customer demands for alcoholic beverages and recreational marijuana by managing outlets in a socially responsible manner.

Economic Development Principle

- OLCC will support businesses by providing education on the rules and regulations of selling alcohol and marijuana. Education will promote

compliance and legal adherence resulting in improved sales and economic viability for Oregonians.

- OLCC will intelligently manage the growth of the Distilled Spirits Program, Oregon Health Authority Medical Marijuana Program and the Recreational Marijuana Program so that products reach the customer safely, timely, and efficiently.

Stewardship Principle

- OLCC will continue to work collaboratively with local government and other partners to promote communication and service to stakeholders.
- OLCC will continue to provide responsible stewardship of its assets, managing risks and protecting revenue flow.
- OLCC will sustain high-level customer service. It will continue to seek to improve its customer service levels by finding additional efficiencies, improving timeframes for delivering services, and by making information accessible to customers and the public.

C. Identification of the Following Agency Employees:

1. Agency Director/Administrator:
   Mr. Steven Marks, Executive Director
   9079 SE McLoughlin Blvd
   Milwaukie, OR 97222
   (503) 872-5062

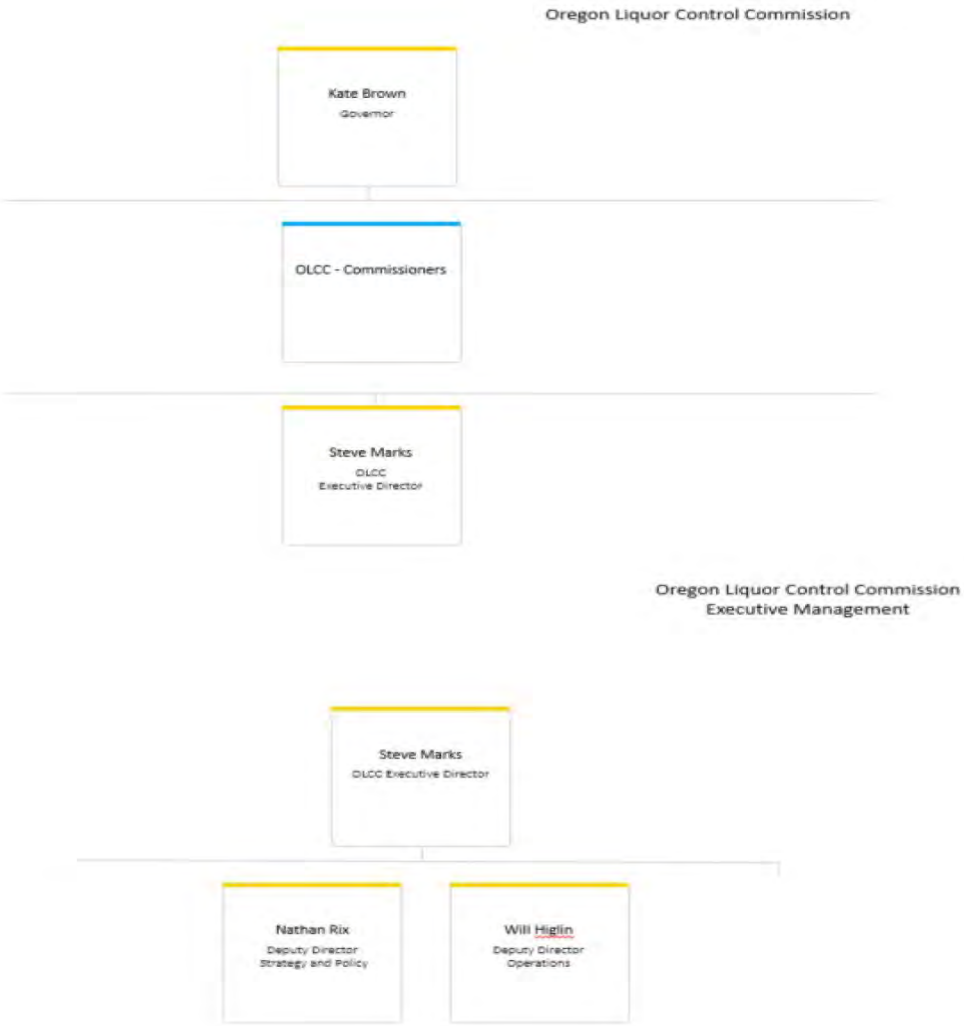
2. Governor's Policy Advisor for Our Agency:
   Mr. Jeffrey Rhoades
   (503) 378-8472

3. Affirmative Action Representative:
   Ms. Marsha Barton
   (503) 872-5152

4. Equity Leader:
   N/A

5. Lead for COBID Contracting and Procurement:
   N/A

D. Agency Organizational Chart


Oregon Liquor Control Commission
Kate Brown
Governor
OLCC - Commissioners
Steve Marks
OLCC
Executive Director
Oregon Liquor Control Commission
Executive Management
Steve Marks
OLCC Executive Director
Nathan Rix
Deputy Director
Strategy and Policy
Will Higlin
Deputy Director
Operations

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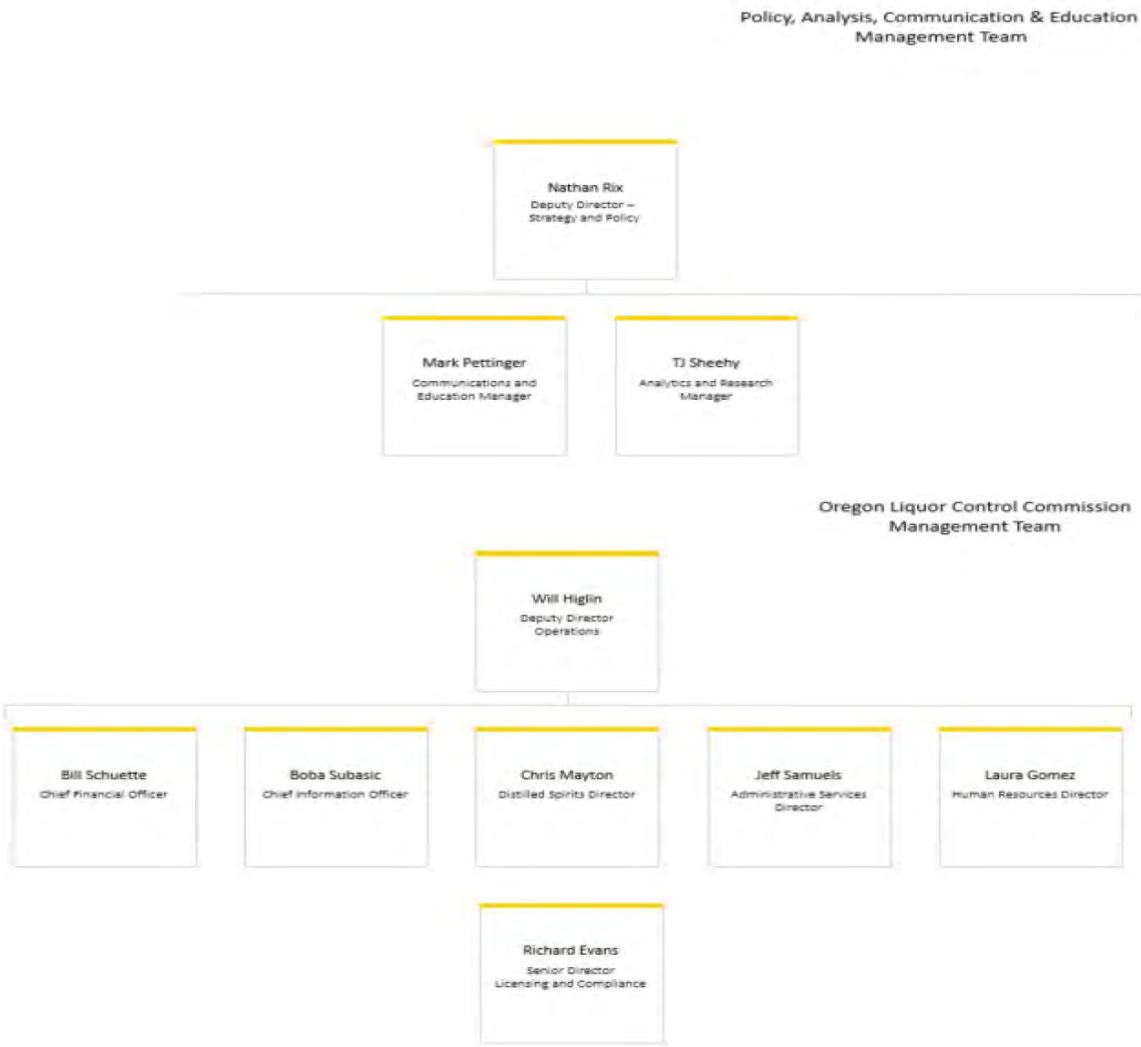
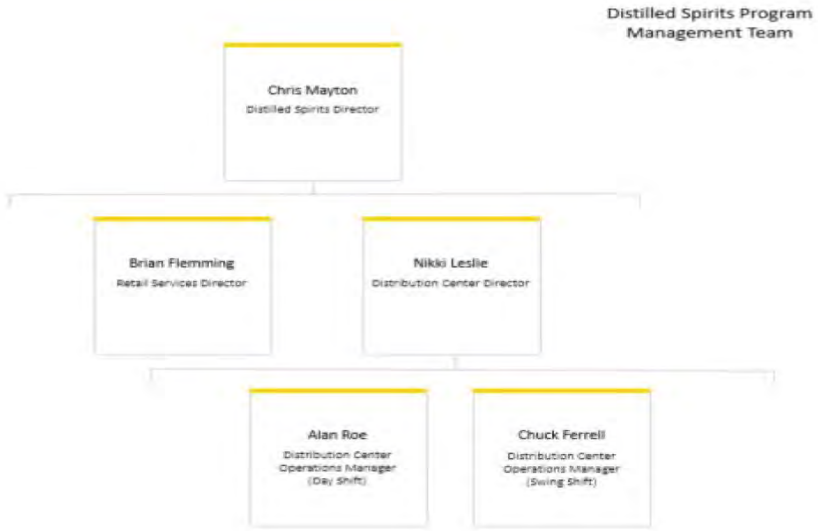
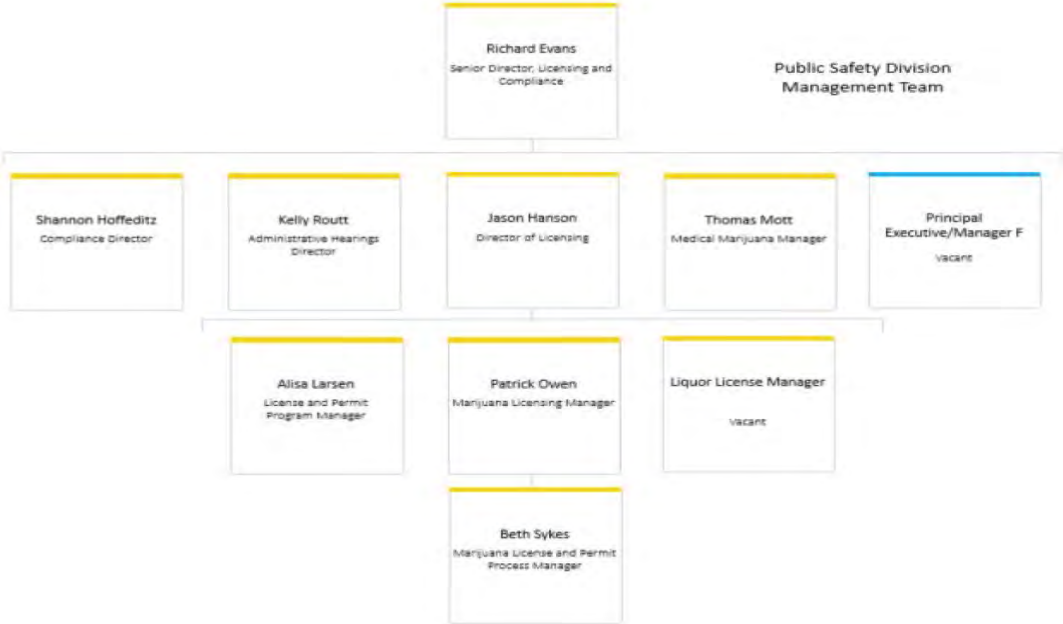

Policy, Analysis, Communication & Education Management Team
Nathan Rix
Deputy Director – Strategy and Policy
Mark Pettinger
Communications and Education Manager
TJ Sheehy
Analytics and Research Manager
Oregon Liquor Control Commission Management Team
Will Higlin
Deputy Director Operations
Bill Schuette
Chief Financial Officer
Boba Subasic
Chief Information Officer
Chris Mayton
Distilled Spirits Director
Jeff Samuels
Administrative Services Director
Laura Gomez
Human Resources Director
Richard Evans
Senior Director Licensing and Compliance

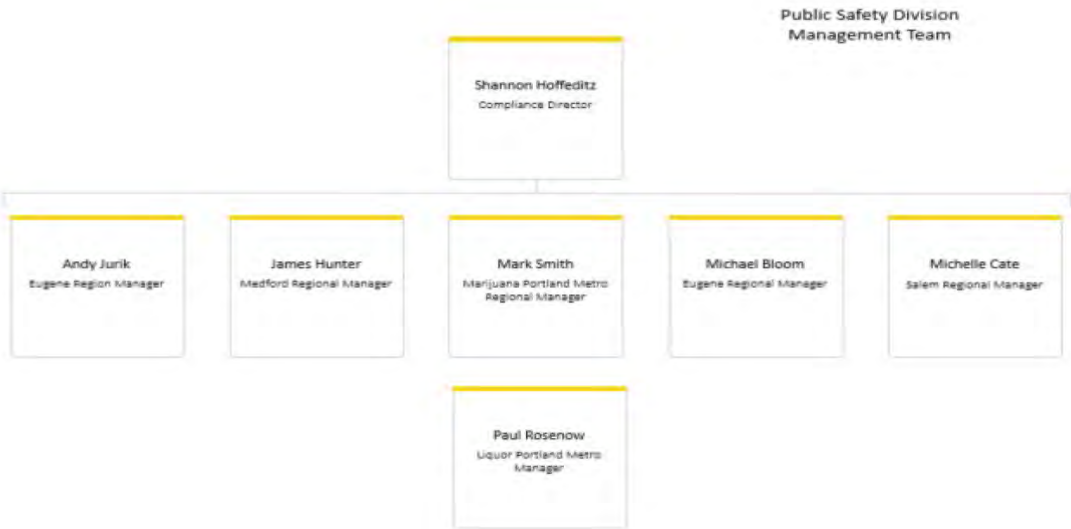
6

Financial Services
Management Team
Bill Schuette
Chief Financial Officer
Christina Owen
Financial Services
Operations Manager
Cathy Watson
Disbursements and Auditing
Manager
Debbie Amsberry
Revenue Manager

Information Technology
Management Team
Boba Subasic
Chief Information Officer
Jon-Kai Nakashima
OIS Director


Distilled Spirits Program
Management Team
Chris Mayton
Distilled Spirits Director
Brian Flemming
Retail Services Director
Nikki Leslie
Distribution Center Director
Alan Roe
Distribution Center
Operations Manager
(Day Shift)
Chuck Ferrell
Distribution Center
Operations Manager
(Swing Shift)


Richard Evans
Senior Director, Licensing and Compliance
Public Safety Division Management Team
Shannon Hoffeditz
Compliance Director
Kelly Routt
Administrative Hearings Director
Jason Hanson
Director of Licensing
Thomas Mott
Medical Marijuana Manager
Principal Executive/Manager F
Vacant
Alisa Larsen
License and Permit Program Manager
Patrick Owen
Marijuana Licensing Manager
Liquor License Manager
Vacant
Beth Sykes
Marijuana License and Permit Process Manager



II. Affirmative Action Policies

A. Affirmative Action Policy Statement

People are the Oregon Liquor Control Commission's most important asset. Each person has differences that enrich the workplace and strengthen our cultural awareness.

It is the Commission's policy to provide equal employment opportunities at all levels and in all aspects of the agency's operations. The policy also ensures that it serves the public fairly, and it also reinforces that this agency's services are inclusive.

The Commission conducts its Human Resources management programs and personnel actions, including recruitment, hiring, training, promotion, transfer, demotion, reduction in force and termination regardless of race, religion, national origin, age, sex, sexual orientation, marital status, or physical or mental disability or for any prohibited by state statute or federal regulation.

The Commission's affirmative action goals contained in the affirmative action plan, support the development and retention of a representative workforce, and it supports providing equal employment opportunities to all individuals. Managers are held accountable for actively supporting recruitment, career development, and other

affirmative action programs that are focused on achieving goals. The Commission formally evaluates managers on their efforts to support the Commission's affirmative action plan.

Additionally, the Commission's employees and managers are accountable for helping develop a work culture that is caring and respectful to all individuals, including co-workers, customers, stakeholders, and members of the public. The Commission will not tolerate harassment. Employees are expected to actively help create and promote a harassment free work environment, and managers will strive to eliminate and prevent harassment, including protected class based harassment and other forms of unlawful discrimination.

B. Oregon Liquor Control Commission Diversity and Inclusion Statement

The OLCC seeks to attract and retain a workforce that is culturally diverse. Culture includes, but is not limited to, people of different genders, age, race, religion, national origin, sexual orientation, and disability spectrums.

The OLCC wants to attract and retain a culturally diverse workforce. It welcomes and supports all employees by identifying and dismantling unconscious barriers and by doing so the OLCC fosters a diverse and inclusive workplace environment. The OLCC will diversify its sourcing and recruiting strategies as well, and develop partnerships within more diverse communities. The OLCC also supports establishing tools, training and a networking program that fosters a diverse workforce which will also include career path opportunities supporting diverse talent retention.

Demonstrating and modeling a diverse workforce requires the OLCC's management and staff to actively welcome all newcomers, ensure they have a seat at the table, identify and remove invisible barriers to advancement, and initiate open dialogue with each individual. By including all individuals in workplace functions, activities and outreach programs, the agency can help ensure everyone feels included, respected, valued and supported.

a. The Commission developed its Affirmative Action Plan to ensure implementation of this policy. The Affirmative Action Representative (Sr. Human Resource Analyst, Marsha Barton - phone: 503-872-5152) is responsible for coordinating the plan's implementation. The Affirmative Action Plan is kept in the Human Resources office, posted on the agency intranet and posted on OLCC's website. Copies of the plan are available to anyone who requests one. In addition, hard copies of the policy statements are posted on agency bulletin boards. Though the current plan's implementation is continuous.

b. The Commission has implemented a process that employees and members of the public may use to escalate equal employment opportunity concerns and awareness to the Commission and its leaders for resolution. Anyone

subject to harassment or discrimination should report inappropriate behavior to the employee's immediate supervisor, another manager, Human Resources, the Executive Director or chair. Complaint investigations on the basis of race, color, religion, sex, marital status, national origin, disability, age, sexual orientation, gender identity, veteran status or any other factor applicable by state or federal law within OLCC, will be conducted by Human Resources. Employees also retain the right to file a complaint through the union grievance process and/or with the Civil Rights Division of the Bureau of Labor and Industries (BOLI) or the Equal Employment Opportunity Commission (EEOC).

C. Employment

a. OLCC's Implementation of Equity

i. Hiring

- Create an exceptional onboarding experience that promotes a more inclusive and productive work environment.
- Continue practice of making hiring, transfer and promotional decisions that support agency Affirmative Action, Diversity & Inclusion and Equal Employment Opportunity goals and objectives.
- Promote recruitment efforts designed to reach the agency's Affirmative Action, Diversity & Inclusion and Equal Employment Opportunity goals and objectives.
- Additional review of hiring, transfers, promotional, developmental/rotational or training practices and procedures to identify and remove barriers to attain the agency's Affirmative Action goals and objectives.
- Coach interview panelists on recognizing and eliminating unconscious biases.

ii. Retention

- Promote and foster a positive work environment within the agency's Affirmative Action, Diversity & Inclusion and Equal Employment Opportunity programs.

iii. Promotion

- Continued attendance at Affirmative Action, Diversity & Inclusion and Equal Employment Opportunity and other diversity-related training to provide guidance to staff by being aware of diversity and cultural issues. This also includes

supporting employees to attend such programs for further professional development.

iv. Succession Planning
- Identifying future leaders within the agency while keeping OLCC's commitment to diversity at the forefront.

D. Training, Education and Development Plan (TEDP)

a. Training Overview

All new employees attend an orientation program in order to support the immediate integration into the OLCC's culture. In late 2018, the agency deployed a program that enhances the agency's mission and other topics including health and wellness, diversity and inclusion, and harassment and discrimination awareness.

Each year, the OLCC's employees, attend mandatory trainings on the following topics: Professional Workplace Behavior, Harassment and Discrimination Awareness, and Violence Free Workplace. The training is a blend of lecture, video, group scenarios and the use of a tabulator system that engages attendees for real time responses and data analysis. The agency biennially updates its training material. The most recent training included a video called, "Micro aggressions in the Workplace" and "The Coworker" (David Schwimmer's sexual harassment video series), followed by discussion of these situations and the impact they can have in the workplace.

Starting in February of 2017, the agency began incorporating Diversity and Inclusion training into the annual mandatory trainings. The training covered cultural differences, how to promote diversity and much more. Human Resources received positive feedback from staff regarding this particular training.

b. Employees

Employees are able to set up an individual development plan (IDP) with their manager or the Human Resources Director. The IDP identifies the employee's career goals and a plan for achieving those goals. Tuition reimbursement, work-out-of-class assignments, job rotations, and career development opportunities may be included in an employee's plan. Employees who do not have an IDP still participate in a variety of training and development opportunities as they relate to their positions. All employees are also encouraged to attend conferences, seminars and other trainings in order to continue developing knowledge and skills related to their current position.

c. Volunteers

The OLCC generally does not employ volunteers other than those who occasionally assist with "minor decoy" operations.

d. Contractors/Vendors

The OLCC's Affirmative Action Policy Statement is posted on the agency Human Resource bulletin board, and is available to contractors, vendors and members of the public via the website and/or upon request.

E. Programs

a. Internship Program

OLCC believes in and supports internship programs and has periodically opportunities when they arise. Over the past biennium, the agency employed one intern to assist with creating a compliance manual for our Recreational Marijuana Program. Our main focus over the past several years has been to provide work-out-of-class, lead work and training opportunities to current employees to help with retention and succession planning. We will continue to look for opportunities to employ interns in the future.

b. Mentorship Program

The agency does not have a formal mentorship program. However, as part of the onboarding process, new employees are assigned a partner to mentor new employees through their trial service. Regulatory Specialists (Inspectors and Investigators) are assigned a Field Training Officer who they work closely with. Newly promoted supervisors work closely with their Division Director and Human Resources Director to learn skills and gain insights into effective management techniques.

c. Diversity Awareness Program

i. Agency-Wide Diversity Council

Bridge Builders is the OLCC's agency-wide diversity council. Bridge Builders' purpose is to lead, develop, and organize strategies to promote an inclusive, respectful, diverse, and culturally competent workplace. In the last biennium, the committee continues to sponsor a variety of employee events that assist in building cross-departmental relationships, promoting

recognition of diversity among employees, and developing cultural awareness. Membership continues to grow and includes employees from various divisions, backgrounds, etc.

ii. Employee Resource Groups (ERGs)

It appears that ERGs have been created at various agencies under DHS (Department of Human Resources) and OHA (Oregon Health Authority), however DAS (Department of Administrative Services) agencies are not familiar with them.

F. Community Engagement

The OLCC recognizes that developing partnerships with community groups creates reciprocal, sustaining relations that benefit the agency, the community groups, and the public. Historically, the agency posts notices and forwards emails about local diversity and inclusion related celebration events and workshops or seminars. Senior staff annually attend community networking events such as the annual Martin Luther King Jr. Day breakfast and the Korean American Grocers Association. The Public Safety Division staff engage with local community groups like neighborhood associations and tribal communities to understand their concerns and explain the agency's role in protecting the public interest.

Since OLCC has been tasked with the oversight of recreational marijuana, the agency has engaged with multiple agencies and associations to develop relationships to ensure we reach out to all of the communities we serve. The Minority Cannabis Business Association (MCBA) has been represented on the Technical Advisory Committee and led OLCC inspectors on a tour of an indoor/outdoor grow site to assist in rule development. OLCC staff members and Commissioners have attended MCBA events. Last biennium OLCC worked closely with the Governor's Office of Diversity and Inclusion and several other state agencies to reach out to local tribal communities, women-owned businesses and minority-owned businesses to streamline regulatory guidance to groups that have difficulty entering into the new market of marijuana.

OLCC has also produced licensee signage and marijuana worker permit educational guides in Spanish. Applicants are also able to take the Marijuana Worker Permit test in Spanish. In 2015, the OLCC launched an information campaign, "Go Legal Oregon", targeted to prospective applicants seeking to acquire an OLCC recreational marijuana license. Videos, posters and various online materials were translated into Spanish.

The retail Expansion for Oregon's retail liquor store locations is a statewide initiative to improve the customer shopping experience, optimize

revenue for the state, and to keep up with Oregon's growing population. The OLCC began this market-driven process in fall of 2015 as a way to improve customer convenience by adding retail liquor locations with a measured, but consistent approach to growth. The open recruitment application process encourages a variety of retail models including traditional stand-alone stores, incorporating distilled spirits within an existing retail space, boutique outlets, and/or grocery and convenience stores. The open recruitment model is market-based, so there are no limits on what location the applicant can select. In 2017, the OLCC launched Phases 3 and 4 of Retail Expansion, which included Central, Northern and Southern Oregon, and Washington County. The open recruitment process consisted of extensive statewide outreach with emphasis on reaching a diverse audience. Outreach and recruitment efforts included town hall meetings, Q&A sessions, and more than 3,900 interested members of the public, 29 women and minority associations, 80 media outlets, and 47 City Council, County Commissioners and Chambers of Commerce. Through Phase 3 & 4, OLCC added 17 new retail liquor locations growing the total number of liquor stores to 280. The OLCC continued these outreach efforts to the Oregon community for Phase 6, which began in August 2018.

The OLCC participated in and provided sponsorship for the 2017 Governor's Marketplace. This event brings opportunities for businesses to meet directly with procurement professionals from state, federal, private and non-profit organizations who share tips, tools, resources and strategies to aid in business growth, more successfully navigate contracting processes and nurture ongoing relationships. The Governor's Marketplace brings together industry professionals and leaders, public and private organizations, diversity and equity practitioners and small businesses for the purpose of connecting small businesses to tools and resources to start, sustain and thrive in business. The OLCC plans to participate in future events.

The OLCC participated in and provided sponsorship for the 30th Annual Oregon Association of Minority Entrepreneurs (OAME) Tradeshow and Luncheon. The tradeshow provides an opportunity for purchasers and buyers from public and private agencies to meet and network with minorities, women, emerging small businesses and veteran-owned businesses. The OLCC plans to continue participation in future OAME events.

The OLCC is a partnering agency of the annual statewide Diversity Conference. The sponsorship of the conference guarantees attendance at the conference for up to 14 staff members. Depending on training funds available, more staff may attend for an additional cost. From September 2013 through September 2017, the Human Resources

Director has been the volunteer committee co-chair, assisting in the coordination and planning the two day event. In 2018, one of OLCC's Human Resource Analysts joined the volunteer committee team.

The OLCC serves a diverse population of Oregonians and continues to produce a multitude of signs, print and online materials in order to meet the needs of all Oregonians. The OLCC's website, which received more than 3.4 million hits in 2017, can be translated into 17 different languages.

With limited budget and staff time to engage in community outreach programs, the agency is developing a strategic approach to develop relationships with local organizations that support economic development for businesses and people of color. The agency is a member of the Oregon Association of Minority Entrepreneurs and Partners in Diversity.

Human Resource staff regularly attend the City of Portland Diversity Career Fair, State of Oregon Annual Diversity Employment Day (through Diversity Recruiters Network), PGE Diversity Summit, Mt. Hood Community College Diversity Career Fair, Incight Career Fair for People with Disabilities, and Say Hey! events.

Human Resource staff invited an associate from a local behavioral health program to tour the warehouse. This associate worked daily with clients that had developmental and physical disabilities. The purpose of the tour was to learn more about warehouse positions in order to determine what positions would be appropriate for their clients.

G. Executive Order 17-11 Updates

a. Respectful Leadership Training (Diversity, Equity and Inclusion)

As mentioned in the section above, all managers and supervisors attend the OLCC Manager Training Academy annually. In 2015 and 2016, the topics included, Understanding the Importance of Working Together Collaboratively; Appreciating and Adapting to Different Behavior Styles; Harassment: Sex, Religion and Beyond; and The Connection Between Different Personalities; Performance Evaluation; Generational Differences; Communication and Generations; and Diversity in the Workplace. The OLCC is aware of the benefit of training its leadership in diversity, equity and inclusion. As noted earlier, we will continue the Manager Training Academy. Additionally, an agency-wide training with the Governor's Office of Diversity and Inclusion will be provided.

b. Statewide Exit Interview Survey

The OLCC is interested in how departing employees view their tenure and what information and suggestions they can provide related to their experience. When a departing employee provides notice of their intent to leave the agency, Human Resources sends them a letter confirming their resignation with information regarding the state exit interview survey.

c. Performance Evaluations of all Management Personnel

OLCC currently uses a performance review process called the "Individual Accomplishment Report" (IAR). The IAR emphasizes employees' accomplishments and strengths while also identifying opportunities for further growth. Human Resources may implement OLCC's new and improved performance evaluation system that was mentioned in the previous report. The agency held off on implementing the new system with the anticipation of the new HRIS system. Workday will automatically generate a performance evaluation template that can be tailored for each agency. The performance reviews will ensure that staff is aware of their strengths, areas of improvement and potential for growth. This will be a great opportunity for staff to work with their manager and/or supervisor to plan and achieve their professional goals.

In both the current and future performance evaluation system, the OLCC incorporates Affirmative Action objectives as a key consideration for the manager's performance evaluation. Specific examples of the managers' Affirmative Action objectives and diversity successes and achievements are described below. Management personnel will receive an annual performance evaluation to assess whether they are meeting its Affirmative Action objectives. Any goals or work plans for future performance will be outlined in the evaluation.

III. Roles for Implementation of Affirmative Action Plan

A. Roles and Responsibilities/Accountability Mechanisms

1. Executive Staff

- Foster and promote to executives, managers, and employees the importance of a diverse workplace, free from discrimination and harassment.
- Review agency Affirmative Action Plan and Diversity and Inclusion Strategic Plan with Executive Committee.
- Meet periodically or as needed with the Human Resource Director to review agency Affirmative Action goals and progress, EEO, and

diversity issues. Support Bridge Builders, OLCC's diversity committee.

- Support and participate in diversity and inclusion training.
- Director's performance, including Affirmative Action accomplishments, subject to annual review by OLCC's Board of Commissioners.

2. Management Staff

- Foster and promote to subordinate managers and employees the importance of a diverse workplace, free from discrimination and harassment.
- Consider subordinate managers' efforts towards meeting Affirmative Action goals when developing performance evaluations.
- Promote retention through training and developmental opportunities (e.g., Career Development program, work-out-of-class assignments) and internal promotions.
- Report department's contributions toward meeting the agency's Diversity and Inclusion Strategic Action Plan goals.
- Foster and promote to employees the importance of a diverse workplace, free from discrimination and harassment.
- Obtain information from Human Resources on the status of meeting Affirmative Action goals.
- Make good faith efforts towards meeting Affirmative Action hiring goals.
- Promote retention through training and developmental opportunities, and internal promotions.

3. Other Staff (i.e. HR and Affirmative Action Representative)

- Develop and publish the agency's Affirmative Action Plan.
- Establish and implement a recruitment strategy, supporting DI/AA/EEO and long-term retention.
- Keep managers apprised as to the agency's Affirmative Action goals and assist in meeting these goals.
- Conduct applicant outreach and advertisement for selected recruitments.
- Assist hiring managers in developing objective, non-discriminatory selection criteria and ensure that diversity is a key consideration when assembling interview panels, questions, etc.
- Monitor Agency's Affirmative Action status and prepare reports.
- Prepare annual status report of the agency's progress toward achieving each goal of the Diversity and Inclusion Strategic Plan.
- Investigate discrimination complaints submitted under the bargaining agreement and make recommendations to the Executive Director for final disposition.

- Promote retention through training and developmental opportunities, internal promotions, and use of information from exit interviews.

IV. 2019-2021 Affirmative Action Plan Progress Report

A. Accomplishments

The OLCC's Diversity and Inclusion Strategic Plan outlines four goals to address diversity and inclusion at the OLCC. Each goal includes a series of strategies or actions that support the realization of the goals. Although these goals continue to be a work in progress, the OLCC accomplished many of the strategies associated with the goals such as:

Goal 1: Recruit a diverse workforce
The OLCC seeks to attract and retain people of diverse gender, age, race, religion, ethnicity, national origin, sexual orientation, and disability spectrums. The OLCC has placed employment advertisements in minority newspapers, professional associations, the statewide Diversity and Inclusion newsletter, and community groups to attract the most diverse candidate pools as possible. The agency has also attended numerous job fairs targeted at historically underrepresented groups. All of the OLCC's job postings include embracing and fostering diversity and multi-culturalism in the workplace as a desired attribute. The OLCC's job interview panels are composed of diverse employees and external stakeholders as often as possible. These panels are briefed about unconscious biases and how to apply the objective interview rating criteria. Diversity and inclusion questions are now included in each step of the recruitment process.

Goal 2: Increase diversity awareness
The OLCC believes an inclusive workforce that values diversity will provide the best customer service to the diverse population that we serve. The staff constructively manages conflict toward creative outcomes; fosters open and honest communication, and builds trust with our customers as well as across the agency. In the last biennium, employees participated in diversity training and events such as the annual statewide Diversity Conference, NWEEO Affirmative Action Association seminars, and Disability Awareness seminars. In addition to training, the OLCC displays two diversity-themed bulletin boards with rotating content and permanently displays diversity themed artwork. The OLCC also makes books and videos available on diversity topics in the employee library.

Bridge Builders is the agency's diversity council that promotes an inclusive, respectful, and diverse workplace. This council holds events in-person and virtually due to the COVID-19 pandemic to promote the building of relationships among employees from diverse backgrounds. To measure if

there is a cultural shift in the direction of greater inclusivity, the agency could monitor attendance and participation at the Bridge Builders' events. Support from managers and leadership would also help support the agency's goals of greater inclusivity. The agency also informs employees of other local diversity and inclusion related events to help foster inclusivity.

Goal 3: Promote and sustain a welcoming, inclusive environment
The OLCC strives to create an inclusive environment where employees will contribute their unique skills and talents to carry out the agency's mission. In addition to some of the ongoing activities listed above in this report, since 2012 the OLCC has held a variety of celebrations and events to promote an inclusive environment like potlucks, contests, service awards, interactive all staff meetings, etc. The OLCC's managers personally fund a holiday celebration and summer barbeque to show appreciation to our staff. The agency also offers career development and tuition reimbursement programs to encourage ongoing employee development.

Goal 4: Enhance public outreach and community partnerships
Engaging with various stakeholders creates opportunities to review programs, processes and policies and make improvements to better serve our customers and promote a positive public image. Since 2012, the OLCC has attended MWESB events and community networking events such as the annual Martin Luther King Jr. Day breakfast and the Korean American Grocers Association events. The OLCC also ensures our services are more accessible by Spanish speakers by publishing public notice posters in Spanish and by hiring bilingual staff for certain positions.

V. Demographic Analysis

The data on the diversity of the OLCC's applicant pools and selection pools seems to be consistent with the diversity in the last biennial report. Additional information about the agency's employee demographics is below.

Gender and Racial Representation in the Workforce (2020)

	Female		Male	
Racial Categories	**Actual**	**Pct.**	**Actual**	**Pct.**
American Indian/Alaska Native	2	1.00%	1	1.00%
Asian	10	7.00%	6	3.00%
Black/African American	4	3.00%	6	3.00%
Hispanic	7	5.00%	14	7.00%
Native Hawaiian/Other Pacific Islander	0	0.00%	2	1.00%
Two Or More Races	1	1.00%	4	2.00%
White	116	83.00%	167	83.00%
Percentage		**100%**		**100%**
Totals	**140**		**200**	

Representation of People with Reported Disabilities (2020)

	Total	
Disability Reporting	**Percent**	**Number**
No Reported Disability	97.9%	327
Reported Disability	2.1%	7
Total	100.0%	334

Representation of Veterans in the Workforce (2020)

	Total	
Veteran Status	**Percent**	**Number**
Not a Veteran	92.2%	308
Veteran	7.8%	26
Total	100.0%	334

VI. 2021 – 2023 Affirmative Action Strategies and Goals

A. Goals for agency Affirmative Action Plan

1. Increase our level of workforce diversity and look for opportunities to eliminate remaining areas of underutilization for women, people of color, and people with disabilities.

2. Continue to look for opportunities to promote women, people of color, and people with disabilities from within the agency.

3. Engage in recruitment activities with additional institutions of higher education and diverse community groups.

4. Actively participate on Affirmative Action committees, additional organizations, and activities to promote the OLCC's Affirmative Action Plan to cultivate a productive and engaging workplace culture to provide a better experience for the public and our business partners.

B. Strategies and timeline for achieving agency goals

- Beginning in January of 2021, the Division Directors will provide the Executive Director with an update of his/her division's contributions toward meeting the four diversity and inclusion goals.
- Also in January of 2021, the OLCC will develop and maintain additional relationships with institutions of higher education and diversity community groups. We gain a better understanding how they and the OLCC will benefit from the relationship. Throughout the biennium,

continuously communicate the OLCC opportunities and ask for their assistance in promoting those opportunities.

- By September of 2021, the OLCC will incorporate the goals of the plan into the agency's strategic plan.
- In October of 2021, Human Resources or its Affirmative Action Representative will provide the Executive Director with an annual report, including the status of each action listed in the plan and any newly identified actions.
- Throughout the biennium, the OLCC will continue supporting each strategy and develop and implement new strategies as opportunities arise.
- Continue to offer and promote opportunities for career development, work-out-of-class assignments, job rotations, tuition reimbursement, and internal and external training and development.
- In 2021, analyze the new performance evaluation system which provides employees and their managers an opportunity to discuss and commit to professional development opportunities.
- The agency will continue to engage with various stakeholders to review programs, processes and policies and make improvements to better serve the public and our business partners.
- The agency will continue to be more transparent with the agency's affirmative action goals to coach, increase knowledge and awareness with managers and interview panelists on recognizing and eliminating unconscious biases.
- To measure the agency's success, the agency will continue its efforts to increase the overall diversity amongst its employees, increase overall diversity in applicant pools/interview pools, and develop a regular practice for reviewing and modifying existing practices and data. The agency will also run reports on a quarterly basis to determine if there has been improvement in diversity in the recruitment and hiring of employees. The agency will continue to implement strategies associated with the four goals listed above.

VII. 2021 - 2023 Affirmative Action Strategies

A. Recruitment

- Create an exceptional onboarding experience that promotes a more inclusive and productive work environment.
- Continue practice of making hiring, transfer and promotional decisions that support agency Affirmative Action, Diversity & Inclusion and Equal Employment Opportunity goals and objectives.
- Promote recruitment efforts designed to reach the agency's Affirmative Action, Diversity & Inclusion and Equal Employment Opportunity goals and objectives.

B. Selection

- Additional review of hiring, transfers, promotional, developmental/rotational or training practices and procedures to identify and remove barriers to attain the agency's Affirmative Action goals and objectives.
- Coach interview panelists on recognizing and eliminating unconscious biases.

C. Retention
- Promote and foster a positive work environment within the agency's Affirmative Action, Diversity & Inclusion and Equal Employment Opportunity programs.

D. Employee Engagement
- Refer to section F. Community Engagement above.

E. Employee Surveys
- The OLCC is interested in how departing employees view their tenure and what information and suggestions they can provide related to their experience. When a departing employee provides notice of their intent to leave the agency, Human Resources sends them a letter confirming their resignation with information regarding the state exit interview survey.

VIII. Management

A. Leadership Evaluation
- Continued attendance at Affirmative Action, Diversity & Inclusion and Equal Employment Opportunity and other diversity-related training to provide guidance to staff by being aware of diversity and cultural issues. This also includes supporting employees to attend such programs for further professional development.

B. Succession Plan
- Identifying future leaders within the agency while keeping OLCC's commitment to diversity at the forefront.

C. Appendix A – State Policy Documentation

A. ADA and Reasonable Accommodation Policy (Statewide Policy 50.020.10)
B. Discrimination and Harassment Free Workplace (Statewide Policy 50.010.01)
C. Employee Development and Implementation of Oregon Benchmarks for Workforce Development (Statewide Policy 50.045.01)
D. Veteran's Preference in Employment (105-040-0015)
E. Equal Opportunity and Affirmative Action Rule (105-040-0001)
F. Executive Order 17-11

D. Appendix B – Federal Documentation

A. Age Discrimination in Employment Act of 1967 (ADEA)

B. Disability Discrimination Title I of the Americans with Disability Act of 1990
C. Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964
D. Genetic Information Discrimination Title II of the Genetic Information and Nondiscrimination Act of 2008 (GINA)
E. National Origin Discrimination Title VII of the Civil Rights Act of 1964
F. Pregnancy Discrimination Title VII of the Civil Rights Act of 1964
G. Race/Color Discrimination Title VII of the Civil Rights Act of 1964
H. Religious Discrimination Title VII of the Civil Rights Act of 1964
I. Retaliation Title VII of the Civil Agency Affirmative Action Policy
J. Sex-Based Discrimination Title VII of the Civil Rights Act of 1964
K. Sexual Harassment Title VII of the Civil Rights Act of 1964

E. Appendix C – Agency documentation in support of its Affirmative Action Plan

F. Appendix D – Additional Federal Documentation
A. Agency-Specific Federal Reporting Requirements
B. Executive Order 11246 (OFCCP Regulations)

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MAXIMUM SUPERVISORY RATIO REPORT

PROPOSED SUPERVISORY SPAN OF CONTROL REPORT

In accordance with the requirements of ORS 291.227, (_____OLCC_____) presents this report to the Joint Ways and Means Committee regarding the agency's Proposed Maximum Supervisory Ratio for the 2023-2025 biennium.

Supervisory Ratio for the last quarter of 2023-2025 biennium

The agency actual supervisory ratio as of _____ is 1: _____
(Date) (Enter ratio from last Published DAS CHRO Supervisory Ratio)

The Agency actual supervisory ratio is calculated using 7/2/2022 the following calculation;

_____32_____ = _____29_____ + _____4_____- (_____1_____)
(Total supervisors) (Employee in a supervisory role) (Vacancies that if filled would perform a supervisory role) (Agency head)

_____395_____ = _____300_____ + _____95_____
(Total non-supervisors) (Employee in a non-supervisory role) (Vacancies that if filled would perform a non- supervisory role)

The agency has a current actual supervisory ratio of-
1:_____12.3_____ = _____395_____ / _____32_____
(Actual span of control) (Total non - Supervisors) (Total Supervisors)

When determining an agency maximum supervisory ratio all agencies shall begin of a baseline supervisory ratio of 1:11, and based upon some or all of the following factors may adjust the ratio up or down to fit the needs of the agency.

← Narrow Span		Wide Span →
High	**RISK TO PUBLIC/EMPLOYEE SAFETY**	Low
Dispersed	**GEOGRAPHIC LOCATION(s) OF SUBORDINATES**	Assembled
Complex	**COMPLEXITY OF DUTIES/MISSION**	Not complex
Low	**BEST PRACTICES/INDUSTRY STANDARDS**	High
Small	**AGENCY SIZE/HOURS OF OPERATION**	Large
Many	**NON AGENCY STAFF/TEMPORARY EMPLOYEES**	Few
High	**FINANCIAL RESPONSIBILITY**	Low
← More Supervisors		Fewer Supervisors →

Ratio Adjustment Factors

Is safety of the public or of State employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Is geographical location of the agency's employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Is the complexity of the agency's duties a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Are there industry best practices and standards that should be a factor when determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Is size and hours of operation of the agency a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Are there unique personnel needs of the agency, including the agency's use of volunteers or seasonal or temporary employees, or exercise of supervisory authority by agency supervisory employees over personnel who are not agency employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Is the financial scope and responsibility of the agency a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Based upon the described factors above the agency proposes a Maximum Supervisory Ratio of 1: ____.

Unions Requiring Notification AFSCME

Date unions notified 07/27/2022

Submitted by: Laura Gomez **Date:** 07/27/2022

Signature Line _____ **Date** 07/27/2022

Signature Line _____ **Date** _____

Signature Line _____ **Date** _____

Signature Line _____ **Date** _____

LFO BUDGET NOTES - STATUS REPORT
8/1/2022

81st Legislative Assembly - 2021 Regular Session
LFO Budget Reports with Budget Notes (2)

1. HB 5018 - OLCC Agency Funding (Page 8 of 14)

The Oregon Liquor Control Commission is directed to inventory existing and anticipated regulatory efforts and services involving recreational and medical marijuana licensees that are delivered cooperatively through other state agencies, but receive or request marijuana licensing revenue to fund costs. These efforts may include (but may not necessarily be limited to) agricultural and crop-related policy development, pesticide labeling and investigation, lab testing of licensee products performed by state regulatory entities, enforcement activities, and public health-related issues. As part of its evaluation, the OLCC is expected to develop narrow criteria for what activities in other agencies have a direct correlation to cannabis licensees, and for which financial support may be sought. OLCC will report to the Joint Committee on Ways and Means prior to the conclusion of the 2021-23 biennium describing the following:

- All existing cross agency partnerships that are currently supported by OLCC marijuana licensee revenue, including the amount supported by licensees and recipient agency contributions to those efforts;
- Requested but as yet unfunded cross-agency initiatives to date (including contributions to those efforts by affected agency parties);
- The extent to which OLCC believes it would be helpful to designate some amount of licensee fees for such efforts;
- Options for identifying -- with the assistance of licensee stakeholders -- transparent funding mechanisms for existing and potentially future efforts, including suggested amounts; and
- Suggested criteria for inclusion of such activities in future agency budget requests.

The Joint Committee on Ways and Means recommends that the OLCC biennially review intergovernmental agreements with agencies and entities with which it transfers revenue or contracts for services supported by marijuana revenue, evaluate the extent to which those arrangements require ongoing support, and include this information in OLCC's budget request document.

STATUS (8/1/22 ARB):
The OLCC is still working through some of the information requested in the budget note. For example, what type of criteria might be useful in the future for the inclusion of such activities in future agency budget requests. As the agency continues working on this project we will plan on providing a more detailed update during the 2023 legislative session. The following table provides a summary of current cross agency partnerships that are currently supported, or might be supported by OLCC marijuana licensee revenue.

Regulatory efforts/services	Existing, Anticipated, or Both	2021-23 LAB	2023-25 CSL	2023-25 ARB	Not in 2023-25 ARB	Notes
Dept. of Agriculture - Pesticide Regulation	Existing	$ 487,897			$ 555,531	Potential addition if added later on during 2023-25 budget process.
Dept. of Agriculture - Cannabis Policy Coordinator	Existing & Anticipated	$ 305,175	$ 317,992			
Dept. of Agriculture - Lab funding (OLCC legislative concept, POP 418 **revenue transfer from OLCC to Ag.**)	Anticipated			$ 2,281,689		
OHA - Reimbursable Metrc contract	Existing & Anticipated	$ 434,000	$ 528,000			OLCC incurs expenses that are then reimbursed by OHA.
Other Funds Total		$ 1,227,072	$ 845,992	$ 2,281,689	$ 555,531	

2. HB 5006 - Omnibus (Page 39 of 79)

Budget Note:

Prior to disposition of its existing properties adjacent to McLoughlin Boulevard in Milwaukie, the Oregon Liquor Control Commission is directed to report to the Joint Committee on Ways and Means on plans for the sale and disposition of its existing distribution center, office headquarters, and Milport Road warehouse. The report shall include information on the zoning of the properties, submitted offers, real estate fees and commissions paid to contractors and real estate professionals engaged, conditions of sale, and listing price of the properties. In addition, the OLCC shall report on the new warehouse and headquarters location, purchase price, construction and relocation schedule; its interim operations plan including new leases and estimated costs; an overview of measures the agency will take to minimize disruption to licensees, contract liquor agents, and other stakeholders; and a summary of efforts to secure financial systems and data during the transition.

STATUS (8/1/22 ARB):
The agency recently completed the purchase of the HQ/Warehouse property in Canby, Oregon in July 2022 for approximately $40.5 million. As the agency continues working on this project we will plan on providing a more detailed update during the 2023 legislative session.

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ESSENTIAL PACKAGES NARRATIVE

OREGON LIQUOR & CANNABIS COMMISSION
ESSENTIAL PACKAGES

AGENCY-WIDE (84500-000) = ($13,062,126) in net decreases from the Base budget to the Current Service Level (CSL).

010 Vacancy Savings ($735,954), POB $182,012, MTT $52,718, & Non-PICS Personal Services $53,883 adjustments total = ($447,341).
021 Phase-In Costs = zero
022 Phase-Out Costs = ($30,319,232)
031 Standard Inflation = $17,704,447
032 Above-standard inflation = zero
033 Exceptional Inflation = zero
060 Technical Adjustments = zero

See details below by Program for each Essential Package adjustment category.

DISTILLED SPIRITS PROGRAM (84500-001)
Distilled Spirits Essential Packages = ($28,571,812) in total expense decreases from Base to the CSL.

010 Vacancy Savings, POB, MTT, & Non-PICS Personal Services Adjustments = ($79,172) entirely from Vacancy Savings of ($133,070).
021 Phase-Ins = zero
022 Phase-Outs = ($29,289,952) reflecting:
>($27,000,000) in 21-23 appropriations for the agency's Enterprise Modernization Project (EMP).
>($2,019,952) in non-recurring cost of issuance charges for 21-23 bond sales
>($270,000) in one-time costs approved for Distilled Spirits Equipment Replacement (POP#107).

031 Standard Inflation = $797,313 driven by $753,365 for standard inflation related to bank card fees.
032 Above-Standard Inflation = zero
033 Exceptional Inflation = zero
060 Technical Adjustments = zero

ESSENTIAL PACKAGES:

PUBLIC SAFETY SERVICES (84500-002)
Public Safety Support Essential Packages = ($48,064) in total expense decreases from Base to the CSL.

010 Vacancy Savings, POB, MTT, & Non-PICS Personal Services Adjustments = ($147,340) entirely from Vacancy Savings = ($200,647).
021 Phase-Ins = zero
022 Phase-Outs = ($64,800) reflecting non-recurring costs from 2 POPs implemented in the 2021-23 biennium:

>POP#204 phased-out ($21,600) in setup costs for 1 new PEM-C in Licensing and 1 new PEM-C in Public Safety;
>POP#205 phased-out ($43,200) in setup costs for 4 new CS3 positions in Administrative Hearings.

031 Standard Inflation = $164,076 with the largest component = $44,517 for Telecommunications.
032 Above-Standard Inflation = zero
033 Exceptional Inflation = zero
060 Technical Adjustments = zero

SUPPORT SERVICES (84500-003)
Support Services Essential Packages = $831,687 in total expense increases from Base to the CSL.

010 Vacancy Savings, POB, MTT, & Non-PICS Personal Services Adjustments = ($89,931) entirely from Vacancy Savings = ($198,639).
021 Phase-Ins = zero
022 Phase-Outs = ($579,600) reflecting non-recurring costs from February legislation and 3 POPs implemented in the 2021-23 biennium:

>February 2002 session HB-5202 included ($504,000) in non-recurring development costs for the agency's Privilege Tax system.
>POP#302 phased-out ($43,200) in setup costs for 4 new positions in Humana Resources,
>POP#303 phased-out ($21,600) in setup costs for 2 new positions in Information Services;
>POP#306 phased-out ($10,800) in setup costs for 1 new Liquor Auditor position in Financial Services.

031 Standard Inflation = $1,501,218 with the largest component being State Government Service Charge increases of $1,103,079.
032 Above-Standard Inflation = zero
033 Exceptional Inflation = zero
060 Technical Adjustments = zero

ESSENTIAL PACKAGES:

RECREATIONAL MARIJUANA PROGRAM (84500-004)
Recreational Marijuana Program Essential Packages =
>$212,495 in total expense increases from Base to the CSL, along with

010 Vacancy Savings, POB, MTT, & Non-PICS Personal Services Adjustments = ($96,801) entirely from Vacancy Savings = ($169,070).
021 Phase-Ins = zero
022 Phase-Outs = ($174,880) reflecting non-recurring cost from 2021 legislation, and 2 packages implemented in the 2021-23 biennium:

>HB-3000 (2021) included ($84,000) in Cannabis Tracking System fees to be phased out before the 23-25 biennium.
>POP#409 phased-out ($86,400) in setup costs for 2 new Marijuana Licensing specialists & 6 new Marijuana Regulatory Specialists;
>POP#413 phased-out ($4,480) in setup costs for 2 Limited Duration positions (1 CS3 and 1 AS2).

031 Standard Inflation = $487,704 with the largest increases in IT Professional Services ($231,058) and Attorney General fees ($86,018).
032 Above-Standard Inflation = zero
033 Exceptional Inflation = zero
060 Technical Adjustments = zero

MEDICAL MARIJUANA PROGRAM (84500-006)
Medical Marijuana Program Essential Packages = $27,596 in total expense increases from Base to the CSL.

010 Vacancy Savings, POB, MTT, & Non-PICS Personal Services Adjustments = ($34,097) entirely from Vacancy Savings = ($34,528).
021 Phase-Ins = zero
022 Phase-Outs = zero
031 Standard Inflation = $61,693 with the largest increase in Data Processing at $41,728.
032 Above-Standard Inflation = zero
033 Exceptional Inflation = zero
060 Technical Adjustments = zero

ESSENTIAL PACKAGES:

AGENTS COMPENSATION PROGRAM (84500-005)
Agents' Compensation Essential Packages = $14,685,964 in total expense increases from Base to the CSL.

010 Vacancy Savings, POB, MTT, & Non-PICS Personal Services adjustments = zero (No personnel in this DCR).
021 Phase-Ins = zero
022 Phase-Outs = zero
031 Standard Inflation = $14,685,964 was added to the Base budget of $166,885,952 in Professional Services.
032 Above-Standard Inflation = zero.
033 Exceptional Inflation = zero
060 Technical Adjustments = zero

CAPITAL IMPROVEMENTS (84500-088)
Capital Improvements Essential Packages = ($100,992) in total expense decreases from Base to the CSL.

010 Vacancy Savings, POB, MTT, & Non-PICS Personal Services adjustments = zero (No personnel in this DCR).
021 Phase-Ins = zero
022 Phase-Outs = ($210,000) for sewer line repair costs approved in February 2022 legislation HB-5202.
031 Standard Inflation = $10,008
032 Above-Standard Inflation = zero
033 Exceptional Inflation = zero
060 Technical Adjustments = zero

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SUMMARY CROSS REFERENCE LISTING & PACKAGES (BSU-003A)

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
001-00-00-00000	Distilled Spirits Program	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
001-00-00-00000	Distilled Spirits Program	021	0	Phase-in	Essential Packages
001-00-00-00000	Distilled Spirits Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
001-00-00-00000	Distilled Spirits Program	031	0	Standard Inflation	Essential Packages
001-00-00-00000	Distilled Spirits Program	032	0	Above Standard Inflation	Essential Packages
001-00-00-00000	Distilled Spirits Program	033	0	Exceptional Inflation	Essential Packages
001-00-00-00000	Distilled Spirits Program	070	0	Revenue Shortfalls	Policy Packages
001-00-00-00000	Distilled Spirits Program	081	0	June 2022 Emergency Board	Policy Packages
001-00-00-00000	Distilled Spirits Program	101	1	IT Modernization Bonded Costs	Policy Packages
001-00-00-00000	Distilled Spirits Program	102	2	Warehouse and Nonbonded IT Costs	Policy Packages
001-00-00-00000	Distilled Spirits Program	104	4	Distribution Center Equipment Replacement	Policy Packages
001-00-00-00000	Distilled Spirits Program	109	9	Alcohol Communication Outreach	Policy Packages
001-00-00-00000	Distilled Spirits Program	116	16	Distilled Spirits Board LC	Policy Packages
002-00-00-00000	Public Safety Services Program	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
002-00-00-00000	Public Safety Services Program	021	0	Phase-in	Essential Packages
002-00-00-00000	Public Safety Services Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
002-00-00-00000	Public Safety Services Program	031	0	Standard Inflation	Essential Packages
002-00-00-00000	Public Safety Services Program	032	0	Above Standard Inflation	Essential Packages
002-00-00-00000	Public Safety Services Program	033	0	Exceptional Inflation	Essential Packages
002-00-00-00000	Public Safety Services Program	070	0	Revenue Shortfalls	Policy Packages
002-00-00-00000	Public Safety Services Program	081	0	June 2022 Emergency Board	Policy Packages
002-00-00-00000	Public Safety Services Program	208	8	Alcohol Licensing Staffing	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
002-00-00-00000	Public Safety Services Program	211	11	Public Safety Call Center Staffing	Policy Packages
002-00-00-00000	Public Safety Services Program	215	15	Alcohol Delivery Regulation LC	Policy Packages
003-00-00-00000	Administration and Support	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
003-00-00-00000	Administration and Support	021	0	Phase-in	Essential Packages
003-00-00-00000	Administration and Support	022	0	Phase-out Pgm & One-time Costs	Essential Packages
003-00-00-00000	Administration and Support	031	0	Standard Inflation	Essential Packages
003-00-00-00000	Administration and Support	032	0	Above Standard Inflation	Essential Packages
003-00-00-00000	Administration and Support	033	0	Exceptional Inflation	Essential Packages
003-00-00-00000	Administration and Support	070	0	Revenue Shortfalls	Policy Packages
003-00-00-00000	Administration and Support	081	0	June 2022 Emergency Board	Policy Packages
003-00-00-00000	Administration and Support	303	3	IT Risk Mitigation	Policy Packages
003-00-00-00000	Administration and Support	305	5	Vehicle Replacement	Policy Packages
003-00-00-00000	Administration and Support	306	6	Human Resources Staffing	Policy Packages
003-00-00-00000	Administration and Support	307	7	Financial Services Staffing	Policy Packages
003-00-00-00000	Administration and Support	312	12	Records Requests & Communications	Policy Packages
004-00-00-00000	Recreational Marijuana Program	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
004-00-00-00000	Recreational Marijuana Program	021	0	Phase-in	Essential Packages
004-00-00-00000	Recreational Marijuana Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
004-00-00-00000	Recreational Marijuana Program	031	0	Standard Inflation	Essential Packages
004-00-00-00000	Recreational Marijuana Program	032	0	Above Standard Inflation	Essential Packages
004-00-00-00000	Recreational Marijuana Program	033	0	Exceptional Inflation	Essential Packages
004-00-00-00000	Recreational Marijuana Program	070	0	Revenue Shortfalls	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
004-00-00-00000	Recreational Marijuana Program	081	0	June 2022 Emergency Board	Policy Packages
004-00-00-00000	Recreational Marijuana Program	410	10	Cannabis Communication Outreach	Policy Packages
004-00-00-00000	Recreational Marijuana Program	413	13	Marijuana Lab Integrity	Policy Packages
004-00-00-00000	Recreational Marijuana Program	414	14	Marijuana Licensing and Compliance	Policy Packages
004-00-00-00000	Recreational Marijuana Program	417	17	Marijuana License Reassignment Grants LC	Policy Packages
004-00-00-00000	Recreational Marijuana Program	418	18	ODA Lab Funding LC	Policy Packages
004-00-00-00000	Recreational Marijuana Program	419	19	Cannabis Consumer Protection Act-LC	Policy Packages
005-00-00-00000	Agents Compensation Program	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
005-00-00-00000	Agents Compensation Program	021	0	Phase-in	Essential Packages
005-00-00-00000	Agents Compensation Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
005-00-00-00000	Agents Compensation Program	031	0	Standard Inflation	Essential Packages
005-00-00-00000	Agents Compensation Program	032	0	Above Standard Inflation	Essential Packages
005-00-00-00000	Agents Compensation Program	033	0	Exceptional Inflation	Essential Packages
005-00-00-00000	Agents Compensation Program	070	0	Revenue Shortfalls	Policy Packages
005-00-00-00000	Agents Compensation Program	081	0	June 2022 Emergency Board	Policy Packages
006-00-00-00000	Medical Marijuana Program	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
006-00-00-00000	Medical Marijuana Program	021	0	Phase-in	Essential Packages
006-00-00-00000	Medical Marijuana Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
006-00-00-00000	Medical Marijuana Program	031	0	Standard Inflation	Essential Packages
006-00-00-00000	Medical Marijuana Program	032	0	Above Standard Inflation	Essential Packages
006-00-00-00000	Medical Marijuana Program	033	0	Exceptional Inflation	Essential Packages
006-00-00-00000	Medical Marijuana Program	070	0	Revenue Shortfalls	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
006-00-00-00000	Medical Marijuana Program	081	0	June 2022 Emergency Board	Policy Packages
088-00-00-00000	Capital Improvements	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
088-00-00-00000	Capital Improvements	021	0	Phase-in	Essential Packages
088-00-00-00000	Capital Improvements	022	0	Phase-out Pgm & One-time Costs	Essential Packages
088-00-00-00000	Capital Improvements	031	0	Standard Inflation	Essential Packages
088-00-00-00000	Capital Improvements	032	0	Above Standard Inflation	Essential Packages
088-00-00-00000	Capital Improvements	033	0	Exceptional Inflation	Essential Packages
088-00-00-00000	Capital Improvements	070	0	Revenue Shortfalls	Policy Packages
088-00-00-00000	Capital Improvements	081	0	June 2022 Emergency Board	Policy Packages
089-00-00-00000	Capital Construction	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
089-00-00-00000	Capital Construction	021	0	Phase-in	Essential Packages
089-00-00-00000	Capital Construction	022	0	Phase-out Pgm & One-time Costs	Essential Packages
089-00-00-00000	Capital Construction	031	0	Standard Inflation	Essential Packages
089-00-00-00000	Capital Construction	032	0	Above Standard Inflation	Essential Packages
089-00-00-00000	Capital Construction	033	0	Exceptional Inflation	Essential Packages
089-00-00-00000	Capital Construction	070	0	Revenue Shortfalls	Policy Packages
089-00-00-00000	Capital Construction	081	0	June 2022 Emergency Board	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
990-00-00-00000	Agency-Wide Consolidation	021	0	Phase-in	Essential Packages
990-00-00-00000	Agency-Wide Consolidation	022	0	Phase-out Pgm & One-time Costs	Essential Packages
990-00-00-00000	Agency-Wide Consolidation	031	0	Standard Inflation	Essential Packages
990-00-00-00000	Agency-Wide Consolidation	032	0	Above Standard Inflation	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
990-00-00-00000	Agency-Wide Consolidation	033	0	Exceptional Inflation	Essential Packages
990-00-00-00000	Agency-Wide Consolidation	070	0	Revenue Shortfalls	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	081	0	June 2022 Emergency Board	Policy Packages

POLICY PACKAGE LIST by PRIORITY
(BSU-004A)

Policy Package List by Priority

2023-25 Biennium

Agency Number: 84500

BAM Analyst: Brickman, Tamara

Budget Coordinator: Carberry, Patrick - (503)872-5171

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	070	Revenue Shortfalls	001-00-00-00000	Distilled Spirits Program
			002-00-00-00000	Public Safety Services Program
			003-00-00-00000	Administration and Support
			004-00-00-00000	Recreational Marijuana Program
			005-00-00-00000	Agents Compensation Program
			006-00-00-00000	Medical Marijuana Program
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
			990-00-00-00000	Agency-Wide Consolidation
	081	June 2022 Emergency Board	001-00-00-00000	Distilled Spirits Program
			002-00-00-00000	Public Safety Services Program
			003-00-00-00000	Administration and Support
			004-00-00-00000	Recreational Marijuana Program
			005-00-00-00000	Agents Compensation Program
			006-00-00-00000	Medical Marijuana Program
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
			990-00-00-00000	Agency-Wide Consolidation
1	101	IT Modernization Bonded Costs	001-00-00-00000	Distilled Spirits Program
2	102	Warehouse and Nonbonded IT Costs	001-00-00-00000	Distilled Spirits Program
3	303	IT Risk Mitigation	003-00-00-00000	Administration and Support
4	104	Distribution Center Equipment Replacement	001-00-00-00000	Distilled Spirits Program
5	305	Vehicle Replacement	003-00-00-00000	Administration and Support

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
6	306	Human Resources Staffing	003-00-00-00000	Administration and Support
7	307	Financial Services Staffing	003-00-00-00000	Administration and Support
8	208	Alcohol Licensing Staffing	002-00-00-00000	Public Safety Services Program
9	109	Alcohol Communication Outreach	001-00-00-00000	Distilled Spirits Program
10	410	Cannabis Communication Outreach	004-00-00-00000	Recreational Marijuana Program
11	211	Public Safety Call Center Staffing	002-00-00-00000	Public Safety Services Program
12	312	Records Requests & Communications	003-00-00-00000	Administration and Support
13	413	Marijuana Lab Integrity	004-00-00-00000	Recreational Marijuana Program
14	414	Marijuana Licensing and Compliance	004-00-00-00000	Recreational Marijuana Program
15	215	Alcohol Delivery Regulation LC	002-00-00-00000	Public Safety Services Program
16	116	Distilled Spirits Board LC	001-00-00-00000	Distilled Spirits Program
17	417	Marijuana License Reassignment Grants LC	004-00-00-00000	Recreational Marijuana Program
18	418	ODA Lab Funding LC	004-00-00-00000	Recreational Marijuana Program
19	419	Cannabis Consumer Protection Act-LC	004-00-00-00000	Recreational Marijuana Program

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AGENCY WORKSHEET – REVENUES & EXPENDITURES (BDV-001A)

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	5,991,912	7,916,689	-	7,916,689	7,916,689	7,916,689
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	5,908,632	-	5,908,632	5,908,632	5,908,632
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	5,991,912	13,825,321	-	13,825,321	13,825,321	13,825,321
TOTAL BEGINNING BALANCE	**$5,991,912**	**$13,825,321**	**-**	**$13,825,321**	**$13,825,321**	**$13,825,321**
REVENUE CATEGORIES						
TAXES						
0185 Privilege Taxes						
3400 Other Funds Ltd	26,073,514	29,972,692	-	29,972,692	30,585,718	30,585,718
8800 General Fund Revenue	9,887,181	11,366,270	-	11,366,270	11,591,501	11,591,501
All Funds	35,960,695	41,338,962	-	41,338,962	42,177,219	42,177,219
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	43,269,365	36,147,422	-	36,147,422	40,265,229	40,265,229
8800 General Fund Revenue	9,433,413	11,624,553	-	11,624,553	10,085,121	10,085,121
All Funds	52,702,778	47,771,975	-	47,771,975	50,350,350	50,350,350
CHARGES FOR SERVICES						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
0410 Charges for Services						
3400 Other Funds Ltd	-	2,640	-	2,640	-	-
8800 General Fund Revenue	-	3,360	-	3,360	-	-
All Funds	-	6,000	-	6,000	-	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	757,450	357,602	-	357,602	-	-
8800 General Fund Revenue	-	455,129	-	455,129	-	-
All Funds	757,450	812,731	-	812,731	-	-
BOND SALES						
0560 Dedicated Fund Oblig Bonds						
3020 Other Funds Cap Construct	-	62,537,265	82,917,783	145,455,048	-	-
3400 Other Funds Ltd	-	28,197,735	-	28,197,735	-	-
All Funds	-	90,735,000	82,917,783	173,652,783	-	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	-	344,960	-	344,960	440,000	440,000
8800 General Fund Revenue	-	439,040	-	439,040	560,000	560,000
All Funds	-	784,000	-	784,000	1,000,000	1,000,000
0710 Liquor Sales						
3010 Other Funds Cap Improve	267,669	237,745	-	237,745	247,753	247,753

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	1,218,202,196	1,316,456,679	-	1,316,456,679	1,616,676,850	1,616,676,850
8800 General Fund Revenue	342,206,882	322,806,374	-	322,806,374	363,810,923	363,810,923
All Funds	1,560,676,747	1,639,500,798	-	1,639,500,798	1,980,735,526	1,980,735,526
TOTAL SALES INCOME						
3010 Other Funds Cap Improve	267,669	237,745	-	237,745	247,753	247,753
3400 Other Funds Ltd	1,218,202,196	1,316,801,639	-	1,316,801,639	1,617,116,850	1,617,116,850
8800 General Fund Revenue	342,206,882	323,245,414	-	323,245,414	364,370,923	364,370,923
TOTAL SALES INCOME	**$1,560,676,747**	**$1,640,284,798**	**-**	**$1,640,284,798**	**$1,981,735,526**	**$1,981,735,526**
COST OF GOODS SOLD						
0755 Liquor Cost of Goods Sold						
3400 Other Funds Ltd	(763,181,186)	(811,601,575)	-	(811,601,575)	(992,479,071)	(992,479,071)
8800 General Fund Revenue	(18,661,149)	(242,034)	-	(242,034)	(41,550,545)	(41,550,545)
All Funds	(781,842,335)	(811,843,609)	-	(811,843,609)	(1,034,029,616)	(1,034,029,616)
0760 Cost of Goods Sold						
3400 Other Funds Ltd	(10,715,865)	(19,674,010)	-	(19,674,010)	(23,180,040)	(23,180,040)
TOTAL COST OF GOODS SOLD						
3400 Other Funds Ltd	(773,897,051)	(831,275,585)	-	(831,275,585)	(1,015,659,111)	(1,015,659,111)
8800 General Fund Revenue	(18,661,149)	(242,034)	-	(242,034)	(41,550,545)	(41,550,545)
TOTAL COST OF GOODS SOLD	**($792,558,200)**	**($831,517,619)**	**-**	**($831,517,619)**	**($1,057,209,656)**	**($1,057,209,656)**
OTHER						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
0975 Other Revenues						
3400 Other Funds Ltd	27,535	11,000	-	11,000	-	-
3430 Other Funds Debt Svc Ltd	-	7,547,093	(3,147,526)	4,399,567	-	-
8800 General Fund Revenue	1,960	14,000	-	14,000	-	-
All Funds	29,495	7,572,093	(3,147,526)	4,424,567	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3010 Other Funds Cap Improve	267,669	237,745	210,000	447,745	247,753	247,753
3400 Other Funds Ltd	221,371,526	255,372,458	4,975,587	260,348,045	324,781,654	324,781,654
3430 Other Funds Debt Svc Ltd	-	-	-	-	27,093,826	27,093,826
All Funds	221,639,195	255,610,203	5,185,587	260,795,790	352,123,233	352,123,233
1020 Transfer In - Indirect Cost						
3400 Other Funds Ltd	6,472,200	7,517,394	-	7,517,394	7,517,394	7,517,394
1107 Tsfr From Administrative Svcs						
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	7,000,000	7,000,000	-	7,000,000	7,000,000	7,000,000
1443 Tsfr From Oregon Health Authority						
3400 Other Funds Ltd	-	528,000	-	528,000	528,000	528,000
TOTAL TRANSFERS IN						
3010 Other Funds Cap Improve	267,669	237,745	210,000	447,745	247,753	247,753

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	234,843,726	270,417,852	4,975,587	275,393,439	339,827,048	339,827,048
3430 Other Funds Debt Svc Ltd	-	-	-	-	27,093,826	27,093,826
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
TOTAL TRANSFERS IN	**$236,292,475**	**$270,655,597**	**$5,185,587**	**$275,841,184**	**$367,168,627**	**$367,168,627**
REVENUES						
3010 Other Funds Cap Improve	535,338	475,490	210,000	685,490	495,506	495,506
3020 Other Funds Cap Construct	-	62,537,265	82,917,783	145,455,048	-	-
3400 Other Funds Ltd	749,276,735	850,632,997	4,975,587	855,608,584	1,012,135,734	1,012,135,734
3430 Other Funds Debt Svc Ltd	-	7,547,093	(3,147,526)	4,399,567	27,093,826	27,093,826
8800 General Fund Revenue	342,868,287	346,466,692	-	346,466,692	344,497,000	344,497,000
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
TOTAL REVENUES	**$1,093,861,440**	**$1,267,659,537**	**$84,955,844**	**$1,352,615,381**	**$1,384,222,066**	**$1,384,222,066**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3010 Other Funds Cap Improve	(267,669)	(237,745)	-	(237,745)	(247,753)	(247,753)
3400 Other Funds Ltd	(221,371,526)	(255,372,458)	(5,185,587)	(260,558,045)	(351,875,480)	(351,875,480)
All Funds	(221,639,195)	(255,610,203)	(5,185,587)	(260,795,790)	(352,123,233)	(352,123,233)
2020 Transfer Out - Indirect Cost						
3400 Other Funds Ltd	(6,472,200)	(7,517,394)	-	(7,517,394)	(7,517,394)	(7,517,394)
2050 Transfer to Other						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	(649,335)	(745,142)	-	(745,142)	(779,000)	(779,000)
2060 Transfer to General Fund						
8800 General Fund Revenue	(342,868,287)	(346,466,692)	-	(346,466,692)	(344,497,000)	(344,497,000)
2070 Transfer to Cities						
3400 Other Funds Ltd	(108,771,230)	(109,041,031)	-	(109,041,031)	(120,832,000)	(120,832,000)
2080 Transfer to Counties						
3400 Other Funds Ltd	(54,385,615)	(54,520,515)	-	(54,520,515)	(60,412,000)	(60,412,000)
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(76,139,861)	(76,328,722)	-	(76,328,722)	(84,580,000)	(84,580,000)
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(17,655,680)	(20,296,910)	-	(20,296,910)	(21,489,000)	(21,489,000)
2603 Tsfr To Agriculture, Dept of						
3400 Other Funds Ltd	(292,593)	(793,072)	-	(793,072)	(317,992)	(317,992)
TOTAL TRANSFERS OUT						
3010 Other Funds Cap Improve	(267,669)	(237,745)	-	(237,745)	(247,753)	(247,753)
3400 Other Funds Ltd	(485,738,040)	(524,615,244)	(5,185,587)	(529,800,831)	(647,802,866)	(647,802,866)
8800 General Fund Revenue	(342,868,287)	(346,466,692)	-	(346,466,692)	(344,497,000)	(344,497,000)
TOTAL TRANSFERS OUT	**($828,873,996)**	**($871,319,681)**	**($5,185,587)**	**($876,505,268)**	**($992,547,619)**	**($992,547,619)**
AVAILABLE REVENUES						
3010 Other Funds Cap Improve	267,669	237,745	210,000	447,745	247,753	247,753

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3020 Other Funds Cap Construct	-	62,537,265	82,917,783	145,455,048	-	-
3400 Other Funds Ltd	269,530,607	339,843,074	(210,000)	339,633,074	378,158,189	378,158,189
3430 Other Funds Debt Svc Ltd	-	7,547,093	(3,147,526)	4,399,567	27,093,826	27,093,826
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$270,979,356**	**$410,165,177**	**$79,770,257**	**$489,935,434**	**$405,499,768**	**$405,499,768**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	41,866,169	52,867,164	2,838,532	55,705,696	58,532,940	58,532,940
3160 Temporary Appointments						
3400 Other Funds Ltd	1,117,128	475,545	-	475,545	475,545	495,519
3170 Overtime Payments						
3400 Other Funds Ltd	697,095	449,971	-	449,971	449,971	468,870
3180 Shift Differential						
3400 Other Funds Ltd	73,851	67,879	-	67,879	67,879	70,730
3190 All Other Differential						
3400 Other Funds Ltd	888,187	63,212	-	63,212	63,212	65,866
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	44,642,430	53,923,771	2,838,532	56,762,303	59,589,547	59,633,925

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
TOTAL SALARIES & WAGES	**$44,642,430**	**$53,923,771**	**$2,838,532**	**$56,762,303**	**$59,589,547**	**$59,633,925**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	17,502	22,053	53	22,106	20,244	20,244
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	7,713,467	9,748,167	497,800	10,245,967	11,337,514	11,342,197
3221 Pension Obligation Bond						
3400 Other Funds Ltd	2,449,153	2,921,549	20,732	2,942,281	2,942,281	3,124,293
3230 Social Security Taxes						
3400 Other Funds Ltd	3,375,730	4,113,701	213,104	4,326,805	4,542,693	4,546,086
3240 Unemployment Assessments						
3400 Other Funds Ltd	80,488	31,698	-	31,698	31,698	33,030
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	-	-	-	-	234,538	234,635
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	12,968	17,490	42	17,532	17,572	17,572
3260 Mass Transit Tax						
3400 Other Funds Ltd	257,287	305,085	-	305,085	305,085	357,803
3270 Flexible Benefits						
3400 Other Funds Ltd	11,715,713	14,537,718	26,043	14,563,761	15,127,200	15,127,200

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3280 Other OPE						
3400 Other Funds Ltd	273	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	25,622,581	31,697,461	757,774	32,455,235	34,558,825	34,803,060
TOTAL OTHER PAYROLL EXPENSES	**$25,622,581**	**$31,697,461**	**$757,774**	**$32,455,235**	**$34,558,825**	**$34,803,060**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(692,485)	-	(692,485)	(692,485)	(1,428,439)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	45,691	-	45,691	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(646,794)	-	(646,794)	(692,485)	(1,428,439)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($646,794)**	**-**	**($646,794)**	**($692,485)**	**($1,428,439)**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	70,265,011	84,974,438	3,596,306	88,570,744	93,455,887	93,008,546
TOTAL PERSONAL SERVICES	**$70,265,011**	**$84,974,438**	**$3,596,306**	**$88,570,744**	**$93,455,887**	**$93,008,546**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	253,385	572,949	-	572,949	572,949	597,014
4125 Out of State Travel						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	43,434	64,594	-	64,594	64,594	67,307
4150 Employee Training						
3400 Other Funds Ltd	189,384	434,041	2,000	436,041	436,041	454,355
4175 Office Expenses						
3400 Other Funds Ltd	19,820,399	19,026,979	2,000	19,028,979	19,028,979	19,826,196
4200 Telecommunications						
3400 Other Funds Ltd	1,863,283	1,888,686	4,000	1,892,686	1,892,686	1,959,239
4225 State Gov. Service Charges						
3400 Other Funds Ltd	3,462,131	4,104,743	-	4,104,743	4,104,743	5,206,112
4250 Data Processing						
3400 Other Funds Ltd	3,093,540	2,383,264	3,000	2,386,264	2,386,264	2,486,485
4275 Publicity and Publications						
3400 Other Funds Ltd	98,246	98,732	-	98,732	98,732	102,877
4300 Professional Services						
3400 Other Funds Ltd	140,910,387	167,854,490	-	167,854,490	167,854,490	182,625,684
4315 IT Professional Services						
3400 Other Funds Ltd	2,928,087	4,294,873	504,000	4,798,873	4,798,873	4,672,822
4325 Attorney General						
3400 Other Funds Ltd	611,820	1,040,182	-	1,040,182	1,040,182	1,223,983
4350 Dispute Resolution Services						
3400 Other Funds Ltd	45,000	-	-	-	-	-

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	22,521	128,774	-	128,774	128,774	134,180
4400 Dues and Subscriptions						
3400 Other Funds Ltd	18,336	29,306	-	29,306	29,306	30,536
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	1,436,497	1,948,794	19,464	1,968,258	1,968,258	2,050,924
4450 Fuels and Utilities						
3400 Other Funds Ltd	626,864	633,906	-	633,906	633,906	660,530
4475 Facilities Maintenance						
3010 Other Funds Cap Improve	66,293	-	-	-	-	-
3400 Other Funds Ltd	721,768	1,221,102	-	1,221,102	1,221,102	1,272,390
All Funds	788,061	1,221,102	-	1,221,102	1,221,102	1,272,390
4575 Agency Program Related S and S						
3400 Other Funds Ltd	394,199	439,813	-	439,813	439,813	370,756
4650 Other Services and Supplies						
3400 Other Funds Ltd	435,782	1,564,352	824,217	2,388,569	2,388,569	384,099
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	83,440	-	83,440	83,440	86,944
4715 IT Expendable Property						
3400 Other Funds Ltd	1,287,082	560,633	5,200	565,833	565,833	530,555
TOTAL SERVICES & SUPPLIES						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3010 Other Funds Cap Improve	66,293	-	-	-	-	-
3400 Other Funds Ltd	178,262,145	208,373,653	1,363,881	209,737,534	209,737,534	224,742,988
TOTAL SERVICES & SUPPLIES	**$178,328,438**	**$208,373,653**	**$1,363,881**	**$209,737,534**	**$209,737,534**	**$224,742,988**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3010 Other Funds Cap Improve	86,297	-	-	-	-	-
3400 Other Funds Ltd	214,433	169,421	15,400	184,821	184,821	25,385
All Funds	300,730	169,421	15,400	184,821	184,821	25,385
5150 Telecommunications Equipment						
3400 Other Funds Ltd	437,784	-	-	-	-	-
5200 Technical Equipment						
3020 Other Funds Cap Construct	-	10,000,000	5,000,000	15,000,000	-	-
3400 Other Funds Ltd	-	56,667	-	56,667	56,667	59,047
All Funds	-	10,056,667	5,000,000	15,056,667	56,667	59,047
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	213,729	294,307	-	294,307	294,307	25,328
5400 Automotive and Aircraft						
3400 Other Funds Ltd	247,307	121,433	-	121,433	121,433	126,533
5550 Data Processing Software						
3400 Other Funds Ltd	-	27,000,000	-	27,000,000	27,000,000	-

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
5600 Data Processing Hardware						
3400 Other Funds Ltd	66,831	16,371	-	16,371	16,371	17,059
5650 Land Improvements						
3010 Other Funds Cap Improve	-	5,572	-	5,572	5,572	5,806
5700 Building Structures						
3010 Other Funds Cap Improve	115,079	232,173	210,000	442,173	442,173	241,947
3020 Other Funds Cap Construct	-	52,537,265	77,917,783	130,455,048	-	-
3400 Other Funds Ltd	131,070	-	-	-	-	-
All Funds	246,149	52,769,438	78,127,783	130,897,221	442,173	241,947
5900 Other Capital Outlay						
3400 Other Funds Ltd	59,511	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3010 Other Funds Cap Improve	201,376	237,745	210,000	447,745	447,745	247,753
3020 Other Funds Cap Construct	-	62,537,265	82,917,783	145,455,048	-	-
3400 Other Funds Ltd	1,370,665	27,658,199	15,400	27,673,599	27,673,599	253,352
TOTAL CAPITAL OUTLAY	**$1,572,041**	**$90,433,209**	**$83,143,183**	**$173,576,392**	**$28,121,344**	**$501,105**
DEBT SERVICE						
7100 Principal - Bonds						
3430 Other Funds Debt Svc Ltd	-	4,475,000	(2,295,000)	2,180,000	13,455,000	13,455,000
7150 Interest - Bonds						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3430 Other Funds Debt Svc Ltd	-	3,072,093	(852,526)	2,219,567	13,638,826	13,638,826
TOTAL DEBT SERVICE						
3430 Other Funds Debt Svc Ltd	-	7,547,093	(3,147,526)	4,399,567	27,093,826	27,093,826
TOTAL DEBT SERVICE	**-**	**$7,547,093**	**($3,147,526)**	**$4,399,567**	**$27,093,826**	**$27,093,826**
EXPENDITURES						
3010 Other Funds Cap Improve	267,669	237,745	210,000	447,745	447,745	247,753
3020 Other Funds Cap Construct	-	62,537,265	82,917,783	145,455,048	-	-
3400 Other Funds Ltd	249,897,821	321,006,290	4,975,587	325,981,877	330,867,020	318,004,886
3430 Other Funds Debt Svc Ltd	-	7,547,093	(3,147,526)	4,399,567	27,093,826	27,093,826
TOTAL EXPENDITURES	**$250,165,490**	**$391,328,393**	**$84,955,844**	**$476,284,237**	**$358,408,591**	**$345,346,465**
ENDING BALANCE						
3010 Other Funds Cap Improve	-	-	-	-	(199,992)	-
3020 Other Funds Cap Construct	-	-	-	-	-	-
3400 Other Funds Ltd	19,632,786	18,836,784	(5,185,587)	13,651,197	47,291,169	60,153,303
3430 Other Funds Debt Svc Ltd	-	-	-	-	-	-
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
TOTAL ENDING BALANCE	**$20,813,866**	**$18,836,784**	**($5,185,587)**	**$13,651,197**	**$47,091,177**	**$60,153,303**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	364	383	2	385	384	384
8180 Position Reconciliation	-	1	-	1	-	-

DESCRIPTION	*2019-21 Actuals*	*2021-23 Leg Adopted Budget*	*2021-23 Emergency Boards*	*2021-23 Leg Approved Budget*	*2023-25 Base Budget*	*2023-25 Current Service Level*
TOTAL AUTHORIZED POSITIONS	**364**	**384**	**2**	**386**	**384**	**384**
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	361.29	380.25	0.91	381.16	382.00	382.00
8280 FTE Reconciliation	-	1.00	-	1.00	-	-
TOTAL AUTHORIZED FTE	**361.29**	**381.25**	**0.91**	**382.16**	**382.00**	**382.00**

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
REVENUE CATEGORIES						
BOND SALES						
0560 Dedicated Fund Oblig Bonds						
3400 Other Funds Ltd	-	28,197,735	-	28,197,735	-	-
OTHER						
0975 Other Revenues						
3430 Other Funds Debt Svc Ltd	-	7,547,093	(3,147,526)	4,399,567	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	33,670,707	33,752,558	1,292,076	35,044,634	74,666,082	74,666,082
3430 Other Funds Debt Svc Ltd	-	-	-	-	27,093,826	27,093,826
All Funds	33,670,707	33,752,558	1,292,076	35,044,634	101,759,908	101,759,908
REVENUES						
3400 Other Funds Ltd	33,670,707	61,950,293	1,292,076	63,242,369	74,666,082	74,666,082
3430 Other Funds Debt Svc Ltd	-	7,547,093	(3,147,526)	4,399,567	27,093,826	27,093,826
TOTAL REVENUES	**$33,670,707**	**$69,497,386**	**($1,855,450)**	**$67,641,936**	**$101,759,908**	**$101,759,908**
AVAILABLE REVENUES						
3400 Other Funds Ltd	33,670,707	61,950,293	1,292,076	63,242,369	74,666,082	74,666,082
3430 Other Funds Debt Svc Ltd	-	7,547,093	(3,147,526)	4,399,567	27,093,826	27,093,826
TOTAL AVAILABLE REVENUES	**$33,670,707**	**$69,497,386**	**($1,855,450)**	**$67,641,936**	**$101,759,908**	**$101,759,908**

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	7,029,181	8,223,552	420,279	8,643,831	9,037,440	9,037,440
3160 Temporary Appointments						
3400 Other Funds Ltd	696,303	340,131	-	340,131	340,131	354,417
3170 Overtime Payments						
3400 Other Funds Ltd	263,786	214,113	-	214,113	214,113	223,106
3180 Shift Differential						
3400 Other Funds Ltd	37,028	2,476	-	2,476	2,476	2,580
3190 All Other Differential						
3400 Other Funds Ltd	263,171	8,917	-	8,917	8,917	9,291
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	8,289,469	8,789,189	420,279	9,209,468	9,603,077	9,626,834
TOTAL SALARIES & WAGES	**$8,289,469**	**$8,789,189**	**$420,279**	**$9,209,468**	**$9,603,077**	**$9,626,834**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	4,407	4,408	-	4,408	4,028	4,028
3220 Public Employees' Retire Cont						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	1,236,892	1,541,955	73,549	1,615,504	1,777,570	1,779,388
3221 Pension Obligation Bond						
3400 Other Funds Ltd	443,222	520,605	(55,491)	465,114	465,114	489,566
3230 Social Security Taxes						
3400 Other Funds Ltd	643,544	672,361	31,522	703,883	734,629	736,446
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	6,609	-	6,609	6,609	6,887
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	-	-	-	-	36,970	37,008
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	3,064	3,496	-	3,496	3,496	3,496
3260 Mass Transit Tax						
3400 Other Funds Ltd	51,125	56,023	-	56,023	56,023	57,761
3270 Flexible Benefits						
3400 Other Funds Ltd	2,721,827	2,905,632	-	2,905,632	3,009,600	3,009,600
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	5,104,081	5,711,089	49,580	5,760,669	6,094,039	6,124,180
TOTAL OTHER PAYROLL EXPENSES	**$5,104,081**	**$5,711,089**	**$49,580**	**$5,760,669**	**$6,094,039**	**$6,124,180**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	-	(151,122)	-	(151,122)	(151,122)	(284,192)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	97,227	-	97,227	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(53,895)	-	(53,895)	(151,122)	(284,192)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($53,895)**	**-**	**($53,895)**	**($151,122)**	**($284,192)**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	13,393,550	14,446,383	469,859	14,916,242	15,545,994	15,466,822
TOTAL PERSONAL SERVICES	**$13,393,550**	**$14,446,383**	**$469,859**	**$14,916,242**	**$15,545,994**	**$15,466,822**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	55,239	58,972	-	58,972	58,972	61,449
4125 Out of State Travel						
3400 Other Funds Ltd	3,544	5,421	-	5,421	5,421	5,649
4150 Employee Training						
3400 Other Funds Ltd	7,055	5,211	-	5,211	5,211	5,431
4175 Office Expenses						
3400 Other Funds Ltd	18,592,908	18,117,199	-	18,117,199	18,117,199	18,878,121
4200 Telecommunications						
3400 Other Funds Ltd	13,347	65,122	-	65,122	65,122	67,857

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
4225 State Gov. Service Charges						
3400 Other Funds Ltd	133,970	67,595	-	67,595	67,595	67,276
4250 Data Processing						
3400 Other Funds Ltd	8,545	85,872	-	85,872	85,872	89,478
4275 Publicity and Publications						
3400 Other Funds Ltd	2,686	18,285	-	18,285	18,285	19,053
4300 Professional Services						
3400 Other Funds Ltd	62,154	15,412	-	15,412	15,412	16,768
4315 IT Professional Services						
3400 Other Funds Ltd	176,961	5,268	-	5,268	5,268	5,732
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	10,915	9,569	-	9,569	9,569	9,970
4400 Dues and Subscriptions						
3400 Other Funds Ltd	570	2,362	-	2,362	2,362	2,462
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	39,592	84,237	-	84,237	84,237	87,775
4450 Fuels and Utilities						
3400 Other Funds Ltd	243,050	236,268	-	236,268	236,268	246,191
4475 Facilities Maintenance						
3400 Other Funds Ltd	56,870	30,855	-	30,855	30,855	32,151
4575 Agency Program Related S and S						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	235,854	136,095	-	136,095	136,095	141,810
4650 Other Services and Supplies						
3400 Other Funds Ltd	55,731	1,211,871	822,217	2,034,088	2,034,088	14,729
4715 IT Expendable Property						
3400 Other Funds Ltd	170,834	37,618	-	37,618	37,618	39,198
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	19,869,825	20,193,232	822,217	21,015,449	21,015,449	19,791,100
TOTAL SERVICES & SUPPLIES	**$19,869,825**	**$20,193,232**	**$822,217**	**$21,015,449**	**$21,015,449**	**$19,791,100**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	41,255	-	-	-	-	-
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	213,729	294,307	-	294,307	294,307	25,328
5550 Data Processing Software						
3400 Other Funds Ltd	-	27,000,000	-	27,000,000	27,000,000	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	21,278	16,371	-	16,371	16,371	17,059
5700 Building Structures						
3400 Other Funds Ltd	131,070	-	-	-	-	-
TOTAL CAPITAL OUTLAY						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	407,332	27,310,678	-	27,310,678	27,310,678	42,387
TOTAL CAPITAL OUTLAY	**$407,332**	**$27,310,678**	**-**	**$27,310,678**	**$27,310,678**	**$42,387**
DEBT SERVICE						
7100 Principal - Bonds						
3430 Other Funds Debt Svc Ltd	-	4,475,000	(2,295,000)	2,180,000	13,455,000	13,455,000
7150 Interest - Bonds						
3430 Other Funds Debt Svc Ltd	-	3,072,093	(852,526)	2,219,567	13,638,826	13,638,826
TOTAL DEBT SERVICE						
3430 Other Funds Debt Svc Ltd	-	7,547,093	(3,147,526)	4,399,567	27,093,826	27,093,826
TOTAL DEBT SERVICE	**-**	**$7,547,093**	**($3,147,526)**	**$4,399,567**	**$27,093,826**	**$27,093,826**
EXPENDITURES						
3400 Other Funds Ltd	33,670,707	61,950,293	1,292,076	63,242,369	63,872,121	35,300,309
3430 Other Funds Debt Svc Ltd	-	7,547,093	(3,147,526)	4,399,567	27,093,826	27,093,826
TOTAL EXPENDITURES	**$33,670,707**	**$69,497,386**	**($1,855,450)**	**$67,641,936**	**$90,965,947**	**$62,394,135**
ENDING BALANCE						
3400 Other Funds Ltd	-	-	-	-	10,793,961	39,365,773
3430 Other Funds Debt Svc Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**$10,793,961**	**$39,365,773**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	78	76	-	76	76	76

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
8180 Position Reconciliation	-	1	-	1	-	-
TOTAL AUTHORIZED POSITIONS	**78**	**77**	**-**	**77**	**76**	**76**
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	78.00	76.00	-	76.00	76.00	76.00
8280 FTE Reconciliation	-	1.00	-	1.00	-	-
TOTAL AUTHORIZED FTE	**78.00**	**77.00**	**-**	**77.00**	**76.00**	**76.00**

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	23,020,713	29,671,976	1,232,777	30,904,753	35,061,362	35,061,362
1020 Transfer In - Indirect Cost						
3400 Other Funds Ltd	1,683,720	-	-	-	-	-
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	24,704,433	29,671,976	1,232,777	30,904,753	35,061,362	35,061,362
TOTAL TRANSFERS IN	**$24,704,433**	**$29,671,976**	**$1,232,777**	**$30,904,753**	**$35,061,362**	**$35,061,362**
REVENUES						
3400 Other Funds Ltd	24,704,433	29,671,976	1,232,777	30,904,753	35,061,362	35,061,362
AVAILABLE REVENUES						
3400 Other Funds Ltd	24,704,433	29,671,976	1,232,777	30,904,753	35,061,362	35,061,362
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	13,229,618	16,214,520	1,008,593	17,223,113	17,468,436	17,468,436
3160 Temporary Appointments						
3400 Other Funds Ltd	193,633	128,056	-	128,056	128,056	133,435

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3170 Overtime Payments						
3400 Other Funds Ltd	219,682	107,297	-	107,297	107,297	111,803
3180 Shift Differential						
3400 Other Funds Ltd	34,032	62,361	-	62,361	62,361	64,980
3190 All Other Differential						
3400 Other Funds Ltd	254,343	41,918	-	41,918	41,918	43,679
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	13,931,308	16,554,152	1,008,593	17,562,745	17,808,068	17,822,333
TOTAL SALARIES & WAGES	**$13,931,308**	**$16,554,152**	**$1,008,593**	**$17,562,745**	**$17,808,068**	**$17,822,333**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	5,419	6,612	34	6,646	5,987	5,987
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	2,637,224	2,997,756	177,177	3,174,933	3,392,785	3,394,490
3221 Pension Obligation Bond						
3400 Other Funds Ltd	780,119	975,282	(71,039)	904,243	904,243	934,424
3230 Social Security Taxes						
3400 Other Funds Ltd	1,059,195	1,266,389	75,779	1,342,168	1,362,319	1,363,410
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	10,011	-	10,011	10,011	10,431

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	-	-	-	-	70,626	70,662
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	3,959	5,244	27	5,271	5,198	5,198
3260 Mass Transit Tax						
3400 Other Funds Ltd	74,974	101,325	-	101,325	101,325	106,934
3270 Flexible Benefits						
3400 Other Funds Ltd	3,407,480	4,358,448	22,302	4,380,750	4,474,800	4,474,800
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	7,968,370	9,721,067	204,280	9,925,347	10,327,294	10,366,336
TOTAL OTHER PAYROLL EXPENSES	**$7,968,370**	**$9,721,067**	**$204,280**	**$9,925,347**	**$10,327,294**	**$10,366,336**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(221,901)	-	(221,901)	(221,901)	(422,548)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	21,899,678	26,053,318	1,212,873	27,266,191	27,913,461	27,766,121
TOTAL PERSONAL SERVICES	**$21,899,678**	**$26,053,318**	**$1,212,873**	**$27,266,191**	**$27,913,461**	**$27,766,121**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	59,131	236,831	-	236,831	236,831	246,778

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
4125 Out of State Travel						
3400 Other Funds Ltd	9,256	13,571	-	13,571	13,571	14,141
4150 Employee Training						
3400 Other Funds Ltd	49,507	253,899	1,000	254,899	254,899	265,605
4175 Office Expenses						
3400 Other Funds Ltd	235,952	345,828	1,000	346,828	346,828	361,395
4200 Telecommunications						
3400 Other Funds Ltd	590,736	1,060,920	2,000	1,062,920	1,062,920	1,104,437
4225 State Gov. Service Charges						
3400 Other Funds Ltd	207,483	107,615	-	107,615	107,615	107,115
4250 Data Processing						
3400 Other Funds Ltd	14,771	55,065	1,500	56,565	56,565	58,940
4275 Publicity and Publications						
3400 Other Funds Ltd	33,868	65,517	-	65,517	65,517	68,269
4300 Professional Services						
3400 Other Funds Ltd	295,049	355,059	-	355,059	355,059	386,304
4315 IT Professional Services						
3400 Other Funds Ltd	33,206	57,937	-	57,937	57,937	63,035
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	2,027	9,353	-	9,353	9,353	9,745
4400 Dues and Subscriptions						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	2,066	9,915	-	9,915	9,915	10,332
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	741,226	797,812	3,104	800,916	800,916	834,555
4450 Fuels and Utilities						
3400 Other Funds Ltd	12,601	24,180	-	24,180	24,180	25,196
4475 Facilities Maintenance						
3400 Other Funds Ltd	76,036	19,375	-	19,375	19,375	20,189
4575 Agency Program Related S and S						
3400 Other Funds Ltd	94,704	44,566	-	44,566	44,566	46,438
4650 Other Services and Supplies						
3400 Other Funds Ltd	5,552	27,603	1,000	28,603	28,603	29,804
4715 IT Expendable Property						
3400 Other Funds Ltd	41,034	48,891	2,600	51,491	51,491	37,398
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	2,504,205	3,533,937	12,204	3,546,141	3,546,141	3,689,676
TOTAL SERVICES & SUPPLIES	**$2,504,205**	**$3,533,937**	**$12,204**	**$3,546,141**	**$3,546,141**	**$3,689,676**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	37,880	46,221	7,700	53,921	53,921	8,045
5150 Telecommunications Equipment						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	262,670	-	-	-	-	-
5200 Technical Equipment						
3400 Other Funds Ltd	-	38,500	-	38,500	38,500	40,117
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	300,550	84,721	7,700	92,421	92,421	48,162
TOTAL CAPITAL OUTLAY	**$300,550**	**$84,721**	**$7,700**	**$92,421**	**$92,421**	**$48,162**
EXPENDITURES						
3400 Other Funds Ltd	24,704,433	29,671,976	1,232,777	30,904,753	31,552,023	31,503,959
ENDING BALANCE						
3400 Other Funds Ltd	-	-	-	-	3,509,339	3,557,403
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**$3,509,339**	**$3,557,403**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	118	116	1	117	115	115
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	116.00	114.00	0.58	114.58	113.00	113.00

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
REVENUE CATEGORIES						
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	3,500	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	25,098,332	25,061,972	1,507,806	26,569,778	33,482,294	33,482,294
1020 Transfer In - Indirect Cost						
3400 Other Funds Ltd	4,788,480	7,517,394	-	7,517,394	7,517,394	7,517,394
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	29,886,812	32,579,366	1,507,806	34,087,172	40,999,688	40,999,688
TOTAL TRANSFERS IN	**$29,886,812**	**$32,579,366**	**$1,507,806**	**$34,087,172**	**$40,999,688**	**$40,999,688**
REVENUES						
3400 Other Funds Ltd	29,890,312	32,579,366	1,507,806	34,087,172	40,999,688	40,999,688
AVAILABLE REVENUES						
3400 Other Funds Ltd	29,890,312	32,579,366	1,507,806	34,087,172	40,999,688	40,999,688
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	12,293,656	14,918,064	682,403	15,600,467	16,974,840	16,974,840
3160 Temporary Appointments						
3400 Other Funds Ltd	81,063	7,358	-	7,358	7,358	7,667
3170 Overtime Payments						
3400 Other Funds Ltd	53,378	49,133	-	49,133	49,133	51,197
3180 Shift Differential						
3400 Other Funds Ltd	379	3,042	-	3,042	3,042	3,170
3190 All Other Differential						
3400 Other Funds Ltd	158,863	12,377	-	12,377	12,377	12,896
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	12,587,339	14,989,974	682,403	15,672,377	17,046,750	17,049,770
TOTAL SALARIES & WAGES	**$12,587,339**	**$14,989,974**	**$682,403**	**$15,672,377**	**$17,046,750**	**$17,049,770**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	3,699	5,220	19	5,239	4,876	4,876
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	1,991,961	2,728,200	119,804	2,848,004	3,263,408	3,263,928
3221 Pension Obligation Bond						
3400 Other Funds Ltd	672,284	711,376	113,405	824,781	824,781	900,565
3230 Social Security Taxes						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	927,718	1,135,287	51,259	1,186,546	1,288,165	1,288,395
3240 Unemployment Assessments						
3400 Other Funds Ltd	80,488	14,135	-	14,135	14,135	14,729
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	-	-	-	-	66,419	66,429
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	3,088	4,140	15	4,155	4,232	4,232
3260 Mass Transit Tax						
3400 Other Funds Ltd	74,357	73,748	-	73,748	73,748	102,298
3270 Flexible Benefits						
3400 Other Funds Ltd	2,743,518	3,440,880	3,741	3,444,621	3,643,200	3,643,200
3280 Other OPE						
3400 Other Funds Ltd	273	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	6,497,386	8,112,986	288,243	8,401,229	9,182,964	9,288,652
TOTAL OTHER PAYROLL EXPENSES	**$6,497,386**	**$8,112,986**	**$288,243**	**$8,401,229**	**$9,182,964**	**$9,288,652**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(145,384)	-	(145,384)	(145,384)	(344,023)
3465 Reconciliation Adjustment						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	-	(50,331)	-	(50,331)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(195,715)	-	(195,715)	(145,384)	(344,023)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($195,715)**	**-**	**($195,715)**	**($145,384)**	**($344,023)**
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	19,084,725	22,907,245	970,646	23,877,891	26,084,330	25,994,399
TOTAL PERSONAL SERVICES	**$19,084,725**	**$22,907,245**	**$970,646**	**$23,877,891**	**$26,084,330**	**$25,994,399**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	104,351	108,961	-	108,961	108,961	113,538
4125 Out of State Travel						
3400 Other Funds Ltd	24,954	29,069	-	29,069	29,069	30,290
4150 Employee Training						
3400 Other Funds Ltd	88,021	74,903	1,000	75,903	75,903	79,091
4175 Office Expenses						
3400 Other Funds Ltd	505,948	327,261	1,000	328,261	328,261	340,047
4200 Telecommunications						
3400 Other Funds Ltd	603,946	133,428	2,000	135,428	135,428	137,555
4225 State Gov. Service Charges						
3400 Other Funds Ltd	2,959,161	3,843,660	-	3,843,660	3,843,660	4,946,739

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
4250 Data Processing						
3400 Other Funds Ltd	444,139	1,119,600	1,500	1,121,100	1,121,100	1,168,185
4275 Publicity and Publications						
3400 Other Funds Ltd	20,977	11,684	-	11,684	11,684	12,174
4300 Professional Services						
3400 Other Funds Ltd	760,508	149,920	-	149,920	149,920	163,113
4315 IT Professional Services						
3400 Other Funds Ltd	2,162,614	1,606,017	504,000	2,110,017	2,110,017	1,747,346
4325 Attorney General						
3400 Other Funds Ltd	390,952	553,382	-	553,382	553,382	651,165
4350 Dispute Resolution Services						
3400 Other Funds Ltd	45,000	-	-	-	-	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	6,880	8,289	-	8,289	8,289	8,637
4400 Dues and Subscriptions						
3400 Other Funds Ltd	5,370	13,783	-	13,783	13,783	14,361
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	1,560	232,822	16,360	249,182	249,182	259,647
4450 Fuels and Utilities						
3400 Other Funds Ltd	355,276	373,458	-	373,458	373,458	389,143
4475 Facilities Maintenance						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	513,285	229,540	-	229,540	229,540	239,181
4575 Agency Program Related S and S						
3400 Other Funds Ltd	3,002	14,097	-	14,097	14,097	14,689
4650 Other Services and Supplies						
3400 Other Funds Ltd	338,443	206,310	1,000	207,310	207,310	216,018
4715 IT Expendable Property						
3400 Other Funds Ltd	1,043,042	442,437	2,600	445,037	445,037	445,200
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	10,377,429	9,478,621	529,460	10,008,081	10,008,081	10,976,119
TOTAL SERVICES & SUPPLIES	**$10,377,429**	**$9,478,621**	**$529,460**	**$10,008,081**	**$10,008,081**	**$10,976,119**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	135,298	53,900	7,700	61,600	61,600	9,317
5200 Technical Equipment						
3400 Other Funds Ltd	-	18,167	-	18,167	18,167	18,930
5400 Automotive and Aircraft						
3400 Other Funds Ltd	247,307	121,433	-	121,433	121,433	126,533
5600 Data Processing Hardware						
3400 Other Funds Ltd	45,553	-	-	-	-	-
TOTAL CAPITAL OUTLAY						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	428,158	193,500	7,700	201,200	201,200	154,780
TOTAL CAPITAL OUTLAY	**$428,158**	**$193,500**	**$7,700**	**$201,200**	**$201,200**	**$154,780**
EXPENDITURES						
3400 Other Funds Ltd	29,890,312	32,579,366	1,507,806	34,087,172	36,293,611	37,125,298
ENDING BALANCE						
3400 Other Funds Ltd	-	-	-	-	4,706,077	3,874,390
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**$4,706,077**	**$3,874,390**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	76	90	1	91	92	92
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	76.00	90.00	0.33	90.33	92.00	92.00

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	432,219	6,197,559	-	6,197,559	6,197,559	6,197,559
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	1,400,333	-	1,400,333	1,400,333	1,400,333
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	432,219	7,597,892	-	7,597,892	7,597,892	7,597,892
TOTAL BEGINNING BALANCE	**$432,219**	**$7,597,892**	**-**	**$7,597,892**	**$7,597,892**	**$7,597,892**
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	35,857,397	27,013,845	-	27,013,845	32,341,206	32,341,206
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	757,450	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	11,922	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	-	-	754,562	754,562	-	-
REVENUES						
3400 Other Funds Ltd	36,626,769	27,013,845	754,562	27,768,407	32,341,206	32,341,206
TRANSFERS OUT						
2020 Transfer Out - Indirect Cost						
3400 Other Funds Ltd	(4,671,792)	(5,889,918)	-	(5,889,918)	(5,889,918)	(5,889,918)
2603 Tsfr To Agriculture, Dept of						
3400 Other Funds Ltd	(292,593)	(793,072)	-	(793,072)	(317,992)	(317,992)
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(4,964,385)	(6,682,990)	-	(6,682,990)	(6,207,910)	(6,207,910)
TOTAL TRANSFERS OUT	**($4,964,385)**	**($6,682,990)**	**-**	**($6,682,990)**	**($6,207,910)**	**($6,207,910)**
AVAILABLE REVENUES						
3400 Other Funds Ltd	32,094,603	27,928,747	754,562	28,683,309	33,731,188	33,731,188
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	7,288,926	10,635,468	558,894	11,194,362	12,038,184	12,038,184
3160 Temporary Appointments						
3400 Other Funds Ltd	146,129	-	-	-	-	-

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3170 Overtime Payments						
3400 Other Funds Ltd	155,095	79,428	-	79,428	79,428	82,764
3180 Shift Differential						
3400 Other Funds Ltd	2,123	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	186,545	-	-	-	-	-
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	7,778,818	10,714,896	558,894	11,273,790	12,117,612	12,120,948
TOTAL SALARIES & WAGES	**$7,778,818**	**$10,714,896**	**$558,894**	**$11,273,790**	**$12,117,612**	**$12,120,948**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	3,124	4,595	-	4,595	4,240	4,240
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	1,435,287	1,955,465	97,806	2,053,271	2,325,361	2,326,001
3221 Pension Obligation Bond						
3400 Other Funds Ltd	440,109	533,901	55,945	589,846	589,846	640,440
3230 Social Security Taxes						
3400 Other Funds Ltd	588,848	819,686	41,917	861,603	927,002	927,257
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	204	-	204	204	213

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	-	-	-	-	48,468	48,481
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	2,243	3,644	-	3,644	3,680	3,680
3260 Mass Transit Tax						
3400 Other Funds Ltd	44,951	55,304	-	55,304	55,304	72,726
3270 Flexible Benefits						
3400 Other Funds Ltd	2,248,086	3,029,886	-	3,029,886	3,168,000	3,168,000
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	4,762,648	6,402,685	195,668	6,598,353	7,122,105	7,191,038
TOTAL OTHER PAYROLL EXPENSES	**$4,762,648**	**$6,402,685**	**$195,668**	**$6,598,353**	**$7,122,105**	**$7,191,038**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(130,080)	-	(130,080)	(130,080)	(299,150)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(1,205)	-	(1,205)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(131,285)	-	(131,285)	(130,080)	(299,150)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($131,285)**	**-**	**($131,285)**	**($130,080)**	**($299,150)**
TOTAL PERSONAL SERVICES						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	12,541,466	16,986,296	754,562	17,740,858	19,109,637	19,012,836
TOTAL PERSONAL SERVICES	**$12,541,466**	**$16,986,296**	**$754,562**	**$17,740,858**	**$19,109,637**	**$19,012,836**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	24,918	117,663	-	117,663	117,663	122,605
4125 Out of State Travel						
3400 Other Funds Ltd	6,036	16,533	-	16,533	16,533	17,227
4150 Employee Training						
3400 Other Funds Ltd	14,392	100,028	-	100,028	100,028	104,228
4175 Office Expenses						
3400 Other Funds Ltd	471,533	211,790	-	211,790	211,790	220,686
4200 Telecommunications						
3400 Other Funds Ltd	416,274	411,682	-	411,682	411,682	422,720
4225 State Gov. Service Charges						
3400 Other Funds Ltd	116,492	64,163	-	64,163	64,163	63,737
4250 Data Processing						
3400 Other Funds Ltd	2,569,067	129,209	-	129,209	129,209	134,636
4275 Publicity and Publications						
3400 Other Funds Ltd	35,821	3,246	-	3,246	3,246	3,381
4300 Professional Services						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	209,978	447,540	-	447,540	447,540	486,923
4315 IT Professional Services						
3400 Other Funds Ltd	555,306	2,625,651	-	2,625,651	2,625,651	2,856,709
4325 Attorney General						
3400 Other Funds Ltd	220,183	486,800	-	486,800	486,800	572,818
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	2,074	100,048	-	100,048	100,048	104,249
4400 Dues and Subscriptions						
3400 Other Funds Ltd	10,330	3,246	-	3,246	3,246	3,381
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	428,663	673,674	-	673,674	673,674	701,968
4450 Fuels and Utilities						
3400 Other Funds Ltd	12,438	-	-	-	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	49,992	941,332	-	941,332	941,332	980,869
4575 Agency Program Related S and S						
3400 Other Funds Ltd	56,560	245,055	-	245,055	245,055	167,819
4650 Other Services and Supplies						
3400 Other Funds Ltd	23,945	88,111	-	88,111	88,111	91,812
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	83,440	-	83,440	83,440	86,944

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
4715 IT Expendable Property						
3400 Other Funds Ltd	30,442	31,687	-	31,687	31,687	8,759
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	5,254,444	6,780,898	-	6,780,898	6,780,898	7,151,471
TOTAL SERVICES & SUPPLIES	**$5,254,444**	**$6,780,898**	**-**	**$6,780,898**	**$6,780,898**	**$7,151,471**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	-	69,300	-	69,300	69,300	8,023
5150 Telecommunications Equipment						
3400 Other Funds Ltd	113,824	-	-	-	-	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	59,511	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	173,335	69,300	-	69,300	69,300	8,023
TOTAL CAPITAL OUTLAY	**$173,335**	**$69,300**	**-**	**$69,300**	**$69,300**	**$8,023**
EXPENDITURES						
3400 Other Funds Ltd	17,969,245	23,836,494	754,562	24,591,056	25,959,835	26,172,330
ENDING BALANCE						
3400 Other Funds Ltd	14,125,358	4,092,253	-	4,092,253	7,771,353	7,558,858
TOTAL ENDING BALANCE	**$14,125,358**	**$4,092,253**	**-**	**$4,092,253**	**$7,771,353**	**$7,558,858**

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	69	80	-	80	80	80
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	68.29	79.25	-	79.25	80.00	80.00

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	139,581,774	166,885,952	-	166,885,952	181,571,916	181,571,916
REVENUES						
3400 Other Funds Ltd	139,581,774	166,885,952	-	166,885,952	181,571,916	181,571,916
AVAILABLE REVENUES						
3400 Other Funds Ltd	139,581,774	166,885,952	-	166,885,952	181,571,916	181,571,916
EXPENDITURES						
SERVICES & SUPPLIES						
4300 Professional Services						
3400 Other Funds Ltd	139,581,774	166,885,952	-	166,885,952	166,885,952	181,571,916
EXPENDITURES						
3400 Other Funds Ltd	139,581,774	166,885,952	-	166,885,952	166,885,952	181,571,916
ENDING BALANCE						
3400 Other Funds Ltd	-	-	-	-	14,685,964	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**$14,685,964**	**-**

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	4,059,693	219,130	-	219,130	219,130	219,130
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	4,508,299	-	4,508,299	4,508,299	4,508,299
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	4,059,693	4,727,429	-	4,727,429	4,727,429	4,727,429
TOTAL BEGINNING BALANCE	**$4,059,693**	**$4,727,429**	**-**	**$4,727,429**	**$4,727,429**	**$4,727,429**
REVENUE CATEGORIES						
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	10,573	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	-	-	188,366	188,366	-	-
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	7,000,000	7,000,000	-	7,000,000	7,000,000	7,000,000
1443 Tsfr From Oregon Health Authority						
3400 Other Funds Ltd	-	528,000	-	528,000	528,000	528,000
TOTAL TRANSFERS IN						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	7,000,000	7,528,000	188,366	7,716,366	7,528,000	7,528,000
TOTAL TRANSFERS IN	**$7,000,000**	**$7,528,000**	**$188,366**	**$7,716,366**	**$7,528,000**	**$7,528,000**
REVENUES						
3400 Other Funds Ltd	7,010,573	7,528,000	188,366	7,716,366	7,528,000	7,528,000
TRANSFERS OUT						
2020 Transfer Out - Indirect Cost						
3400 Other Funds Ltd	(1,800,408)	(1,627,476)	-	(1,627,476)	(1,627,476)	(1,627,476)
AVAILABLE REVENUES						
3400 Other Funds Ltd	9,269,858	10,627,953	188,366	10,816,319	10,627,953	10,627,953
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	2,024,788	2,875,560	168,363	3,043,923	3,014,040	3,014,040
3170 Overtime Payments						
3400 Other Funds Ltd	5,154	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	289	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	25,265	-	-	-	-	-

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	2,055,496	2,875,560	168,363	3,043,923	3,014,040	3,014,040
TOTAL SALARIES & WAGES	**$2,055,496**	**$2,875,560**	**$168,363**	**$3,043,923**	**$3,014,040**	**$3,014,040**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	853	1,218	-	1,218	1,113	1,113
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	412,103	524,791	29,464	554,255	578,390	578,390
3221 Pension Obligation Bond						
3400 Other Funds Ltd	113,419	180,385	(22,088)	158,297	158,297	159,298
3230 Social Security Taxes						
3400 Other Funds Ltd	156,425	219,978	12,627	232,605	230,578	230,578
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	739	-	739	739	770
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	-	-	-	-	12,055	12,055
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	614	966	-	966	966	966
3260 Mass Transit Tax						
3400 Other Funds Ltd	11,880	18,685	-	18,685	18,685	18,084

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3270 Flexible Benefits						
3400 Other Funds Ltd	594,802	802,872	-	802,872	831,600	831,600
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	1,290,096	1,749,634	20,003	1,769,637	1,832,423	1,832,854
TOTAL OTHER PAYROLL EXPENSES	**$1,290,096**	**$1,749,634**	**$20,003**	**$1,769,637**	**$1,832,423**	**$1,832,854**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(43,998)	-	(43,998)	(43,998)	(78,526)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	3,345,592	4,581,196	188,366	4,769,562	4,802,465	4,768,368
TOTAL PERSONAL SERVICES	**$3,345,592**	**$4,581,196**	**$188,366**	**$4,769,562**	**$4,802,465**	**$4,768,368**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	9,746	50,522	-	50,522	50,522	52,644
4125 Out of State Travel						
3400 Other Funds Ltd	(356)	-	-	-	-	-
4150 Employee Training						
3400 Other Funds Ltd	30,409	-	-	-	-	-
4175 Office Expenses						
3400 Other Funds Ltd	14,058	24,901	-	24,901	24,901	25,947

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
4200 Telecommunications						
3400 Other Funds Ltd	238,980	217,534	-	217,534	217,534	226,670
4225 State Gov. Service Charges						
3400 Other Funds Ltd	45,025	21,710	-	21,710	21,710	21,245
4250 Data Processing						
3400 Other Funds Ltd	57,018	993,518	-	993,518	993,518	1,035,246
4275 Publicity and Publications						
3400 Other Funds Ltd	4,894	-	-	-	-	-
4300 Professional Services						
3400 Other Funds Ltd	924	607	-	607	607	660
4325 Attorney General						
3400 Other Funds Ltd	685	-	-	-	-	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	625	1,515	-	1,515	1,515	1,579
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	225,456	160,249	-	160,249	160,249	166,979
4450 Fuels and Utilities						
3400 Other Funds Ltd	3,499	-	-	-	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	25,585	-	-	-	-	-
4575 Agency Program Related S and S						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	4,079	-	-	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	12,111	30,457	-	30,457	30,457	31,736
4715 IT Expendable Property						
3400 Other Funds Ltd	1,730	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	674,468	1,501,013	-	1,501,013	1,501,013	1,562,706
TOTAL SERVICES & SUPPLIES	**$674,468**	**$1,501,013**	**-**	**$1,501,013**	**$1,501,013**	**$1,562,706**
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
3400 Other Funds Ltd	61,290	-	-	-	-	-
EXPENDITURES						
3400 Other Funds Ltd	4,081,350	6,082,209	188,366	6,270,575	6,303,478	6,331,074
ENDING BALANCE						
3400 Other Funds Ltd	5,188,508	4,545,744	-	4,545,744	4,324,475	4,296,879
TOTAL ENDING BALANCE	**$5,188,508**	**$4,545,744**	**-**	**$4,545,744**	**$4,324,475**	**$4,296,879**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	23	21	-	21	21	21
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	23.00	21.00	-	21.00	21.00	21.00

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3010 Other Funds Cap Improve	267,669	237,745	210,000	447,745	247,753	247,753
REVENUES						
3010 Other Funds Cap Improve	267,669	237,745	210,000	447,745	247,753	247,753
AVAILABLE REVENUES						
3010 Other Funds Cap Improve	267,669	237,745	210,000	447,745	247,753	247,753
EXPENDITURES						
SERVICES & SUPPLIES						
4475 Facilities Maintenance						
3010 Other Funds Cap Improve	66,293	-	-	-	-	-
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3010 Other Funds Cap Improve	86,297	-	-	-	-	-
5650 Land Improvements						
3010 Other Funds Cap Improve	-	5,572	-	5,572	5,572	5,806
5700 Building Structures						
3010 Other Funds Cap Improve	115,079	232,173	210,000	442,173	442,173	241,947
TOTAL CAPITAL OUTLAY						
3010 Other Funds Cap Improve	201,376	237,745	210,000	447,745	447,745	247,753

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
TOTAL CAPITAL OUTLAY	**$201,376**	**$237,745**	**$210,000**	**$447,745**	**$447,745**	**$247,753**
EXPENDITURES						
3010 Other Funds Cap Improve	267,669	237,745	210,000	447,745	447,745	247,753
ENDING BALANCE						
3010 Other Funds Cap Improve	-	-	-	-	(199,992)	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**($199,992)**	**-**

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
REVENUE CATEGORIES						
BOND SALES						
0560 Dedicated Fund Oblig Bonds						
3020 Other Funds Cap Construct	-	62,537,265	82,917,783	145,455,048	-	-
REVENUES						
3020 Other Funds Cap Construct	-	62,537,265	82,917,783	145,455,048	-	-
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	-	62,537,265	82,917,783	145,455,048	-	-
EXPENDITURES						
CAPITAL OUTLAY						
5200 Technical Equipment						
3020 Other Funds Cap Construct	-	10,000,000	5,000,000	15,000,000	-	-
5700 Building Structures						
3020 Other Funds Cap Construct	-	52,537,265	77,917,783	130,455,048	-	-
TOTAL CAPITAL OUTLAY						
3020 Other Funds Cap Construct	-	62,537,265	82,917,783	145,455,048	-	-
TOTAL CAPITAL OUTLAY	**-**	**$62,537,265**	**$82,917,783**	**$145,455,048**	**-**	**-**
EXPENDITURES						
3020 Other Funds Cap Construct	-	62,537,265	82,917,783	145,455,048	-	-
ENDING BALANCE						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3020 Other Funds Cap Construct	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1,500,000	1,500,000	-	1,500,000	1,500,000	1,500,000
REVENUE CATEGORIES						
TAXES						
0185 Privilege Taxes						
3400 Other Funds Ltd	26,073,514	29,972,692	-	29,972,692	30,585,718	30,585,718
8800 General Fund Revenue	9,887,181	11,366,270	-	11,366,270	11,591,501	11,591,501
All Funds	35,960,695	41,338,962	-	41,338,962	42,177,219	42,177,219
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	7,411,968	9,133,577	-	9,133,577	7,924,023	7,924,023
8800 General Fund Revenue	9,433,413	11,624,553	-	11,624,553	10,085,121	10,085,121
All Funds	16,845,381	20,758,130	-	20,758,130	18,009,144	18,009,144
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	-	2,640	-	2,640	-	-
8800 General Fund Revenue	-	3,360	-	3,360	-	-
All Funds	-	6,000	-	6,000	-	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	-	357,602	-	357,602	-	-
8800 General Fund Revenue	-	455,129	-	455,129	-	-
All Funds	-	812,731	-	812,731	-	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	-	344,960	-	344,960	440,000	440,000
8800 General Fund Revenue	-	439,040	-	439,040	560,000	560,000
All Funds	-	784,000	-	784,000	1,000,000	1,000,000
0710 Liquor Sales						
3010 Other Funds Cap Improve	267,669	237,745	-	237,745	247,753	247,753
3400 Other Funds Ltd	1,218,202,196	1,316,456,679	-	1,316,456,679	1,616,676,850	1,616,676,850
8800 General Fund Revenue	342,206,882	322,806,374	-	322,806,374	363,810,923	363,810,923
All Funds	1,560,676,747	1,639,500,798	-	1,639,500,798	1,980,735,526	1,980,735,526
TOTAL SALES INCOME						
3010 Other Funds Cap Improve	267,669	237,745	-	237,745	247,753	247,753
3400 Other Funds Ltd	1,218,202,196	1,316,801,639	-	1,316,801,639	1,617,116,850	1,617,116,850
8800 General Fund Revenue	342,206,882	323,245,414	-	323,245,414	364,370,923	364,370,923
TOTAL SALES INCOME	**$1,560,676,747**	**$1,640,284,798**	**-**	**$1,640,284,798**	**$1,981,735,526**	**$1,981,735,526**
COST OF GOODS SOLD						
0755 Liquor Cost of Goods Sold						

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
3400 Other Funds Ltd	(763,181,186)	(811,601,575)	-	(811,601,575)	(992,479,071)	(992,479,071)
8800 General Fund Revenue	(18,661,149)	(242,034)	-	(242,034)	(41,550,545)	(41,550,545)
All Funds	(781,842,335)	(811,843,609)	-	(811,843,609)	(1,034,029,616)	(1,034,029,616)
0760 Cost of Goods Sold						
3400 Other Funds Ltd	(10,715,865)	(19,674,010)	-	(19,674,010)	(23,180,040)	(23,180,040)
TOTAL COST OF GOODS SOLD						
3400 Other Funds Ltd	(773,897,051)	(831,275,585)	-	(831,275,585)	(1,015,659,111)	(1,015,659,111)
8800 General Fund Revenue	(18,661,149)	(242,034)	-	(242,034)	(41,550,545)	(41,550,545)
TOTAL COST OF GOODS SOLD	**($792,558,200)**	**($831,517,619)**	**-**	**($831,517,619)**	**($1,057,209,656)**	**($1,057,209,656)**
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	1,540	11,000	-	11,000	-	-
8800 General Fund Revenue	1,960	14,000	-	14,000	-	-
All Funds	3,500	25,000	-	25,000	-	-
TRANSFERS IN						
1107 Tsfr From Administrative Svcs						
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
REVENUES						
3010 Other Funds Cap Improve	267,669	237,745	-	237,745	247,753	247,753
3400 Other Funds Ltd	477,792,167	525,003,565	-	525,003,565	639,967,480	639,967,480

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
8800 General Fund Revenue	342,868,287	346,466,692	-	346,466,692	344,497,000	344,497,000
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
TOTAL REVENUES	**$822,109,203**	**$871,708,002**	**-**	**$871,708,002**	**$984,712,233**	**$984,712,233**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3010 Other Funds Cap Improve	(267,669)	(237,745)	-	(237,745)	(247,753)	(247,753)
3400 Other Funds Ltd	(221,371,526)	(255,372,458)	(5,185,587)	(260,558,045)	(351,875,480)	(351,875,480)
All Funds	(221,639,195)	(255,610,203)	(5,185,587)	(260,795,790)	(352,123,233)	(352,123,233)
2050 Transfer to Other						
3400 Other Funds Ltd	(649,335)	(745,142)	-	(745,142)	(779,000)	(779,000)
2060 Transfer to General Fund						
8800 General Fund Revenue	(342,868,287)	(346,466,692)	-	(346,466,692)	(344,497,000)	(344,497,000)
2070 Transfer to Cities						
3400 Other Funds Ltd	(108,771,230)	(109,041,031)	-	(109,041,031)	(120,832,000)	(120,832,000)
2080 Transfer to Counties						
3400 Other Funds Ltd	(54,385,615)	(54,520,515)	-	(54,520,515)	(60,412,000)	(60,412,000)
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(76,139,861)	(76,328,722)	-	(76,328,722)	(84,580,000)	(84,580,000)
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(17,655,680)	(20,296,910)	-	(20,296,910)	(21,489,000)	(21,489,000)

DESCRIPTION	2019-21 Actuals	2021-23 Leg Adopted Budget	2021-23 Emergency Boards	2021-23 Leg Approved Budget	2023-25 Base Budget	2023-25 Current Service Level
TOTAL TRANSFERS OUT						
3010 Other Funds Cap Improve	(267,669)	(237,745)	-	(237,745)	(247,753)	(247,753)
3400 Other Funds Ltd	(478,973,247)	(516,304,778)	(5,185,587)	(521,490,365)	(639,967,480)	(639,967,480)
8800 General Fund Revenue	(342,868,287)	(346,466,692)	-	(346,466,692)	(344,497,000)	(344,497,000)
TOTAL TRANSFERS OUT	**($822,109,203)**	**($863,009,215)**	**($5,185,587)**	**($868,194,802)**	**($984,712,233)**	**($984,712,233)**
AVAILABLE REVENUES						
3400 Other Funds Ltd	318,920	10,198,787	(5,185,587)	5,013,200	1,500,000	1,500,000
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$1,500,000**	**$10,198,787**	**($5,185,587)**	**$5,013,200**	**$1,500,000**	**$1,500,000**
ENDING BALANCE						
3400 Other Funds Ltd	318,920	10,198,787	(5,185,587)	5,013,200	1,500,000	1,500,000
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
TOTAL ENDING BALANCE	**$1,500,000**	**$10,198,787**	**($5,185,587)**	**$5,013,200**	**$1,500,000**	**$1,500,000**

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DETAIL REVENUES & EXPENDITURES – REQUESTED BUDGET (BDV-002A)

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	7,916,689	-	7,916,689	-	7,916,689
0030 Beginning Balance Adjustment					
3400 Other Funds Ltd	5,908,632	-	5,908,632	-	5,908,632
TOTAL BEGINNING BALANCE					
3400 Other Funds Ltd	13,825,321	-	13,825,321	-	13,825,321
REVENUE CATEGORIES					
TAXES					
0185 Privilege Taxes					
3400 Other Funds Ltd	30,585,718	-	30,585,718	-	30,585,718
8800 General Fund Revenue	11,591,501	-	11,591,501	-	11,591,501
All Funds	42,177,219	-	42,177,219	-	42,177,219
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	40,265,229	-	40,265,229	-	40,265,229
8800 General Fund Revenue	10,085,121	-	10,085,121	-	10,085,121
All Funds	50,350,350	-	50,350,350	-	50,350,350
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	440,000	-	440,000	-	440,000
8800 General Fund Revenue	560,000	-	560,000	-	560,000
All Funds	1,000,000	-	1,000,000	-	1,000,000

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
0710 Liquor Sales					
3010 Other Funds Cap Improve	247,753	-	247,753	-	247,753
3400 Other Funds Ltd	1,616,676,850	-	1,616,676,850	-	1,616,676,850
8800 General Fund Revenue	363,810,923	-	363,810,923	-	363,810,923
All Funds	1,980,735,526	-	1,980,735,526	-	1,980,735,526
TOTAL SALES INCOME					
3010 Other Funds Cap Improve	247,753	-	247,753	-	247,753
3400 Other Funds Ltd	1,617,116,850	-	1,617,116,850	-	1,617,116,850
8800 General Fund Revenue	364,370,923	-	364,370,923	-	364,370,923
TOTAL SALES INCOME	**$1,981,735,526**	**-**	**$1,981,735,526**	**-**	**$1,981,735,526**
COST OF GOODS SOLD					
0755 Liquor Cost of Goods Sold					
3400 Other Funds Ltd	(992,479,071)	-	(992,479,071)	-	(992,479,071)
8800 General Fund Revenue	(41,550,545)	-	(41,550,545)	-	(41,550,545)
All Funds	(1,034,029,616)	-	(1,034,029,616)	-	(1,034,029,616)
0760 Cost of Goods Sold					
3400 Other Funds Ltd	(23,180,040)	-	(23,180,040)	-	(23,180,040)
TOTAL COST OF GOODS SOLD					
3400 Other Funds Ltd	(1,015,659,111)	-	(1,015,659,111)	-	(1,015,659,111)
8800 General Fund Revenue	(41,550,545)	-	(41,550,545)	-	(41,550,545)
TOTAL COST OF GOODS SOLD	**($1,057,209,656)**	**-**	**($1,057,209,656)**	**-**	**($1,057,209,656)**
TRANSFERS IN					
1010 Transfer In - Intrafund					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3010 Other Funds Cap Improve	247,753	-	247,753	-	247,753
3400 Other Funds Ltd	324,781,654	-	324,781,654	-	324,781,654
3430 Other Funds Debt Svc Ltd	27,093,826	-	27,093,826	-	27,093,826
All Funds	352,123,233	-	352,123,233	-	352,123,233
1020 Transfer In - Indirect Cost					
3400 Other Funds Ltd	7,517,394	-	7,517,394	-	7,517,394
1150 Tsfr From Revenue, Dept of					
3400 Other Funds Ltd	7,000,000	-	7,000,000	-	7,000,000
1443 Tsfr From Oregon Health Authority					
3400 Other Funds Ltd	528,000	-	528,000	-	528,000
TOTAL TRANSFERS IN					
3010 Other Funds Cap Improve	247,753	-	247,753	-	247,753
3400 Other Funds Ltd	339,827,048	-	339,827,048	-	339,827,048
3430 Other Funds Debt Svc Ltd	27,093,826	-	27,093,826	-	27,093,826
TOTAL TRANSFERS IN	**$367,168,627**	**-**	**$367,168,627**	**-**	**$367,168,627**
TOTAL REVENUES					
3010 Other Funds Cap Improve	495,506	-	495,506	-	495,506
3400 Other Funds Ltd	1,012,135,734	-	1,012,135,734	-	1,012,135,734
3430 Other Funds Debt Svc Ltd	27,093,826	-	27,093,826	-	27,093,826
8800 General Fund Revenue	344,497,000	-	344,497,000	-	344,497,000
TOTAL REVENUES	**$1,384,222,066**	**-**	**$1,384,222,066**	**-**	**$1,384,222,066**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3010 Other Funds Cap Improve	(247,753)	-	(247,753)	-	(247,753)
3400 Other Funds Ltd	(351,875,480)	-	(351,875,480)	-	(351,875,480)
All Funds	(352,123,233)	-	(352,123,233)	-	(352,123,233)
2020 Transfer Out - Indirect Cost					
3400 Other Funds Ltd	(7,517,394)	-	(7,517,394)	-	(7,517,394)
2050 Transfer to Other					
3400 Other Funds Ltd	(779,000)	-	(779,000)	-	(779,000)
2060 Transfer to General Fund					
8800 General Fund Revenue	(344,497,000)	-	(344,497,000)	-	(344,497,000)
2070 Transfer to Cities					
3400 Other Funds Ltd	(120,832,000)	-	(120,832,000)	-	(120,832,000)
2080 Transfer to Counties					
3400 Other Funds Ltd	(60,412,000)	-	(60,412,000)	-	(60,412,000)
2107 Tsfr To Administrative Svcs					
3400 Other Funds Ltd	(84,580,000)	-	(84,580,000)	-	(84,580,000)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(21,489,000)	-	(21,489,000)	-	(21,489,000)
2603 Tsfr To Agriculture, Dept of					
3400 Other Funds Ltd	(317,992)	-	(317,992)	(2,281,689)	(2,599,681)
TOTAL TRANSFERS OUT					
3010 Other Funds Cap Improve	(247,753)	-	(247,753)	-	(247,753)
3400 Other Funds Ltd	(647,802,866)	-	(647,802,866)	(2,281,689)	(650,084,555)
8800 General Fund Revenue	(344,497,000)	-	(344,497,000)	-	(344,497,000)

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
TOTAL TRANSFERS OUT	**($992,547,619)**	**-**	**($992,547,619)**	**($2,281,689)**	**($994,829,308)**
AVAILABLE REVENUES					
3010 Other Funds Cap Improve	247,753	-	247,753	-	247,753
3400 Other Funds Ltd	378,158,189	-	378,158,189	(2,281,689)	375,876,500
3430 Other Funds Debt Svc Ltd	27,093,826	-	27,093,826	-	27,093,826
TOTAL AVAILABLE REVENUES	**$405,499,768**	**-**	**$405,499,768**	**($2,281,689)**	**$403,218,079**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	58,532,940	-	58,532,940	4,634,178	63,167,118
3160 Temporary Appointments					
3400 Other Funds Ltd	475,545	19,974	495,519	-	495,519
3170 Overtime Payments					
3400 Other Funds Ltd	449,971	18,899	468,870	-	468,870
3180 Shift Differential					
3400 Other Funds Ltd	67,879	2,851	70,730	-	70,730
3190 All Other Differential					
3400 Other Funds Ltd	63,212	2,654	65,866	-	65,866
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	59,589,547	44,378	59,633,925	4,634,178	64,268,103
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3400 Other Funds Ltd	20,244	-	20,244	1,826	22,070
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	11,337,514	4,683	11,342,197	889,297	12,231,494
3221 Pension Obligation Bond					
3400 Other Funds Ltd	2,942,281	182,012	3,124,293	-	3,124,293
3230 Social Security Taxes					
3400 Other Funds Ltd	4,542,693	3,393	4,546,086	354,515	4,900,601
3240 Unemployment Assessments					
3400 Other Funds Ltd	31,698	1,332	33,030	-	33,030
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	234,538	97	234,635	18,533	253,168
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	17,572	-	17,572	1,589	19,161
3260 Mass Transit Tax					
3400 Other Funds Ltd	305,085	52,718	357,803	-	357,803
3270 Flexible Benefits					
3400 Other Funds Ltd	15,127,200	-	15,127,200	1,377,750	16,504,950
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	34,558,825	244,235	34,803,060	2,643,510	37,446,570
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(692,485)	(735,954)	(1,428,439)	-	(1,428,439)
TOTAL PERSONAL SERVICES					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3400 Other Funds Ltd	93,455,887	(447,341)	93,008,546	7,277,688	100,286,234
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	572,949	24,065	597,014	28,170	625,184
4125 Out of State Travel					
3400 Other Funds Ltd	64,594	2,713	67,307	-	67,307
4150 Employee Training					
3400 Other Funds Ltd	436,041	18,314	454,355	65,680	520,035
4175 Office Expenses					
3400 Other Funds Ltd	19,028,979	797,217	19,826,196	1,744,160	21,570,356
4200 Telecommunications					
3400 Other Funds Ltd	1,892,686	66,553	1,959,239	148,690	2,107,929
4225 State Gov. Service Charges					
3400 Other Funds Ltd	4,104,743	1,101,369	5,206,112	-	5,206,112
4250 Data Processing					
3400 Other Funds Ltd	2,386,264	100,221	2,486,485	59,280	2,545,765
4275 Publicity and Publications					
3400 Other Funds Ltd	98,732	4,145	102,877	1,050,000	1,152,877
4300 Professional Services					
3400 Other Funds Ltd	167,854,490	14,771,194	182,625,684	1,000,001	183,625,685
4315 IT Professional Services					
3400 Other Funds Ltd	4,798,873	(126,051)	4,672,822	5,349,573	10,022,395
4325 Attorney General					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3400 Other Funds Ltd	1,040,182	183,801	1,223,983	-	1,223,983
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	128,774	5,406	134,180	-	134,180
4400 Dues and Subscriptions					
3400 Other Funds Ltd	29,306	1,230	30,536	-	30,536
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	1,968,258	82,666	2,050,924	697,000	2,747,924
4450 Fuels and Utilities					
3400 Other Funds Ltd	633,906	26,624	660,530	-	660,530
4475 Facilities Maintenance					
3400 Other Funds Ltd	1,221,102	51,288	1,272,390	-	1,272,390
4575 Agency Program Related S and S					
3400 Other Funds Ltd	439,813	(69,057)	370,756	250,000	620,756
4650 Other Services and Supplies					
3400 Other Funds Ltd	2,388,569	(2,004,470)	384,099	1,429,640	1,813,739
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	83,440	3,504	86,944	-	86,944
4715 IT Expendable Property					
3400 Other Funds Ltd	565,833	(35,278)	530,555	110,290	640,845
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	209,737,534	15,005,454	224,742,988	11,932,484	236,675,472
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3400 Other Funds Ltd	184,821	(159,436)	25,385	1,441,900	1,467,285
5200 Technical Equipment					
3400 Other Funds Ltd	56,667	2,380	59,047	-	59,047
5350 Industrial and Heavy Equipment					
3400 Other Funds Ltd	294,307	(268,979)	25,328	4,950,000	4,975,328
5400 Automotive and Aircraft					
3400 Other Funds Ltd	121,433	5,100	126,533	1,420,953	1,547,486
5550 Data Processing Software					
3400 Other Funds Ltd	27,000,000	(27,000,000)	-	23,200,000	23,200,000
5600 Data Processing Hardware					
3400 Other Funds Ltd	16,371	688	17,059	-	17,059
5650 Land Improvements					
3010 Other Funds Cap Improve	5,572	234	5,806	-	5,806
5700 Building Structures					
3010 Other Funds Cap Improve	442,173	(200,226)	241,947	-	241,947
TOTAL CAPITAL OUTLAY					
3010 Other Funds Cap Improve	447,745	(199,992)	247,753	-	247,753
3400 Other Funds Ltd	27,673,599	(27,420,247)	253,352	31,012,853	31,266,205
TOTAL CAPITAL OUTLAY	**$28,121,344**	**($27,620,239)**	**$501,105**	**$31,012,853**	**$31,513,958**
DEBT SERVICE					
7100 Principal - Bonds					
3430 Other Funds Debt Svc Ltd	13,455,000	-	13,455,000	-	13,455,000
7150 Interest - Bonds					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3430 Other Funds Debt Svc Ltd	13,638,826	-	13,638,826	-	13,638,826
TOTAL DEBT SERVICE					
3430 Other Funds Debt Svc Ltd	27,093,826	-	27,093,826	-	27,093,826
TOTAL EXPENDITURES					
3010 Other Funds Cap Improve	447,745	(199,992)	247,753	-	247,753
3400 Other Funds Ltd	330,867,020	(12,862,134)	318,004,886	50,223,025	368,227,911
3430 Other Funds Debt Svc Ltd	27,093,826	-	27,093,826	-	27,093,826
TOTAL EXPENDITURES	**$358,408,591**	**($13,062,126)**	**$345,346,465**	**$50,223,025**	**$395,569,490**
ENDING BALANCE					
3010 Other Funds Cap Improve	(199,992)	199,992	-	-	-
3400 Other Funds Ltd	47,291,169	12,862,134	60,153,303	(52,504,714)	7,648,589
TOTAL ENDING BALANCE	**$47,091,177**	**$13,062,126**	**$60,153,303**	**($52,504,714)**	**$7,648,589**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	384	-	384	41	425
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	382.00	-	382.00	34.96	416.96

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
REVENUE CATEGORIES					
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	74,666,082	-	74,666,082	-	74,666,082
3430 Other Funds Debt Svc Ltd	27,093,826	-	27,093,826	-	27,093,826
All Funds	101,759,908	-	101,759,908	-	101,759,908
AVAILABLE REVENUES					
3400 Other Funds Ltd	74,666,082	-	74,666,082	-	74,666,082
3430 Other Funds Debt Svc Ltd	27,093,826	-	27,093,826	-	27,093,826
TOTAL AVAILABLE REVENUES	**$101,759,908**	**-**	**$101,759,908**	**-**	**$101,759,908**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	9,037,440	-	9,037,440	-	9,037,440
3160 Temporary Appointments					
3400 Other Funds Ltd	340,131	14,286	354,417	-	354,417
3170 Overtime Payments					
3400 Other Funds Ltd	214,113	8,993	223,106	-	223,106
3180 Shift Differential					
3400 Other Funds Ltd	2,476	104	2,580	-	2,580
3190 All Other Differential					
3400 Other Funds Ltd	8,917	374	9,291	-	9,291

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	9,603,077	23,757	9,626,834	-	9,626,834
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	4,028	-	4,028	-	4,028
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	1,777,570	1,818	1,779,388	-	1,779,388
3221 Pension Obligation Bond					
3400 Other Funds Ltd	465,114	24,452	489,566	-	489,566
3230 Social Security Taxes					
3400 Other Funds Ltd	734,629	1,817	736,446	-	736,446
3240 Unemployment Assessments					
3400 Other Funds Ltd	6,609	278	6,887	-	6,887
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	36,970	38	37,008	-	37,008
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	3,496	-	3,496	-	3,496
3260 Mass Transit Tax					
3400 Other Funds Ltd	56,023	1,738	57,761	-	57,761
3270 Flexible Benefits					
3400 Other Funds Ltd	3,009,600	-	3,009,600	-	3,009,600
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	6,094,039	30,141	6,124,180	-	6,124,180

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(151,122)	(133,070)	(284,192)	-	(284,192)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	15,545,994	(79,172)	15,466,822	-	15,466,822
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	58,972	2,477	61,449	-	61,449
4125 Out of State Travel					
3400 Other Funds Ltd	5,421	228	5,649	-	5,649
4150 Employee Training					
3400 Other Funds Ltd	5,211	220	5,431	-	5,431
4175 Office Expenses					
3400 Other Funds Ltd	18,117,199	760,922	18,878,121	1,706,200	20,584,321
4200 Telecommunications					
3400 Other Funds Ltd	65,122	2,735	67,857	-	67,857
4225 State Gov. Service Charges					
3400 Other Funds Ltd	67,595	(319)	67,276	-	67,276
4250 Data Processing					
3400 Other Funds Ltd	85,872	3,606	89,478	-	89,478
4275 Publicity and Publications					
3400 Other Funds Ltd	18,285	768	19,053	600,000	619,053
4300 Professional Services					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3400 Other Funds Ltd	15,412	1,356	16,768	1,000,000	1,016,768
4315 IT Professional Services					
3400 Other Funds Ltd	5,268	464	5,732	5,349,573	5,355,305
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	9,569	401	9,970	-	9,970
4400 Dues and Subscriptions					
3400 Other Funds Ltd	2,362	100	2,462	-	2,462
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	84,237	3,538	87,775	-	87,775
4450 Fuels and Utilities					
3400 Other Funds Ltd	236,268	9,923	246,191	-	246,191
4475 Facilities Maintenance					
3400 Other Funds Ltd	30,855	1,296	32,151	-	32,151
4575 Agency Program Related S and S					
3400 Other Funds Ltd	136,095	5,715	141,810	-	141,810
4650 Other Services and Supplies					
3400 Other Funds Ltd	2,034,088	(2,019,359)	14,729	1,360,000	1,374,729
4715 IT Expendable Property					
3400 Other Funds Ltd	37,618	1,580	39,198	-	39,198
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	21,015,449	(1,224,349)	19,791,100	10,015,773	29,806,873
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3400 Other Funds Ltd	-	-	-	1,200,000	1,200,000
5350 Industrial and Heavy Equipment					
3400 Other Funds Ltd	294,307	(268,979)	25,328	4,950,000	4,975,328
5550 Data Processing Software					
3400 Other Funds Ltd	27,000,000	(27,000,000)	-	23,200,000	23,200,000
5600 Data Processing Hardware					
3400 Other Funds Ltd	16,371	688	17,059	-	17,059
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	27,310,678	(27,268,291)	42,387	29,350,000	29,392,387
DEBT SERVICE					
7100 Principal - Bonds					
3430 Other Funds Debt Svc Ltd	13,455,000	-	13,455,000	-	13,455,000
7150 Interest - Bonds					
3430 Other Funds Debt Svc Ltd	13,638,826	-	13,638,826	-	13,638,826
TOTAL DEBT SERVICE					
3430 Other Funds Debt Svc Ltd	27,093,826	-	27,093,826	-	27,093,826
TOTAL EXPENDITURES					
3400 Other Funds Ltd	63,872,121	(28,571,812)	35,300,309	39,365,773	74,666,082
3430 Other Funds Debt Svc Ltd	27,093,826	-	27,093,826	-	27,093,826
TOTAL EXPENDITURES	**$90,965,947**	**($28,571,812)**	**$62,394,135**	**$39,365,773**	**$101,759,908**
ENDING BALANCE					
3400 Other Funds Ltd	10,793,961	28,571,812	39,365,773	(39,365,773)	-
AUTHORIZED POSITIONS					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
8150 Class/Unclass Positions	76	-	76	-	76
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	76.00	-	76.00	-	76.00

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
REVENUE CATEGORIES					
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	35,061,362	-	35,061,362	-	35,061,362
AVAILABLE REVENUES					
3400 Other Funds Ltd	35,061,362	-	35,061,362	-	35,061,362
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	17,468,436	-	17,468,436	1,731,879	19,200,315
3160 Temporary Appointments					
3400 Other Funds Ltd	128,056	5,379	133,435	-	133,435
3170 Overtime Payments					
3400 Other Funds Ltd	107,297	4,506	111,803	-	111,803
3180 Shift Differential					
3400 Other Funds Ltd	62,361	2,619	64,980	-	64,980
3190 All Other Differential					
3400 Other Funds Ltd	41,918	1,761	43,679	-	43,679
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	17,808,068	14,265	17,822,333	1,731,879	19,554,212
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3400 Other Funds Ltd	5,987	-	5,987	742	6,729
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	3,392,785	1,705	3,394,490	332,349	3,726,839
3221 Pension Obligation Bond					
3400 Other Funds Ltd	904,243	30,181	934,424	-	934,424
3230 Social Security Taxes					
3400 Other Funds Ltd	1,362,319	1,091	1,363,410	132,490	1,495,900
3240 Unemployment Assessments					
3400 Other Funds Ltd	10,011	420	10,431	-	10,431
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	70,626	36	70,662	6,927	77,589
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	5,198	-	5,198	646	5,844
3260 Mass Transit Tax					
3400 Other Funds Ltd	101,325	5,609	106,934	-	106,934
3270 Flexible Benefits					
3400 Other Funds Ltd	4,474,800	-	4,474,800	561,000	5,035,800
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	10,327,294	39,042	10,366,336	1,034,154	11,400,490
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(221,901)	(200,647)	(422,548)	-	(422,548)
TOTAL PERSONAL SERVICES					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3400 Other Funds Ltd	27,913,461	(147,340)	27,766,121	2,766,033	30,532,154
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	236,831	9,947	246,778	15,650	262,428
4125 Out of State Travel					
3400 Other Funds Ltd	13,571	570	14,141	-	14,141
4150 Employee Training					
3400 Other Funds Ltd	254,899	10,706	265,605	30,480	296,085
4175 Office Expenses					
3400 Other Funds Ltd	346,828	14,567	361,395	15,080	376,475
4200 Telecommunications					
3400 Other Funds Ltd	1,062,920	41,517	1,104,437	70,530	1,174,967
4225 State Gov. Service Charges					
3400 Other Funds Ltd	107,615	(500)	107,115	-	107,115
4250 Data Processing					
3400 Other Funds Ltd	56,565	2,375	58,940	23,920	82,860
4275 Publicity and Publications					
3400 Other Funds Ltd	65,517	2,752	68,269	-	68,269
4300 Professional Services					
3400 Other Funds Ltd	355,059	31,245	386,304	-	386,304
4315 IT Professional Services					
3400 Other Funds Ltd	57,937	5,098	63,035	-	63,035
4375 Employee Recruitment and Develop					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3400 Other Funds Ltd	9,353	392	9,745	-	9,745
4400 Dues and Subscriptions					
3400 Other Funds Ltd	9,915	417	10,332	-	10,332
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	800,916	33,639	834,555	289,000	1,123,555
4450 Fuels and Utilities					
3400 Other Funds Ltd	24,180	1,016	25,196	-	25,196
4475 Facilities Maintenance					
3400 Other Funds Ltd	19,375	814	20,189	-	20,189
4575 Agency Program Related S and S					
3400 Other Funds Ltd	44,566	1,872	46,438	-	46,438
4650 Other Services and Supplies					
3400 Other Funds Ltd	28,603	1,201	29,804	32,680	62,484
4715 IT Expendable Property					
3400 Other Funds Ltd	51,491	(14,093)	37,398	45,730	83,128
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	3,546,141	143,535	3,689,676	523,070	4,212,746
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
3400 Other Funds Ltd	53,921	(45,876)	8,045	100,300	108,345
5200 Technical Equipment					
3400 Other Funds Ltd	38,500	1,617	40,117	-	40,117
5400 Automotive and Aircraft					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3400 Other Funds Ltd	-	-	-	168,000	168,000
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	92,421	(44,259)	48,162	268,300	316,462
TOTAL EXPENDITURES					
3400 Other Funds Ltd	31,552,023	(48,064)	31,503,959	3,557,403	35,061,362
ENDING BALANCE					
3400 Other Funds Ltd	3,509,339	48,064	3,557,403	(3,557,403)	-
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	115	-	115	17	132
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	113.00	-	113.00	14.22	127.22

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
REVENUE CATEGORIES					
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	33,482,294	-	33,482,294	-	33,482,294
1020 Transfer In - Indirect Cost					
3400 Other Funds Ltd	7,517,394	-	7,517,394	-	7,517,394
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	40,999,688	-	40,999,688	-	40,999,688
AVAILABLE REVENUES					
3400 Other Funds Ltd	40,999,688	-	40,999,688	-	40,999,688
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	16,974,840	-	16,974,840	1,533,078	18,507,918
3160 Temporary Appointments					
3400 Other Funds Ltd	7,358	309	7,667	-	7,667
3170 Overtime Payments					
3400 Other Funds Ltd	49,133	2,064	51,197	-	51,197
3180 Shift Differential					
3400 Other Funds Ltd	3,042	128	3,170	-	3,170
3190 All Other Differential					
3400 Other Funds Ltd	12,377	519	12,896	-	12,896

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	17,046,750	3,020	17,049,770	1,533,078	18,582,848
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	4,876	-	4,876	552	5,428
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	3,263,408	520	3,263,928	294,196	3,558,124
3221 Pension Obligation Bond					
3400 Other Funds Ltd	824,781	75,784	900,565	-	900,565
3230 Social Security Taxes					
3400 Other Funds Ltd	1,288,165	230	1,288,395	117,281	1,405,676
3240 Unemployment Assessments					
3400 Other Funds Ltd	14,135	594	14,729	-	14,729
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	66,419	10	66,429	6,130	72,559
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	4,232	-	4,232	480	4,712
3260 Mass Transit Tax					
3400 Other Funds Ltd	73,748	28,550	102,298	-	102,298
3270 Flexible Benefits					
3400 Other Funds Ltd	3,643,200	-	3,643,200	415,800	4,059,000
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	9,182,964	105,688	9,288,652	834,439	10,123,091

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(145,384)	(198,639)	(344,023)	-	(344,023)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	26,084,330	(89,931)	25,994,399	2,367,517	28,361,916
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	108,961	4,577	113,538	-	113,538
4125 Out of State Travel					
3400 Other Funds Ltd	29,069	1,221	30,290	-	30,290
4150 Employee Training					
3400 Other Funds Ltd	75,903	3,188	79,091	12,480	91,571
4175 Office Expenses					
3400 Other Funds Ltd	328,261	11,786	340,047	12,480	352,527
4200 Telecommunications					
3400 Other Funds Ltd	135,428	2,127	137,555	25,080	162,635
4225 State Gov. Service Charges					
3400 Other Funds Ltd	3,843,660	1,103,079	4,946,739	-	4,946,739
4250 Data Processing					
3400 Other Funds Ltd	1,121,100	47,085	1,168,185	18,720	1,186,905
4275 Publicity and Publications					
3400 Other Funds Ltd	11,684	490	12,174	-	12,174
4300 Professional Services					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3400 Other Funds Ltd	149,920	13,193	163,113	-	163,113
4315 IT Professional Services					
3400 Other Funds Ltd	2,110,017	(362,671)	1,747,346	-	1,747,346
4325 Attorney General					
3400 Other Funds Ltd	553,382	97,783	651,165	-	651,165
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	8,289	348	8,637	-	8,637
4400 Dues and Subscriptions					
3400 Other Funds Ltd	13,783	578	14,361	-	14,361
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	249,182	10,465	259,647	204,000	463,647
4450 Fuels and Utilities					
3400 Other Funds Ltd	373,458	15,685	389,143	-	389,143
4475 Facilities Maintenance					
3400 Other Funds Ltd	229,540	9,641	239,181	-	239,181
4575 Agency Program Related S and S					
3400 Other Funds Ltd	14,097	592	14,689	-	14,689
4650 Other Services and Supplies					
3400 Other Funds Ltd	207,310	8,708	216,018	12,480	228,498
4715 IT Expendable Property					
3400 Other Funds Ltd	445,037	163	445,200	32,280	477,480
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	10,008,081	968,038	10,976,119	317,520	11,293,639

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
3400 Other Funds Ltd	61,600	(52,283)	9,317	70,800	80,117
5200 Technical Equipment					
3400 Other Funds Ltd	18,167	763	18,930	-	18,930
5400 Automotive and Aircraft					
3400 Other Funds Ltd	121,433	5,100	126,533	1,118,553	1,245,086
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	201,200	(46,420)	154,780	1,189,353	1,344,133
TOTAL EXPENDITURES					
3400 Other Funds Ltd	36,293,611	831,687	37,125,298	3,874,390	40,999,688
ENDING BALANCE					
3400 Other Funds Ltd	4,706,077	(831,687)	3,874,390	(3,874,390)	-
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	92	-	92	12	104
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	92.00	-	92.00	10.56	102.56

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	6,197,559	-	6,197,559	-	6,197,559
0030 Beginning Balance Adjustment					
3400 Other Funds Ltd	1,400,333	-	1,400,333	-	1,400,333
TOTAL BEGINNING BALANCE					
3400 Other Funds Ltd	7,597,892	-	7,597,892	-	7,597,892
REVENUE CATEGORIES					
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	32,341,206	-	32,341,206	-	32,341,206
TRANSFERS OUT					
2020 Transfer Out - Indirect Cost					
3400 Other Funds Ltd	(5,889,918)	-	(5,889,918)	-	(5,889,918)
2603 Tsfr To Agriculture, Dept of					
3400 Other Funds Ltd	(317,992)	-	(317,992)	(2,281,689)	(2,599,681)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(6,207,910)	-	(6,207,910)	(2,281,689)	(8,489,599)
AVAILABLE REVENUES					
3400 Other Funds Ltd	33,731,188	-	33,731,188	(2,281,689)	31,449,499
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	12,038,184	-	12,038,184	1,369,221	13,407,405
3170 Overtime Payments					
3400 Other Funds Ltd	79,428	3,336	82,764	-	82,764
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	12,117,612	3,336	12,120,948	1,369,221	13,490,169
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	4,240	-	4,240	532	4,772
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	2,325,361	640	2,326,001	262,752	2,588,753
3221 Pension Obligation Bond					
3400 Other Funds Ltd	589,846	50,594	640,440	-	640,440
3230 Social Security Taxes					
3400 Other Funds Ltd	927,002	255	927,257	104,744	1,032,001
3240 Unemployment Assessments					
3400 Other Funds Ltd	204	9	213	-	213
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	48,468	13	48,481	5,476	53,957
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	3,680	-	3,680	463	4,143
3260 Mass Transit Tax					
3400 Other Funds Ltd	55,304	17,422	72,726	-	72,726

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3270 Flexible Benefits					
3400 Other Funds Ltd	3,168,000	-	3,168,000	400,950	3,568,950
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	7,122,105	68,933	7,191,038	774,917	7,965,955
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(130,080)	(169,070)	(299,150)	-	(299,150)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	19,109,637	(96,801)	19,012,836	2,144,138	21,156,974
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	117,663	4,942	122,605	12,520	135,125
4125 Out of State Travel					
3400 Other Funds Ltd	16,533	694	17,227	-	17,227
4150 Employee Training					
3400 Other Funds Ltd	100,028	4,200	104,228	22,720	126,948
4175 Office Expenses					
3400 Other Funds Ltd	211,790	8,896	220,686	10,400	231,086
4200 Telecommunications					
3400 Other Funds Ltd	411,682	11,038	422,720	53,080	475,800
4225 State Gov. Service Charges					
3400 Other Funds Ltd	64,163	(426)	63,737	-	63,737
4250 Data Processing					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3400 Other Funds Ltd	129,209	5,427	134,636	16,640	151,276
4275 Publicity and Publications					
3400 Other Funds Ltd	3,246	135	3,381	450,000	453,381
4300 Professional Services					
3400 Other Funds Ltd	447,540	39,383	486,923	1	486,924
4315 IT Professional Services					
3400 Other Funds Ltd	2,625,651	231,058	2,856,709	-	2,856,709
4325 Attorney General					
3400 Other Funds Ltd	486,800	86,018	572,818	-	572,818
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	100,048	4,201	104,249	-	104,249
4400 Dues and Subscriptions					
3400 Other Funds Ltd	3,246	135	3,381	-	3,381
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	673,674	28,294	701,968	204,000	905,968
4475 Facilities Maintenance					
3400 Other Funds Ltd	941,332	39,537	980,869	-	980,869
4575 Agency Program Related S and S					
3400 Other Funds Ltd	245,055	(77,236)	167,819	250,000	417,819
4650 Other Services and Supplies					
3400 Other Funds Ltd	88,111	3,701	91,812	24,480	116,292
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	83,440	3,504	86,944	-	86,944

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
4715 IT Expendable Property					
3400 Other Funds Ltd	31,687	(22,928)	8,759	32,280	41,039
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	6,780,898	370,573	7,151,471	1,076,121	8,227,592
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
3400 Other Funds Ltd	69,300	(61,277)	8,023	70,800	78,823
5400 Automotive and Aircraft					
3400 Other Funds Ltd	-	-	-	134,400	134,400
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	69,300	(61,277)	8,023	205,200	213,223
TOTAL EXPENDITURES					
3400 Other Funds Ltd	25,959,835	212,495	26,172,330	3,425,459	29,597,789
ENDING BALANCE					
3400 Other Funds Ltd	7,771,353	(212,495)	7,558,858	(5,707,148)	1,851,710
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	80	-	80	12	92
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	80.00	-	80.00	10.18	90.18

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
REVENUE CATEGORIES					
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	181,571,916	-	181,571,916	-	181,571,916
AVAILABLE REVENUES					
3400 Other Funds Ltd	181,571,916	-	181,571,916	-	181,571,916
EXPENDITURES					
SERVICES & SUPPLIES					
4300 Professional Services					
3400 Other Funds Ltd	166,885,952	14,685,964	181,571,916	-	181,571,916
ENDING BALANCE					
3400 Other Funds Ltd	14,685,964	(14,685,964)	-	-	-

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	219,130	-	219,130	-	219,130
0030 Beginning Balance Adjustment					
3400 Other Funds Ltd	4,508,299	-	4,508,299	-	4,508,299
TOTAL BEGINNING BALANCE					
3400 Other Funds Ltd	4,727,429	-	4,727,429	-	4,727,429
REVENUE CATEGORIES					
TRANSFERS IN					
1150 Tsfr From Revenue, Dept of					
3400 Other Funds Ltd	7,000,000	-	7,000,000	-	7,000,000
1443 Tsfr From Oregon Health Authority					
3400 Other Funds Ltd	528,000	-	528,000	-	528,000
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	7,528,000	-	7,528,000	-	7,528,000
TRANSFERS OUT					
2020 Transfer Out - Indirect Cost					
3400 Other Funds Ltd	(1,627,476)	-	(1,627,476)	-	(1,627,476)
AVAILABLE REVENUES					
3400 Other Funds Ltd	10,627,953	-	10,627,953	-	10,627,953
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	3,014,040	-	3,014,040	-	3,014,040
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	1,113	-	1,113	-	1,113
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	578,390	-	578,390	-	578,390
3221 Pension Obligation Bond					
3400 Other Funds Ltd	158,297	1,001	159,298	-	159,298
3230 Social Security Taxes					
3400 Other Funds Ltd	230,578	-	230,578	-	230,578
3240 Unemployment Assessments					
3400 Other Funds Ltd	739	31	770	-	770
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	12,055	-	12,055	-	12,055
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	966	-	966	-	966
3260 Mass Transit Tax					
3400 Other Funds Ltd	18,685	(601)	18,084	-	18,084
3270 Flexible Benefits					
3400 Other Funds Ltd	831,600	-	831,600	-	831,600
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	1,832,423	431	1,832,854	-	1,832,854

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(43,998)	(34,528)	(78,526)	-	(78,526)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	4,802,465	(34,097)	4,768,368	-	4,768,368
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	50,522	2,122	52,644	-	52,644
4175 Office Expenses					
3400 Other Funds Ltd	24,901	1,046	25,947	-	25,947
4200 Telecommunications					
3400 Other Funds Ltd	217,534	9,136	226,670	-	226,670
4225 State Gov. Service Charges					
3400 Other Funds Ltd	21,710	(465)	21,245	-	21,245
4250 Data Processing					
3400 Other Funds Ltd	993,518	41,728	1,035,246	-	1,035,246
4300 Professional Services					
3400 Other Funds Ltd	607	53	660	-	660
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	1,515	64	1,579	-	1,579
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	160,249	6,730	166,979	-	166,979
4650 Other Services and Supplies					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
3400 Other Funds Ltd	30,457	1,279	31,736	-	31,736
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	1,501,013	61,693	1,562,706	-	1,562,706
TOTAL EXPENDITURES					
3400 Other Funds Ltd	6,303,478	27,596	6,331,074	-	6,331,074
ENDING BALANCE					
3400 Other Funds Ltd	4,324,475	(27,596)	4,296,879	-	4,296,879
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	21	-	21	-	21
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	21.00	-	21.00	-	21.00

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
REVENUE CATEGORIES					
TRANSFERS IN					
1010 Transfer In - Intrafund					
3010 Other Funds Cap Improve	247,753	-	247,753	-	247,753
AVAILABLE REVENUES					
3010 Other Funds Cap Improve	247,753	-	247,753	-	247,753
EXPENDITURES					
CAPITAL OUTLAY					
5650 Land Improvements					
3010 Other Funds Cap Improve	5,572	234	5,806	-	5,806
5700 Building Structures					
3010 Other Funds Cap Improve	442,173	(200,226)	241,947	-	241,947
TOTAL CAPITAL OUTLAY					
3010 Other Funds Cap Improve	447,745	(199,992)	247,753	-	247,753
ENDING BALANCE					
3010 Other Funds Cap Improve	(199,992)	199,992	-	-	-

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	1,500,000	-	1,500,000	-	1,500,000
REVENUE CATEGORIES					
TAXES					
0185 Privilege Taxes					
3400 Other Funds Ltd	30,585,718	-	30,585,718	-	30,585,718
8800 General Fund Revenue	11,591,501	-	11,591,501	-	11,591,501
All Funds	42,177,219	-	42,177,219	-	42,177,219
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	7,924,023	-	7,924,023	-	7,924,023
8800 General Fund Revenue	10,085,121	-	10,085,121	-	10,085,121
All Funds	18,009,144	-	18,009,144	-	18,009,144
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	440,000	-	440,000	-	440,000
8800 General Fund Revenue	560,000	-	560,000	-	560,000
All Funds	1,000,000	-	1,000,000	-	1,000,000
0710 Liquor Sales					
3010 Other Funds Cap Improve	247,753	-	247,753	-	247,753
3400 Other Funds Ltd	1,616,676,850	-	1,616,676,850	-	1,616,676,850
8800 General Fund Revenue	363,810,923	-	363,810,923	-	363,810,923

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
All Funds	1,980,735,526	-	1,980,735,526	-	1,980,735,526
TOTAL SALES INCOME					
3010 Other Funds Cap Improve	247,753	-	247,753	-	247,753
3400 Other Funds Ltd	1,617,116,850	-	1,617,116,850	-	1,617,116,850
8800 General Fund Revenue	364,370,923	-	364,370,923	-	364,370,923
TOTAL SALES INCOME	**$1,981,735,526**	**-**	**$1,981,735,526**	**-**	**$1,981,735,526**
COST OF GOODS SOLD					
0755 Liquor Cost of Goods Sold					
3400 Other Funds Ltd	(992,479,071)	-	(992,479,071)	-	(992,479,071)
8800 General Fund Revenue	(41,550,545)	-	(41,550,545)	-	(41,550,545)
All Funds	(1,034,029,616)	-	(1,034,029,616)	-	(1,034,029,616)
0760 Cost of Goods Sold					
3400 Other Funds Ltd	(23,180,040)	-	(23,180,040)	-	(23,180,040)
TOTAL COST OF GOODS SOLD					
3400 Other Funds Ltd	(1,015,659,111)	-	(1,015,659,111)	-	(1,015,659,111)
8800 General Fund Revenue	(41,550,545)	-	(41,550,545)	-	(41,550,545)
TOTAL COST OF GOODS SOLD	**($1,057,209,656)**	**-**	**($1,057,209,656)**	**-**	**($1,057,209,656)**
TOTAL REVENUES					
3010 Other Funds Cap Improve	247,753	-	247,753	-	247,753
3400 Other Funds Ltd	639,967,480	-	639,967,480	-	639,967,480
8800 General Fund Revenue	344,497,000	-	344,497,000	-	344,497,000
TOTAL REVENUES	**$984,712,233**	**-**	**$984,712,233**	**-**	**$984,712,233**
TRANSFERS OUT					

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
2010 Transfer Out - Intrafund					
3010 Other Funds Cap Improve	(247,753)	-	(247,753)	-	(247,753)
3400 Other Funds Ltd	(351,875,480)	-	(351,875,480)	-	(351,875,480)
All Funds	(352,123,233)	-	(352,123,233)	-	(352,123,233)
2050 Transfer to Other					
3400 Other Funds Ltd	(779,000)	-	(779,000)	-	(779,000)
2060 Transfer to General Fund					
8800 General Fund Revenue	(344,497,000)	-	(344,497,000)	-	(344,497,000)
2070 Transfer to Cities					
3400 Other Funds Ltd	(120,832,000)	-	(120,832,000)	-	(120,832,000)
2080 Transfer to Counties					
3400 Other Funds Ltd	(60,412,000)	-	(60,412,000)	-	(60,412,000)
2107 Tsfr To Administrative Svcs					
3400 Other Funds Ltd	(84,580,000)	-	(84,580,000)	-	(84,580,000)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(21,489,000)	-	(21,489,000)	-	(21,489,000)
TOTAL TRANSFERS OUT					
3010 Other Funds Cap Improve	(247,753)	-	(247,753)	-	(247,753)
3400 Other Funds Ltd	(639,967,480)	-	(639,967,480)	-	(639,967,480)
8800 General Fund Revenue	(344,497,000)	-	(344,497,000)	-	(344,497,000)
TOTAL TRANSFERS OUT	**($984,712,233)**	**-**	**($984,712,233)**	**-**	**($984,712,233)**
AVAILABLE REVENUES					
3400 Other Funds Ltd	1,500,000	-	1,500,000	-	1,500,000

Description	2023-25 Base Budget	Essential Packages	2023-25 Current Service Level	Policy Packages	2023-25 Agency Request Budget
ENDING BALANCE					
3400 Other Funds Ltd	1,500,000	-	1,500,000	-	1,500,000

DETAIL REVENUES & EXPENDITURES – ESSENTIAL PACKAGES (BDV-004B)

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	19,974	19,974	-	-		
3170 Overtime Payments						
3400 Other Funds Ltd	18,899	18,899	-	-		
3180 Shift Differential						
3400 Other Funds Ltd	2,851	2,851	-	-		
3190 All Other Differential						
3400 Other Funds Ltd	2,654	2,654	-	-		
SALARIES & WAGES						
3400 Other Funds Ltd	44,378	44,378	-	-		
TOTAL SALARIES & WAGES	**$44,378**	**$44,378**	**-**	**-**		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	4,683	4,683	-	-		
3221 Pension Obligation Bond						
3400 Other Funds Ltd	182,012	182,012	-	-		
3230 Social Security Taxes						
3400 Other Funds Ltd	3,393	3,393	-	-		
3240 Unemployment Assessments						
3400 Other Funds Ltd	1,332	1,332	-	-		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	97	97	-	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	52,718	52,718	-	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	244,235	244,235	-	-		
TOTAL OTHER PAYROLL EXPENSES	**$244,235**	**$244,235**	**-**	**-**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(735,954)	(735,954)	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	(447,341)	(447,341)	-	-		
TOTAL PERSONAL SERVICES	**($447,341)**	**($447,341)**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	24,065	-	-	24,065		
4125 Out of State Travel						
3400 Other Funds Ltd	2,713	-	-	2,713		
4150 Employee Training						
3400 Other Funds Ltd	18,314	-	-	18,314		
4175 Office Expenses						
3400 Other Funds Ltd	797,217	-	-	797,217		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
4200 Telecommunications						
3400 Other Funds Ltd	66,553	-	(12,500)	79,053		
4225 State Gov. Service Charges						
3400 Other Funds Ltd	1,101,369	-	-	1,101,369		
4250 Data Processing						
3400 Other Funds Ltd	100,221	-	-	100,221		
4275 Publicity and Publications						
3400 Other Funds Ltd	4,145	-	-	4,145		
4300 Professional Services						
3400 Other Funds Ltd	14,771,194	-	-	14,771,194		
4315 IT Professional Services						
3400 Other Funds Ltd	(126,051)	-	(504,000)	377,949		
4325 Attorney General						
3400 Other Funds Ltd	183,801	-	-	183,801		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	5,406	-	-	5,406		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	1,230	-	-	1,230		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	82,666	-	-	82,666		
4450 Fuels and Utilities						
3400 Other Funds Ltd	26,624	-	-	26,624		
4475 Facilities Maintenance						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
3400 Other Funds Ltd	51,288	-	-	51,288		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	(69,057)	-	(84,000)	14,943		
4650 Other Services and Supplies						
3400 Other Funds Ltd	(2,004,470)	-	(2,019,952)	15,482		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	3,504	-	-	3,504		
4715 IT Expendable Property						
3400 Other Funds Ltd	(35,278)	-	(57,080)	21,802		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	15,005,454	-	(2,677,532)	17,682,986		
TOTAL SERVICES & SUPPLIES	**$15,005,454**	**-**	**($2,677,532)**	**$17,682,986**		
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	(159,436)	-	(161,700)	2,264		
5200 Technical Equipment						
3400 Other Funds Ltd	2,380	-	-	2,380		
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	(268,979)	-	(270,000)	1,021		
5400 Automotive and Aircraft						
3400 Other Funds Ltd	5,100	-	-	5,100		
5550 Data Processing Software						
3400 Other Funds Ltd	(27,000,000)	-	(27,000,000)	-		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
5600 Data Processing Hardware						
3400 Other Funds Ltd	688	-	-	688		
5650 Land Improvements						
3010 Other Funds Cap Improve	234	-	-	234		
5700 Building Structures						
3010 Other Funds Cap Improve	(200,226)	-	(210,000)	9,774		
CAPITAL OUTLAY						
3010 Other Funds Cap Improve	(199,992)	-	(210,000)	10,008		
3400 Other Funds Ltd	(27,420,247)	-	(27,431,700)	11,453		
TOTAL CAPITAL OUTLAY	**($27,620,239)**	**-**	**($27,641,700)**	**$21,461**		
EXPENDITURES						
3010 Other Funds Cap Improve	(199,992)	-	(210,000)	10,008		
3400 Other Funds Ltd	(12,862,134)	(447,341)	(30,109,232)	17,694,439		
TOTAL EXPENDITURES	**($13,062,126)**	**($447,341)**	**($30,319,232)**	**$17,704,447**		
ENDING BALANCE						
3010 Other Funds Cap Improve	199,992	-	210,000	(10,008)		
3400 Other Funds Ltd	12,862,134	447,341	30,109,232	(17,694,439)		
TOTAL ENDING BALANCE	**$13,062,126**	**$447,341**	**$30,319,232**	**($17,704,447)**		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	14,286	14,286	-	-		
3170 Overtime Payments						
3400 Other Funds Ltd	8,993	8,993	-	-		
3180 Shift Differential						
3400 Other Funds Ltd	104	104	-	-		
3190 All Other Differential						
3400 Other Funds Ltd	374	374	-	-		
SALARIES & WAGES						
3400 Other Funds Ltd	23,757	23,757	-	-		
TOTAL SALARIES & WAGES	**$23,757**	**$23,757**	**-**	**-**		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	1,818	1,818	-	-		
3221 Pension Obligation Bond						
3400 Other Funds Ltd	24,452	24,452	-	-		
3230 Social Security Taxes						
3400 Other Funds Ltd	1,817	1,817	-	-		
3240 Unemployment Assessments						
3400 Other Funds Ltd	278	278	-	-		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	38	38	-	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	1,738	1,738	-	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	30,141	30,141	-	-		
TOTAL OTHER PAYROLL EXPENSES	**$30,141**	**$30,141**	**-**	**-**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(133,070)	(133,070)	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	(79,172)	(79,172)	-	-		
TOTAL PERSONAL SERVICES	**($79,172)**	**($79,172)**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	2,477	-	-	2,477		
4125 Out of State Travel						
3400 Other Funds Ltd	228	-	-	228		
4150 Employee Training						
3400 Other Funds Ltd	220	-	-	220		
4175 Office Expenses						
3400 Other Funds Ltd	760,922	-	-	760,922		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
4200 Telecommunications						
3400 Other Funds Ltd	2,735	-	-	2,735		
4225 State Gov. Service Charges						
3400 Other Funds Ltd	(319)	-	-	(319)		
4250 Data Processing						
3400 Other Funds Ltd	3,606	-	-	3,606		
4275 Publicity and Publications						
3400 Other Funds Ltd	768	-	-	768		
4300 Professional Services						
3400 Other Funds Ltd	1,356	-	-	1,356		
4315 IT Professional Services						
3400 Other Funds Ltd	464	-	-	464		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	401	-	-	401		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	100	-	-	100		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	3,538	-	-	3,538		
4450 Fuels and Utilities						
3400 Other Funds Ltd	9,923	-	-	9,923		
4475 Facilities Maintenance						
3400 Other Funds Ltd	1,296	-	-	1,296		
4575 Agency Program Related S and S						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
3400 Other Funds Ltd	5,715	-	-	5,715		
4650 Other Services and Supplies						
3400 Other Funds Ltd	(2,019,359)	-	(2,019,952)	593		
4715 IT Expendable Property						
3400 Other Funds Ltd	1,580	-	-	1,580		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	(1,224,349)	-	(2,019,952)	795,603		
TOTAL SERVICES & SUPPLIES	**($1,224,349)**	**-**	**($2,019,952)**	**$795,603**		
CAPITAL OUTLAY						
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	(268,979)	-	(270,000)	1,021		
5550 Data Processing Software						
3400 Other Funds Ltd	(27,000,000)	-	(27,000,000)	-		
5600 Data Processing Hardware						
3400 Other Funds Ltd	688	-	-	688		
CAPITAL OUTLAY						
3400 Other Funds Ltd	(27,268,291)	-	(27,270,000)	1,709		
TOTAL CAPITAL OUTLAY	**($27,268,291)**	**-**	**($27,270,000)**	**$1,709**		
EXPENDITURES						
3400 Other Funds Ltd	(28,571,812)	(79,172)	(29,289,952)	797,312		
TOTAL EXPENDITURES	**($28,571,812)**	**($79,172)**	**($29,289,952)**	**$797,312**		
ENDING BALANCE						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
3400 Other Funds Ltd	28,571,812	79,172	29,289,952	(797,312)		
TOTAL ENDING BALANCE	**$28,571,812**	**$79,172**	**$29,289,952**	**($797,312)**		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	5,379	5,379	-	-		
3170 Overtime Payments						
3400 Other Funds Ltd	4,506	4,506	-	-		
3180 Shift Differential						
3400 Other Funds Ltd	2,619	2,619	-	-		
3190 All Other Differential						
3400 Other Funds Ltd	1,761	1,761	-	-		
SALARIES & WAGES						
3400 Other Funds Ltd	14,265	14,265	-	-		
TOTAL SALARIES & WAGES	**$14,265**	**$14,265**	**-**	**-**		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	1,705	1,705	-	-		
3221 Pension Obligation Bond						
3400 Other Funds Ltd	30,181	30,181	-	-		
3230 Social Security Taxes						
3400 Other Funds Ltd	1,091	1,091	-	-		
3240 Unemployment Assessments						
3400 Other Funds Ltd	420	420	-	-		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	36	36	-	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	5,609	5,609	-	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	39,042	39,042	-	-		
TOTAL OTHER PAYROLL EXPENSES	**$39,042**	**$39,042**	**-**	**-**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(200,647)	(200,647)	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	(147,340)	(147,340)	-	-		
TOTAL PERSONAL SERVICES	**($147,340)**	**($147,340)**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	9,947	-	-	9,947		
4125 Out of State Travel						
3400 Other Funds Ltd	570	-	-	570		
4150 Employee Training						
3400 Other Funds Ltd	10,706	-	-	10,706		
4175 Office Expenses						
3400 Other Funds Ltd	14,567	-	-	14,567		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
4200 Telecommunications						
3400 Other Funds Ltd	41,517	-	(3,000)	44,517		
4225 State Gov. Service Charges						
3400 Other Funds Ltd	(500)	-	-	(500)		
4250 Data Processing						
3400 Other Funds Ltd	2,375	-	-	2,375		
4275 Publicity and Publications						
3400 Other Funds Ltd	2,752	-	-	2,752		
4300 Professional Services						
3400 Other Funds Ltd	31,245	-	-	31,245		
4315 IT Professional Services						
3400 Other Funds Ltd	5,098	-	-	5,098		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	392	-	-	392		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	417	-	-	417		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	33,639	-	-	33,639		
4450 Fuels and Utilities						
3400 Other Funds Ltd	1,016	-	-	1,016		
4475 Facilities Maintenance						
3400 Other Funds Ltd	814	-	-	814		
4575 Agency Program Related S and S						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
3400 Other Funds Ltd	1,872	-	-	1,872		
4650 Other Services and Supplies						
3400 Other Funds Ltd	1,201	-	-	1,201		
4715 IT Expendable Property						
3400 Other Funds Ltd	(14,093)	-	(15,600)	1,507		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	143,535	-	(18,600)	162,135		
TOTAL SERVICES & SUPPLIES	**$143,535**	**-**	**($18,600)**	**$162,135**		
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	(45,876)	-	(46,200)	324		
5200 Technical Equipment						
3400 Other Funds Ltd	1,617	-	-	1,617		
CAPITAL OUTLAY						
3400 Other Funds Ltd	(44,259)	-	(46,200)	1,941		
TOTAL CAPITAL OUTLAY	**($44,259)**	**-**	**($46,200)**	**$1,941**		
EXPENDITURES						
3400 Other Funds Ltd	(48,064)	(147,340)	(64,800)	164,076		
TOTAL EXPENDITURES	**($48,064)**	**($147,340)**	**($64,800)**	**$164,076**		
ENDING BALANCE						
3400 Other Funds Ltd	48,064	147,340	64,800	(164,076)		
TOTAL ENDING BALANCE	**$48,064**	**$147,340**	**$64,800**	**($164,076)**		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
3400 Other Funds Ltd	309	309	-	-		
3170 Overtime Payments						
3400 Other Funds Ltd	2,064	2,064	-	-		
3180 Shift Differential						
3400 Other Funds Ltd	128	128	-	-		
3190 All Other Differential						
3400 Other Funds Ltd	519	519	-	-		
SALARIES & WAGES						
3400 Other Funds Ltd	3,020	3,020	-	-		
TOTAL SALARIES & WAGES	**$3,020**	**$3,020**	**-**	**-**		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	520	520	-	-		
3221 Pension Obligation Bond						
3400 Other Funds Ltd	75,784	75,784	-	-		
3230 Social Security Taxes						
3400 Other Funds Ltd	230	230	-	-		
3240 Unemployment Assessments						
3400 Other Funds Ltd	594	594	-	-		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	10	10	-	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	28,550	28,550	-	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	105,688	105,688	-	-		
TOTAL OTHER PAYROLL EXPENSES	**$105,688**	**$105,688**	**-**	**-**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(198,639)	(198,639)	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	(89,931)	(89,931)	-	-		
TOTAL PERSONAL SERVICES	**($89,931)**	**($89,931)**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	4,577	-	-	4,577		
4125 Out of State Travel						
3400 Other Funds Ltd	1,221	-	-	1,221		
4150 Employee Training						
3400 Other Funds Ltd	3,188	-	-	3,188		
4175 Office Expenses						
3400 Other Funds Ltd	11,786	-	-	11,786		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
4200 Telecommunications						
3400 Other Funds Ltd	2,127	-	(3,500)	5,627		
4225 State Gov. Service Charges						
3400 Other Funds Ltd	1,103,079	-	-	1,103,079		
4250 Data Processing						
3400 Other Funds Ltd	47,085	-	-	47,085		
4275 Publicity and Publications						
3400 Other Funds Ltd	490	-	-	490		
4300 Professional Services						
3400 Other Funds Ltd	13,193	-	-	13,193		
4315 IT Professional Services						
3400 Other Funds Ltd	(362,671)	-	(504,000)	141,329		
4325 Attorney General						
3400 Other Funds Ltd	97,783	-	-	97,783		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	348	-	-	348		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	578	-	-	578		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	10,465	-	-	10,465		
4450 Fuels and Utilities						
3400 Other Funds Ltd	15,685	-	-	15,685		
4475 Facilities Maintenance						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
3400 Other Funds Ltd	9,641	-	-	9,641		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	592	-	-	592		
4650 Other Services and Supplies						
3400 Other Funds Ltd	8,708	-	-	8,708		
4715 IT Expendable Property						
3400 Other Funds Ltd	163	-	(18,200)	18,363		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	968,038	-	(525,700)	1,493,738		
TOTAL SERVICES & SUPPLIES	**$968,038**	**-**	**($525,700)**	**$1,493,738**		
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	(52,283)	-	(53,900)	1,617		
5200 Technical Equipment						
3400 Other Funds Ltd	763	-	-	763		
5400 Automotive and Aircraft						
3400 Other Funds Ltd	5,100	-	-	5,100		
CAPITAL OUTLAY						
3400 Other Funds Ltd	(46,420)	-	(53,900)	7,480		
TOTAL CAPITAL OUTLAY	**($46,420)**	**-**	**($53,900)**	**$7,480**		
EXPENDITURES						
3400 Other Funds Ltd	831,687	(89,931)	(579,600)	1,501,218		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
TOTAL EXPENDITURES	**$831,687**	**($89,931)**	**($579,600)**	**$1,501,218**		
ENDING BALANCE						
3400 Other Funds Ltd	(831,687)	89,931	579,600	(1,501,218)		
TOTAL ENDING BALANCE	**($831,687)**	**$89,931**	**$579,600**	**($1,501,218)**		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3170 Overtime Payments						
3400 Other Funds Ltd	3,336	3,336	-	-		
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	640	640	-	-		
3221 Pension Obligation Bond						
3400 Other Funds Ltd	50,594	50,594	-	-		
3230 Social Security Taxes						
3400 Other Funds Ltd	255	255	-	-		
3240 Unemployment Assessments						
3400 Other Funds Ltd	9	9	-	-		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	13	13	-	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	17,422	17,422	-	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	68,933	68,933	-	-		
TOTAL OTHER PAYROLL EXPENSES	**$68,933**	**$68,933**	**-**	**-**		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
3400 Other Funds Ltd	(169,070)	(169,070)	-	-		
PERSONAL SERVICES						
3400 Other Funds Ltd	(96,801)	(96,801)	-	-		
TOTAL PERSONAL SERVICES	**($96,801)**	**($96,801)**	**-**	**-**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	4,942	-	-	4,942		
4125 Out of State Travel						
3400 Other Funds Ltd	694	-	-	694		
4150 Employee Training						
3400 Other Funds Ltd	4,200	-	-	4,200		
4175 Office Expenses						
3400 Other Funds Ltd	8,896	-	-	8,896		
4200 Telecommunications						
3400 Other Funds Ltd	11,038	-	(6,000)	17,038		
4225 State Gov. Service Charges						
3400 Other Funds Ltd	(426)	-	-	(426)		
4250 Data Processing						
3400 Other Funds Ltd	5,427	-	-	5,427		
4275 Publicity and Publications						
3400 Other Funds Ltd	135	-	-	135		
4300 Professional Services						
3400 Other Funds Ltd	39,383	-	-	39,383		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
4315 IT Professional Services						
3400 Other Funds Ltd	231,058	-	-	231,058		
4325 Attorney General						
3400 Other Funds Ltd	86,018	-	-	86,018		
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	4,201	-	-	4,201		
4400 Dues and Subscriptions						
3400 Other Funds Ltd	135	-	-	135		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	28,294	-	-	28,294		
4475 Facilities Maintenance						
3400 Other Funds Ltd	39,537	-	-	39,537		
4575 Agency Program Related S and S						
3400 Other Funds Ltd	(77,236)	-	(84,000)	6,764		
4650 Other Services and Supplies						
3400 Other Funds Ltd	3,701	-	-	3,701		
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	3,504	-	-	3,504		
4715 IT Expendable Property						
3400 Other Funds Ltd	(22,928)	-	(23,280)	352		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	370,573	-	(113,280)	483,853		
TOTAL SERVICES & SUPPLIES	**$370,573**	**-**	**($113,280)**	**$483,853**		

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00		
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	(61,277)	-	(61,600)	323		
EXPENDITURES						
3400 Other Funds Ltd	212,495	(96,801)	(174,880)	484,176		
TOTAL EXPENDITURES	**$212,495**	**($96,801)**	**($174,880)**	**$484,176**		
ENDING BALANCE						
3400 Other Funds Ltd	(212,495)	96,801	174,880	(484,176)		
TOTAL ENDING BALANCE	**($212,495)**	**$96,801**	**$174,880**	**($484,176)**		

Description	Total Essential Packages	Pkg: 031 Standard Inflation Priority: 00				
EXPENDITURES						
SERVICES & SUPPLIES						
4300 Professional Services						
3400 Other Funds Ltd	14,685,964	14,685,964				
ENDING BALANCE						
3400 Other Funds Ltd	(14,685,964)	(14,685,964)				
TOTAL ENDING BALANCE	**($14,685,964)**	**($14,685,964)**				

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
EXPENDITURES						
PERSONAL SERVICES						
OTHER PAYROLL EXPENSES						
3221 Pension Obligation Bond						
3400 Other Funds Ltd	1,001	1,001	-			
3240 Unemployment Assessments						
3400 Other Funds Ltd	31	31	-			
3260 Mass Transit Tax						
3400 Other Funds Ltd	(601)	(601)	-			
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	431	431	-			
TOTAL OTHER PAYROLL EXPENSES	**$431**	**$431**	**-**			
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(34,528)	(34,528)	-			
PERSONAL SERVICES						
3400 Other Funds Ltd	(34,097)	(34,097)	-			
TOTAL PERSONAL SERVICES	**($34,097)**	**($34,097)**	**-**			
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	2,122	-	2,122			
4175 Office Expenses						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
3400 Other Funds Ltd	1,046	-	1,046			
4200 Telecommunications						
3400 Other Funds Ltd	9,136	-	9,136			
4225 State Gov. Service Charges						
3400 Other Funds Ltd	(465)	-	(465)			
4250 Data Processing						
3400 Other Funds Ltd	41,728	-	41,728			
4300 Professional Services						
3400 Other Funds Ltd	53	-	53			
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	64	-	64			
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	6,730	-	6,730			
4650 Other Services and Supplies						
3400 Other Funds Ltd	1,279	-	1,279			
SERVICES & SUPPLIES						
3400 Other Funds Ltd	61,693	-	61,693			
TOTAL SERVICES & SUPPLIES	**$61,693**	**-**	**$61,693**			
EXPENDITURES						
3400 Other Funds Ltd	27,596	(34,097)	61,693			
TOTAL EXPENDITURES	**$27,596**	**($34,097)**	**$61,693**			
ENDING BALANCE						

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
3400 Other Funds Ltd	(27,596)	34,097	(61,693)			
TOTAL ENDING BALANCE	**($27,596)**	**$34,097**	**($61,693)**			

Description	Total Essential Packages	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00			
EXPENDITURES						
CAPITAL OUTLAY						
5650 Land Improvements						
3010 Other Funds Cap Improve	234	-	234			
5700 Building Structures						
3010 Other Funds Cap Improve	(200,226)	(210,000)	9,774			
CAPITAL OUTLAY						
3010 Other Funds Cap Improve	(199,992)	(210,000)	10,008			
TOTAL CAPITAL OUTLAY	**($199,992)**	**($210,000)**	**$10,008**			
ENDING BALANCE						
3010 Other Funds Cap Improve	199,992	210,000	(10,008)			
TOTAL ENDING BALANCE	**$199,992**	**$210,000**	**($10,008)**			

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DETAIL REVENUES & EXPENDITURES – POLICY PACKAGES (BDV-004B)

Description	Total Policy Packages	Pkg: 101 IT Modernization Bonded Costs Priority: 01	Pkg: 102 Warehouse and Nonbonded IT Costs Priority: 02	Pkg: 303 IT Risk Mitigation Priority: 03	Pkg: 104 Distribution Center Equipment Replacement Priority: 04	Pkg: 305 Vehicle Replacement Priority: 05
TRANSFERS OUT						
2603 Tsfr To Agriculture, Dept of						
3400 Other Funds Ltd	(2,281,689)	-	-	-	-	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	(2,281,689)	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**($2,281,689)**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	4,634,178	-	-	326,046	-	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	1,826	-	-	92	-	-
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	889,297	-	-	62,569	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	354,515	-	-	24,942	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	18,533	-	-	1,304	-	-
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	1,589	-	-	80	-	-
3270 Flexible Benefits						

Description	Total Policy Packages	Pkg: 101 IT Modernization Bonded Costs Priority: 01	Pkg: 102 Warehouse and Nonbonded IT Costs Priority: 02	Pkg: 303 IT Risk Mitigation Priority: 03	Pkg: 104 Distribution Center Equipment Replacement Priority: 04	Pkg: 305 Vehicle Replacement Priority: 05
3400 Other Funds Ltd	1,377,750	-	-	69,300	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	2,643,510	-	-	158,287	-	-
TOTAL OTHER PAYROLL EXPENSES	**$2,643,510**	**-**	**-**	**$158,287**	**-**	**-**
PERSONAL SERVICES						
3400 Other Funds Ltd	7,277,688	-	-	484,333	-	-
TOTAL PERSONAL SERVICES	**$7,277,688**	**-**	**-**	**$484,333**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	28,170	-	-	-	-	-
4150 Employee Training						
3400 Other Funds Ltd	65,680	-	-	2,080	-	-
4175 Office Expenses						
3400 Other Funds Ltd	1,744,160	-	1,706,200	2,080	-	-
4200 Telecommunications						
3400 Other Funds Ltd	148,690	-	-	4,180	-	-
4250 Data Processing						
3400 Other Funds Ltd	59,280	-	-	3,120	-	-
4275 Publicity and Publications						
3400 Other Funds Ltd	1,050,000	-	-	-	-	-
4300 Professional Services						
3400 Other Funds Ltd	1,000,001	-	-	-	-	-

Description	Total Policy Packages	Pkg: 101 IT Modernization Bonded Costs Priority: 01	Pkg: 102 Warehouse and Nonbonded IT Costs Priority: 02	Pkg: 303 IT Risk Mitigation Priority: 03	Pkg: 104 Distribution Center Equipment Replacement Priority: 04	Pkg: 305 Vehicle Replacement Priority: 05
4315 IT Professional Services						
3400 Other Funds Ltd	5,349,573	-	5,349,573	-	-	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	697,000	-	-	34,000	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	250,000	-	-	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	1,429,640	-	1,360,000	2,080	-	-
4715 IT Expendable Property						
3400 Other Funds Ltd	110,290	-	-	5,380	-	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	11,932,484	-	8,415,773	52,920	-	-
TOTAL SERVICES & SUPPLIES	**$11,932,484**	**-**	**$8,415,773**	**$52,920**	**-**	**-**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	1,441,900	-	1,200,000	11,800	-	-
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	4,950,000	-	4,788,000	-	162,000	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	1,420,953	-	-	-	-	1,118,553
5550 Data Processing Software						
3400 Other Funds Ltd	23,200,000	23,200,000	-	-	-	-
CAPITAL OUTLAY						

Description	Total Policy Packages	Pkg: 101 IT Modernization Bonded Costs Priority: 01	Pkg: 102 Warehouse and Nonbonded IT Costs Priority: 02	Pkg: 303 IT Risk Mitigation Priority: 03	Pkg: 104 Distribution Center Equipment Replacement Priority: 04	Pkg: 305 Vehicle Replacement Priority: 05
3400 Other Funds Ltd	31,012,853	23,200,000	5,988,000	11,800	162,000	1,118,553
TOTAL CAPITAL OUTLAY	**$31,012,853**	**$23,200,000**	**$5,988,000**	**$11,800**	**$162,000**	**$1,118,553**
EXPENDITURES						
3400 Other Funds Ltd	50,223,025	23,200,000	14,403,773	549,053	162,000	1,118,553
TOTAL EXPENDITURES	**$50,223,025**	**$23,200,000**	**$14,403,773**	**$549,053**	**$162,000**	**$1,118,553**
ENDING BALANCE						
3400 Other Funds Ltd	(52,504,714)	(23,200,000)	(14,403,773)	(549,053)	(162,000)	(1,118,553)
TOTAL ENDING BALANCE	**($52,504,714)**	**($23,200,000)**	**($14,403,773)**	**($549,053)**	**($162,000)**	**($1,118,553)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	41	-	-	2	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	34.96	-	-	1.76	-	-

Description	Pkg: 306 Human Resources Staffing Priority: 06	Pkg: 307 Financial Services Staffing Priority: 07	Pkg: 208 Alcohol Licensing Staffing Priority: 08	Pkg: 109 Alcohol Communication Outreach Priority: 09	Pkg: 410 Cannabis Communication Outreach Priority: 10	Pkg: 211 Public Safety Call Center Staffing Priority: 11
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	284,151	405,231	710,472	-	-	292,089
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	92	138	322	-	-	138
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	54,528	77,763	136,340	-	-	56,051
3230 Social Security Taxes						
3400 Other Funds Ltd	21,738	31,000	54,352	-	-	22,345
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	1,136	1,621	2,841	-	-	1,169
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	80	120	280	-	-	120
3270 Flexible Benefits						
3400 Other Funds Ltd	69,300	103,950	242,550	-	-	103,950
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	146,874	214,592	436,685	-	-	183,773
TOTAL OTHER PAYROLL EXPENSES	**$146,874**	**$214,592**	**$436,685**	**-**	**-**	**$183,773**
PERSONAL SERVICES						
3400 Other Funds Ltd	431,025	619,823	1,147,157	-	-	475,862

Description	Pkg: 306 Human Resources Staffing Priority: 06	Pkg: 307 Financial Services Staffing Priority: 07	Pkg: 208 Alcohol Licensing Staffing Priority: 08	Pkg: 109 Alcohol Communication Outreach Priority: 09	Pkg: 410 Cannabis Communication Outreach Priority: 10	Pkg: 211 Public Safety Call Center Staffing Priority: 11
TOTAL PERSONAL SERVICES	**$431,025**	**$619,823**	**$1,147,157**	**-**	**-**	**$475,862**
SERVICES & SUPPLIES						
4150 Employee Training						
3400 Other Funds Ltd	2,080	3,120	7,280	-	-	3,120
4175 Office Expenses						
3400 Other Funds Ltd	2,080	3,120	7,280	-	-	3,120
4200 Telecommunications						
3400 Other Funds Ltd	4,180	6,270	14,630	-	-	6,270
4250 Data Processing						
3400 Other Funds Ltd	3,120	4,680	10,920	-	-	4,680
4275 Publicity and Publications						
3400 Other Funds Ltd	-	-	-	600,000	450,000	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	34,000	51,000	119,000	-	-	51,000
4650 Other Services and Supplies						
3400 Other Funds Ltd	2,080	3,120	7,280	-	-	3,120
4715 IT Expendable Property						
3400 Other Funds Ltd	5,380	8,070	18,830	-	-	8,070
SERVICES & SUPPLIES						
3400 Other Funds Ltd	52,920	79,380	185,220	600,000	450,000	79,380
TOTAL SERVICES & SUPPLIES	**$52,920**	**$79,380**	**$185,220**	**$600,000**	**$450,000**	**$79,380**
CAPITAL OUTLAY						

Description	Pkg: 306 Human Resources Staffing Priority: 06	Pkg: 307 Financial Services Staffing Priority: 07	Pkg: 208 Alcohol Licensing Staffing Priority: 08	Pkg: 109 Alcohol Communication Outreach Priority: 09	Pkg: 410 Cannabis Communication Outreach Priority: 10	Pkg: 211 Public Safety Call Center Staffing Priority: 11
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	11,800	17,700	41,300	-	-	17,700
EXPENDITURES						
3400 Other Funds Ltd	495,745	716,903	1,373,677	600,000	450,000	572,942
TOTAL EXPENDITURES	**$495,745**	**$716,903**	**$1,373,677**	**$600,000**	**$450,000**	**$572,942**
ENDING BALANCE						
3400 Other Funds Ltd	(495,745)	(716,903)	(1,373,677)	(600,000)	(450,000)	(572,942)
TOTAL ENDING BALANCE	**($495,745)**	**($716,903)**	**($1,373,677)**	**($600,000)**	**($450,000)**	**($572,942)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	2	3	7	-	-	3
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	1.76	2.64	6.16	-	-	2.64

Description	Pkg: 312 Records Requests & Communications Priority: 12	Pkg: 413 Marijuana Lab Integrity Priority: 13	Pkg: 414 Marijuana Licensing and Compliance Priority: 14	Pkg: 215 Alcohol Delivery Regulation LC Priority: 15	Pkg: 116 Distilled Spirits Board LC Priority: 16	Pkg: 417 Marijuana License Reassignment Grants LC Priority: 17
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	517,650	366,345	955,332	729,318	-	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	230	138	368	282	-	-
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	99,336	70,301	183,327	139,958	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	39,601	28,025	73,082	55,793	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	2,069	1,465	3,821	2,917	-	-
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	200	120	320	246	-	-
3270 Flexible Benefits						
3400 Other Funds Ltd	173,250	103,950	277,200	214,500	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	314,686	203,999	538,118	413,696	-	-
TOTAL OTHER PAYROLL EXPENSES	**$314,686**	**$203,999**	**$538,118**	**$413,696**	**-**	**-**
PERSONAL SERVICES						
3400 Other Funds Ltd	832,336	570,344	1,493,450	1,143,014	-	-

Description	Pkg: 312 Records Requests & Communications Priority: 12	Pkg: 413 Marijuana Lab Integrity Priority: 13	Pkg: 414 Marijuana Licensing and Compliance Priority: 14	Pkg: 215 Alcohol Delivery Regulation LC Priority: 15	Pkg: 116 Distilled Spirits Board LC Priority: 16	Pkg: 417 Marijuana License Reassignment Grants LC Priority: 17
TOTAL PERSONAL SERVICES	**$832,336**	**$570,344**	**$1,493,450**	**$1,143,014**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	-	3,130	9,390	15,650	-	-
4150 Employee Training						
3400 Other Funds Ltd	5,200	5,680	16,000	20,080	-	-
4175 Office Expenses						
3400 Other Funds Ltd	5,200	2,600	6,760	4,680	-	-
4200 Telecommunications						
3400 Other Funds Ltd	10,450	13,270	37,720	49,630	-	-
4250 Data Processing						
3400 Other Funds Ltd	7,800	4,160	10,920	8,320	-	-
4300 Professional Services						
3400 Other Funds Ltd	-	-	-	-	1,000,000	1
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	85,000	51,000	136,000	119,000	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	-	250,000	-	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	5,200	6,120	17,320	22,280	-	-
4715 IT Expendable Property						
3400 Other Funds Ltd	13,450	8,070	21,520	18,830	-	-
SERVICES & SUPPLIES						

Description	Pkg: 312 Records Requests & Communications Priority: 12	Pkg: 413 Marijuana Lab Integrity Priority: 13	Pkg: 414 Marijuana Licensing and Compliance Priority: 14	Pkg: 215 Alcohol Delivery Regulation LC Priority: 15	Pkg: 116 Distilled Spirits Board LC Priority: 16	Pkg: 417 Marijuana License Reassignment Grants LC Priority: 17
3400 Other Funds Ltd	132,300	344,030	255,630	258,470	1,000,000	1
TOTAL SERVICES & SUPPLIES	**$132,300**	**$344,030**	**$255,630**	**$258,470**	**$1,000,000**	**$1**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	29,500	17,700	47,200	41,300	-	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	-	33,600	100,800	168,000	-	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	29,500	51,300	148,000	209,300	-	-
TOTAL CAPITAL OUTLAY	**$29,500**	**$51,300**	**$148,000**	**$209,300**	**-**	**-**
EXPENDITURES						
3400 Other Funds Ltd	994,136	965,674	1,897,080	1,610,784	1,000,000	1
TOTAL EXPENDITURES	**$994,136**	**$965,674**	**$1,897,080**	**$1,610,784**	**$1,000,000**	**$1**
ENDING BALANCE						
3400 Other Funds Ltd	(994,136)	(965,674)	(1,897,080)	(1,610,784)	(1,000,000)	(1)
TOTAL ENDING BALANCE	**($994,136)**	**($965,674)**	**($1,897,080)**	**($1,610,784)**	**($1,000,000)**	**($1)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	5	3	8	7	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	4.40	2.64	7.04	5.42	-	-

Description	Pkg: 418 ODA Lab Funding LC Priority: 18	Pkg: 419 Cannabis Consumer Protection Act-LC Priority: 19				
TRANSFERS OUT						
2603 Tsfr To Agriculture, Dept of						
3400 Other Funds Ltd	(2,281,689)	-				
AVAILABLE REVENUES						
3400 Other Funds Ltd	(2,281,689)	-				
TOTAL AVAILABLE REVENUES	**($2,281,689)**	**-**				
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	-	47,544				
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	-	26				
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	-	9,124				
3230 Social Security Taxes						
3400 Other Funds Ltd	-	3,637				
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	-	190				
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	-	23				
3270 Flexible Benefits						

Description	Pkg: 418 ODA Lab Funding LC Priority: 18	Pkg: 419 Cannabis Consumer Protection Act-LC Priority: 19				
3400 Other Funds Ltd	-	19,800				
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	-	32,800				
TOTAL OTHER PAYROLL EXPENSES	**-**	**$32,800**				
PERSONAL SERVICES						
3400 Other Funds Ltd	-	80,344				
TOTAL PERSONAL SERVICES	**-**	**$80,344**				
SERVICES & SUPPLIES						
4150 Employee Training						
3400 Other Funds Ltd	-	1,040				
4175 Office Expenses						
3400 Other Funds Ltd	-	1,040				
4200 Telecommunications						
3400 Other Funds Ltd	-	2,090				
4250 Data Processing						
3400 Other Funds Ltd	-	1,560				
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	-	17,000				
4650 Other Services and Supplies						
3400 Other Funds Ltd	-	1,040				
4715 IT Expendable Property						
3400 Other Funds Ltd	-	2,690				

Description	Pkg: 418 ODA Lab Funding LC Priority: 18	Pkg: 419 Cannabis Consumer Protection Act-LC Priority: 19				
SERVICES & SUPPLIES						
3400 Other Funds Ltd	-	26,460				
TOTAL SERVICES & SUPPLIES	**-**	**$26,460**				
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	-	5,900				
EXPENDITURES						
3400 Other Funds Ltd	-	112,704				
TOTAL EXPENDITURES	**-**	**$112,704**				
ENDING BALANCE						
3400 Other Funds Ltd	(2,281,689)	(112,704)				
TOTAL ENDING BALANCE	**($2,281,689)**	**($112,704)**				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	1				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	-	0.50				

Description	Total Policy Packages	Pkg: 101 IT Modernization Bonded Costs Priority: 01	Pkg: 102 Warehouse and Nonbonded IT Costs Priority: 02	Pkg: 104 Distribution Center Equipment Replacement Priority: 04	Pkg: 109 Alcohol Communication Outreach Priority: 09	Pkg: 116 Distilled Spirits Board LC Priority: 16
EXPENDITURES						
SERVICES & SUPPLIES						
4175 Office Expenses						
3400 Other Funds Ltd	1,706,200	-	1,706,200	-	-	-
4275 Publicity and Publications						
3400 Other Funds Ltd	600,000	-	-	-	600,000	-
4300 Professional Services						
3400 Other Funds Ltd	1,000,000	-	-	-	-	1,000,000
4315 IT Professional Services						
3400 Other Funds Ltd	5,349,573	-	5,349,573	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	1,360,000	-	1,360,000	-	-	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	10,015,773	-	8,415,773	-	600,000	1,000,000
TOTAL SERVICES & SUPPLIES	**$10,015,773**	**-**	**$8,415,773**	**-**	**$600,000**	**$1,000,000**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	1,200,000	-	1,200,000	-	-	-
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	4,950,000	-	4,788,000	162,000	-	-
5550 Data Processing Software						
3400 Other Funds Ltd	23,200,000	23,200,000	-	-	-	-
CAPITAL OUTLAY						

Description	Total Policy Packages	Pkg: 101 IT Modernization Bonded Costs Priority: 01	Pkg: 102 Warehouse and Nonbonded IT Costs Priority: 02	Pkg: 104 Distribution Center Equipment Replacement Priority: 04	Pkg: 109 Alcohol Communication Outreach Priority: 09	Pkg: 116 Distilled Spirits Board LC Priority: 16
3400 Other Funds Ltd	29,350,000	23,200,000	5,988,000	162,000	-	-
TOTAL CAPITAL OUTLAY	**$29,350,000**	**$23,200,000**	**$5,988,000**	**$162,000**	**-**	**-**
EXPENDITURES						
3400 Other Funds Ltd	39,365,773	23,200,000	14,403,773	162,000	600,000	1,000,000
TOTAL EXPENDITURES	**$39,365,773**	**$23,200,000**	**$14,403,773**	**$162,000**	**$600,000**	**$1,000,000**
ENDING BALANCE						
3400 Other Funds Ltd	(39,365,773)	(23,200,000)	(14,403,773)	(162,000)	(600,000)	(1,000,000)
TOTAL ENDING BALANCE	**($39,365,773)**	**($23,200,000)**	**($14,403,773)**	**($162,000)**	**($600,000)**	**($1,000,000)**

Description	Total Policy Packages	Pkg: 208 Alcohol Licensing Staffing Priority: 08	Pkg: 211 Public Safety Call Center Staffing Priority: 11	Pkg: 215 Alcohol Delivery Regulation LC Priority: 15		
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,731,879	710,472	292,089	729,318		
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	742	322	138	282		
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	332,349	136,340	56,051	139,958		
3230 Social Security Taxes						
3400 Other Funds Ltd	132,490	54,352	22,345	55,793		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	6,927	2,841	1,169	2,917		
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	646	280	120	246		
3270 Flexible Benefits						
3400 Other Funds Ltd	561,000	242,550	103,950	214,500		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	1,034,154	436,685	183,773	413,696		
TOTAL OTHER PAYROLL EXPENSES	**$1,034,154**	**$436,685**	**$183,773**	**$413,696**		
PERSONAL SERVICES						
3400 Other Funds Ltd	2,766,033	1,147,157	475,862	1,143,014		

Description	Total Policy Packages	Pkg: 208 Alcohol Licensing Staffing Priority: 08	Pkg: 211 Public Safety Call Center Staffing Priority: 11	Pkg: 215 Alcohol Delivery Regulation LC Priority: 15		
TOTAL PERSONAL SERVICES	**$2,766,033**	**$1,147,157**	**$475,862**	**$1,143,014**		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	15,650	-	-	15,650		
4150 Employee Training						
3400 Other Funds Ltd	30,480	7,280	3,120	20,080		
4175 Office Expenses						
3400 Other Funds Ltd	15,080	7,280	3,120	4,680		
4200 Telecommunications						
3400 Other Funds Ltd	70,530	14,630	6,270	49,630		
4250 Data Processing						
3400 Other Funds Ltd	23,920	10,920	4,680	8,320		
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	289,000	119,000	51,000	119,000		
4650 Other Services and Supplies						
3400 Other Funds Ltd	32,680	7,280	3,120	22,280		
4715 IT Expendable Property						
3400 Other Funds Ltd	45,730	18,830	8,070	18,830		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	523,070	185,220	79,380	258,470		
TOTAL SERVICES & SUPPLIES	**$523,070**	**$185,220**	**$79,380**	**$258,470**		
CAPITAL OUTLAY						

Description	Total Policy Packages	Pkg: 208 Alcohol Licensing Staffing Priority: 08	Pkg: 211 Public Safety Call Center Staffing Priority: 11	Pkg: 215 Alcohol Delivery Regulation LC Priority: 15		
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	100,300	41,300	17,700	41,300		
5400 Automotive and Aircraft						
3400 Other Funds Ltd	168,000	-	-	168,000		
CAPITAL OUTLAY						
3400 Other Funds Ltd	268,300	41,300	17,700	209,300		
TOTAL CAPITAL OUTLAY	**$268,300**	**$41,300**	**$17,700**	**$209,300**		
EXPENDITURES						
3400 Other Funds Ltd	3,557,403	1,373,677	572,942	1,610,784		
TOTAL EXPENDITURES	**$3,557,403**	**$1,373,677**	**$572,942**	**$1,610,784**		
ENDING BALANCE						
3400 Other Funds Ltd	(3,557,403)	(1,373,677)	(572,942)	(1,610,784)		
TOTAL ENDING BALANCE	**($3,557,403)**	**($1,373,677)**	**($572,942)**	**($1,610,784)**		
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	17	7	3	7		
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	14.22	6.16	2.64	5.42		

Description	Total Policy Packages	Pkg: 303 IT Risk Mitigation Priority: 03	Pkg: 305 Vehicle Replacement Priority: 05	Pkg: 306 Human Resources Staffing Priority: 06	Pkg: 307 Financial Services Staffing Priority: 07	Pkg: 312 Records Requests & Communications Priority: 12
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,533,078	326,046	-	284,151	405,231	517,650
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	552	92	-	92	138	230
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	294,196	62,569	-	54,528	77,763	99,336
3230 Social Security Taxes						
3400 Other Funds Ltd	117,281	24,942	-	21,738	31,000	39,601
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	6,130	1,304	-	1,136	1,621	2,069
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	480	80	-	80	120	200
3270 Flexible Benefits						
3400 Other Funds Ltd	415,800	69,300	-	69,300	103,950	173,250
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	834,439	158,287	-	146,874	214,592	314,686
TOTAL OTHER PAYROLL EXPENSES	**$834,439**	**$158,287**	**-**	**$146,874**	**$214,592**	**$314,686**
PERSONAL SERVICES						
3400 Other Funds Ltd	2,367,517	484,333	-	431,025	619,823	832,336

Description	Total Policy Packages	Pkg: 303 IT Risk Mitigation Priority: 03	Pkg: 305 Vehicle Replacement Priority: 05	Pkg: 306 Human Resources Staffing Priority: 06	Pkg: 307 Financial Services Staffing Priority: 07	Pkg: 312 Records Requests & Communications Priority: 12
TOTAL PERSONAL SERVICES	**$2,367,517**	**$484,333**	**-**	**$431,025**	**$619,823**	**$832,336**
SERVICES & SUPPLIES						
4150 Employee Training						
3400 Other Funds Ltd	12,480	2,080	-	2,080	3,120	5,200
4175 Office Expenses						
3400 Other Funds Ltd	12,480	2,080	-	2,080	3,120	5,200
4200 Telecommunications						
3400 Other Funds Ltd	25,080	4,180	-	4,180	6,270	10,450
4250 Data Processing						
3400 Other Funds Ltd	18,720	3,120	-	3,120	4,680	7,800
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	204,000	34,000	-	34,000	51,000	85,000
4650 Other Services and Supplies						
3400 Other Funds Ltd	12,480	2,080	-	2,080	3,120	5,200
4715 IT Expendable Property						
3400 Other Funds Ltd	32,280	5,380	-	5,380	8,070	13,450
SERVICES & SUPPLIES						
3400 Other Funds Ltd	317,520	52,920	-	52,920	79,380	132,300
TOTAL SERVICES & SUPPLIES	**$317,520**	**$52,920**	**-**	**$52,920**	**$79,380**	**$132,300**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	70,800	11,800	-	11,800	17,700	29,500

Description	Total Policy Packages	Pkg: 303 IT Risk Mitigation Priority: 03	Pkg: 305 Vehicle Replacement Priority: 05	Pkg: 306 Human Resources Staffing Priority: 06	Pkg: 307 Financial Services Staffing Priority: 07	Pkg: 312 Records Requests & Communications Priority: 12
5400 Automotive and Aircraft						
3400 Other Funds Ltd	1,118,553	-	1,118,553	-	-	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	1,189,353	11,800	1,118,553	11,800	17,700	29,500
TOTAL CAPITAL OUTLAY	**$1,189,353**	**$11,800**	**$1,118,553**	**$11,800**	**$17,700**	**$29,500**
EXPENDITURES						
3400 Other Funds Ltd	3,874,390	549,053	1,118,553	495,745	716,903	994,136
TOTAL EXPENDITURES	**$3,874,390**	**$549,053**	**$1,118,553**	**$495,745**	**$716,903**	**$994,136**
ENDING BALANCE						
3400 Other Funds Ltd	(3,874,390)	(549,053)	(1,118,553)	(495,745)	(716,903)	(994,136)
TOTAL ENDING BALANCE	**($3,874,390)**	**($549,053)**	**($1,118,553)**	**($495,745)**	**($716,903)**	**($994,136)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	12	2	-	2	3	5
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	10.56	1.76	-	1.76	2.64	4.40

Description	Total Policy Packages	Pkg: 410 Cannabis Communication Outreach Priority: 10	Pkg: 413 Marijuana Lab Integrity Priority: 13	Pkg: 414 Marijuana Licensing and Compliance Priority: 14	Pkg: 417 Marijuana License Reassignment Grants LC Priority: 17	Pkg: 418 ODA Lab Funding LC Priority: 18
TRANSFERS OUT						
2603 Tsfr To Agriculture, Dept of						
3400 Other Funds Ltd	(2,281,689)	-	-	-	-	(2,281,689)
AVAILABLE REVENUES						
3400 Other Funds Ltd	(2,281,689)	-	-	-	-	(2,281,689)
TOTAL AVAILABLE REVENUES	**($2,281,689)**	**-**	**-**	**-**	**-**	**($2,281,689)**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,369,221	-	366,345	955,332	-	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	532	-	138	368	-	-
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	262,752	-	70,301	183,327	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	104,744	-	28,025	73,082	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	5,476	-	1,465	3,821	-	-
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	463	-	120	320	-	-
3270 Flexible Benefits						

Description	Total Policy Packages	Pkg: 410 Cannabis Communication Outreach Priority: 10	Pkg: 413 Marijuana Lab Integrity Priority: 13	Pkg: 414 Marijuana Licensing and Compliance Priority: 14	Pkg: 417 Marijuana License Reassignment Grants LC Priority: 17	Pkg: 418 ODA Lab Funding LC Priority: 18
3400 Other Funds Ltd	400,950	-	103,950	277,200	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	774,917	-	203,999	538,118	-	-
TOTAL OTHER PAYROLL EXPENSES	**$774,917**	**-**	**$203,999**	**$538,118**	**-**	**-**
PERSONAL SERVICES						
3400 Other Funds Ltd	2,144,138	-	570,344	1,493,450	-	-
TOTAL PERSONAL SERVICES	**$2,144,138**	**-**	**$570,344**	**$1,493,450**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	12,520	-	3,130	9,390	-	-
4150 Employee Training						
3400 Other Funds Ltd	22,720	-	5,680	16,000	-	-
4175 Office Expenses						
3400 Other Funds Ltd	10,400	-	2,600	6,760	-	-
4200 Telecommunications						
3400 Other Funds Ltd	53,080	-	13,270	37,720	-	-
4250 Data Processing						
3400 Other Funds Ltd	16,640	-	4,160	10,920	-	-
4275 Publicity and Publications						
3400 Other Funds Ltd	450,000	450,000	-	-	-	-
4300 Professional Services						
3400 Other Funds Ltd	1	-	-	-	1	-

Description	Total Policy Packages	Pkg: 410 Cannabis Communication Outreach Priority: 10	Pkg: 413 Marijuana Lab Integrity Priority: 13	Pkg: 414 Marijuana Licensing and Compliance Priority: 14	Pkg: 417 Marijuana License Reassignment Grants LC Priority: 17	Pkg: 418 ODA Lab Funding LC Priority: 18
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	204,000	-	51,000	136,000	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	250,000	-	250,000	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	24,480	-	6,120	17,320	-	-
4715 IT Expendable Property						
3400 Other Funds Ltd	32,280	-	8,070	21,520	-	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,076,121	450,000	344,030	255,630	1	-
TOTAL SERVICES & SUPPLIES	**$1,076,121**	**$450,000**	**$344,030**	**$255,630**	**$1**	**-**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	70,800	-	17,700	47,200	-	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	134,400	-	33,600	100,800	-	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	205,200	-	51,300	148,000	-	-
TOTAL CAPITAL OUTLAY	**$205,200**	**-**	**$51,300**	**$148,000**	**-**	**-**
EXPENDITURES						
3400 Other Funds Ltd	3,425,459	450,000	965,674	1,897,080	1	-
TOTAL EXPENDITURES	**$3,425,459**	**$450,000**	**$965,674**	**$1,897,080**	**$1**	**-**

Description	Total Policy Packages	Pkg: 410 Cannabis Communication Outreach Priority: 10	Pkg: 413 Marijuana Lab Integrity Priority: 13	Pkg: 414 Marijuana Licensing and Compliance Priority: 14	Pkg: 417 Marijuana License Reassignment Grants LC Priority: 17	Pkg: 418 ODA Lab Funding LC Priority: 18
ENDING BALANCE						
3400 Other Funds Ltd	(5,707,148)	(450,000)	(965,674)	(1,897,080)	(1)	(2,281,689)
TOTAL ENDING BALANCE	**($5,707,148)**	**($450,000)**	**($965,674)**	**($1,897,080)**	**($1)**	**($2,281,689)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	12	-	3	8	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	10.18	-	2.64	7.04	-	-

Description	Pkg: 419 Cannabis Consumer Protection Act-LC Priority: 19					
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	47,544					
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	26					
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	9,124					
3230 Social Security Taxes						
3400 Other Funds Ltd	3,637					
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	190					
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	23					
3270 Flexible Benefits						
3400 Other Funds Ltd	19,800					
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	32,800					
TOTAL OTHER PAYROLL EXPENSES	**$32,800**					
PERSONAL SERVICES						
3400 Other Funds Ltd	80,344					

Description	Pkg: 419 Cannabis Consumer Protection Act-LC Priority: 19					
TOTAL PERSONAL SERVICES	**$80,344**					
SERVICES & SUPPLIES						
4150 Employee Training						
3400 Other Funds Ltd	1,040					
4175 Office Expenses						
3400 Other Funds Ltd	1,040					
4200 Telecommunications						
3400 Other Funds Ltd	2,090					
4250 Data Processing						
3400 Other Funds Ltd	1,560					
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	17,000					
4650 Other Services and Supplies						
3400 Other Funds Ltd	1,040					
4715 IT Expendable Property						
3400 Other Funds Ltd	2,690					
SERVICES & SUPPLIES						
3400 Other Funds Ltd	26,460					
TOTAL SERVICES & SUPPLIES	**$26,460**					
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	5,900					

Description	Pkg: 419 Cannabis Consumer Protection Act-LC Priority: 19					
EXPENDITURES						
3400 Other Funds Ltd	112,704					
TOTAL EXPENDITURES	**$112,704**					
ENDING BALANCE						
3400 Other Funds Ltd	(112,704)					
TOTAL ENDING BALANCE	**($112,704)**					
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	1					
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	0.50					

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POSITION BUDGET REPORT
(PIC100)

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
Total Salary											-	-	63,167,118	-	63,167,118
Total OPE											-	-	33,728,611	-	33,728,611
Total Personal Services											**-**	**-**	**96,895,729**	**-**	**96,895,729**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
2000074	MESN E7783 AF	Shipping Distribution and Warehouse Mana		PF	1	1.00	24	10	11802	SAL	-	-	283,248	-	283,248
										OPE	-	-	116,785	-	116,785
2000180	AL C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
Total Salary											-	-	415,272	-	415,272
Total OPE											-	-	192,447	-	192,447
Total Personal Services											**-**	**-**	**607,719**	**-**	**607,719**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
3000001	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4772	SAL	-	-	114,528	-	114,528
										OPE	-	-	70,896	-	70,896
3000002	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
3000003	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	6	3627	SAL	-	-	87,048	-	87,048
										OPE	-	-	63,411	-	63,411
3000005	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	9	4155	SAL	-	-	99,720	-	99,720
										OPE	-	-	66,863	-	66,863
3000006	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	17T	PF	1	1.00	24	10	4764	SAL	-	-	114,336	-	114,336
										OPE	-	-	70,844	-	70,844
3000008	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	17T	PF	1	1.00	24	10	4764	SAL	-	-	114,336	-	114,336
										OPE	-	-	70,844	-	70,844
3000009	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	17T	PF	1	1.00	24	8	4355	SAL	-	-	104,520	-	104,520
										OPE	-	-	68,170	-	68,170
3000011	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183
3000012	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	17T	PF	1	1.00	24	10	4764	SAL	-	-	114,336	-	114,336
										OPE	-	-	70,844	-	70,844
3000013	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	7	3784	SAL	-	-	90,816	-	90,816
										OPE	-	-	64,437	-	64,437
3000014	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183
3000015	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183
3000016	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	7	3784	SAL	-	-	90,816	-	90,816
										OPE	-	-	64,437	-	64,437
3000017	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183
3000018	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	7	3784	SAL	-	-	90,816	-	90,816
										OPE	-	-	64,437	-	64,437
3000020	AL C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	5	5014	SAL	-	-	120,336	-	120,336

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	72,478	-	72,478
3000021	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183
3000022	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	6	3627	SAL	-	-	87,048	-	87,048
										OPE	-	-	63,411	-	63,411
3000023	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	17T	PF	1	1.00	24	10	4764	SAL	-	-	114,336	-	114,336
										OPE	-	-	70,844	-	70,844
3000024	MESN Z7784 AF	SHIPPING DISTRIBUTION AND WAREHOU	33X	PF	1	1.00	24	10	10720	SAL	-	-	257,280	-	257,280
										OPE	-	-	109,782	-	109,782
3000025	MMS X7786 AP	SHIPPING DISTRIBUTION AND WAREHOU	28X	PF	1	1.00	24	8	7630	SAL	-	-	183,120	-	183,120
										OPE	-	-	89,581	-	89,581
3000027	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183
3000028	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183
3000029	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183
3000030	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	6	3627	SAL	-	-	87,048	-	87,048
										OPE	-	-	63,411	-	63,411
3000031	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	9	4155	SAL	-	-	99,720	-	99,720
										OPE	-	-	66,863	-	66,863
3000032	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	6	3627	SAL	-	-	87,048	-	87,048
										OPE	-	-	63,411	-	63,411
3000034	AL C4409 AP	GENERAL MAINTENANCE MECHANIC	21	PF	1	1.00	24	10	5768	SAL	-	-	138,432	-	138,432
										OPE	-	-	77,408	-	77,408
3000075	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183
3000077	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	8	3962	SAL	-	-	95,088	-	95,088
										OPE	-	-	65,600	-	65,600
3000079	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
3000080	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183
3000081	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	6	3627	SAL	-	-	87,048	-	87,048
										OPE	-	-	63,411	-	63,411
3000082	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	8	3962	SAL	-	-	95,088	-	95,088
										OPE	-	-	65,600	-	65,600
3000083	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	6	3627	SAL	-	-	87,048	-	87,048
										OPE	-	-	63,411	-	63,411
3000086	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
3000088	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	7	3784	SAL	-	-	90,816	-	90,816
										OPE	-	-	64,437	-	64,437
3000123	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	5	3482	SAL	-	-	83,568	-	83,568
										OPE	-	-	62,463	-	62,463
3000124	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	5	3482	SAL	-	-	83,568	-	83,568
										OPE	-	-	62,463	-	62,463
3000150	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	9	4155	SAL	-	-	99,720	-	99,720
										OPE	-	-	66,863	-	66,863
3000151	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	8	3962	SAL	-	-	95,088	-	95,088
										OPE	-	-	65,600	-	65,600
3000152	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183
3000153	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183
3000154	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	6	3627	SAL	-	-	87,048	-	87,048
										OPE	-	-	63,411	-	63,411
3000155	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	6	3627	SAL	-	-	87,048	-	87,048
										OPE	-	-	63,411	-	63,411
3000205	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183
3000206	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	68,183	-	68,183
3000207	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183
3000208	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	17T	PF	1	1.00	24	10	4764	SAL	-	-	114,336	-	114,336
										OPE	-	-	70,844	-	70,844
3000241	MMS X7786 AP	SHIPPING DISTRIBUTION AND WAREHOU	28X	PF	1	1.00	24	10	8408	SAL	-	-	201,792	-	201,792
										OPE	-	-	94,667	-	94,667
3000242	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	17T	PF	1	1.00	24	7	4155	SAL	-	-	99,720	-	99,720
										OPE	-	-	66,863	-	66,863
3000243	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	17T	PF	1	1.00	24	10	4764	SAL	-	-	114,336	-	114,336
										OPE	-	-	70,844	-	70,844
3000244	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	17T	PF	1	1.00	24	8	4355	SAL	-	-	104,520	-	104,520
										OPE	-	-	68,170	-	68,170
3000245	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	17T	PF	1	1.00	24	8	4355	SAL	-	-	104,520	-	104,520
										OPE	-	-	68,170	-	68,170
3000246	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	17T	PF	1	1.00	24	10	4764	SAL	-	-	114,336	-	114,336
										OPE	-	-	70,844	-	70,844
3000247	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	17T	PF	1	1.00	24	9	4556	SAL	-	-	109,344	-	109,344
										OPE	-	-	69,484	-	69,484
3000250	MMN X0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	3	4277	SAL	-	-	102,648	-	102,648
										OPE	-	-	67,661	-	67,661
3000261	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	17T	PF	1	1.00	24	10	4764	SAL	-	-	114,336	-	114,336
										OPE	-	-	70,844	-	70,844
3000262	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	17T	PF	1	1.00	24	9	4556	SAL	-	-	109,344	-	109,344
										OPE	-	-	69,484	-	69,484
3000263	AL C4139 AP	LIQUOR DISTRIBUTION EQUIPMENT OPE	16T	PF	1	1.00	24	10	4565	SAL	-	-	109,560	-	109,560
										OPE	-	-	69,543	-	69,543
3000264	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183
3000265	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
3000266	AL C4409 AP	GENERAL MAINTENANCE MECHANIC	21	PF	1	1.00	24	10	5768	SAL	-	-	138,432	-	138,432
										OPE	-	-	77,408	-	77,408
3000267	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	10	4357	SAL	-	-	104,568	-	104,568
										OPE	-	-	68,183	-	68,183
3000268	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	15T	PF	1	1.00	24	6	3627	SAL	-	-	87,048	-	87,048
										OPE	-	-	63,411	-	63,411
Total Salary											-	-	7,114,008	-	7,114,008
Total OPE											-	-	4,518,281	-	4,518,281
Total Personal Services											**-**	**-**	**11,632,289**	**-**	**11,632,289**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
4000001	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4772	SAL	-	-	114,528	-	114,528
										OPE	-	-	70,896	-	70,896
4000003	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4000004	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4000012	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4000085	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4000170	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4000171	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
4000173	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	3	3482	SAL	-	-	83,568	-	83,568
										OPE	-	-	62,463	-	62,463
4000508	MESN Z7084 AF	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	10	10720	SAL	-	-	257,280	-	257,280
										OPE	-	-	109,782	-	109,782
Total Salary											-	-	1,508,160	-	1,508,160
Total OPE											-	-	768,118	-	768,118
Total Personal Services											**-**	**-**	**2,276,278**	**-**	**2,276,278**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
1100516	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	2	3159	SAL	-	-	75,816	-	75,816
										OPE	-	-	60,351	-	60,351
4500052	MMS X7435 AP	LICENSING AND PERMITTING MANAGER	31X	PF	1	1.00	24	10	9718	SAL	-	-	233,232	-	233,232
										OPE	-	-	103,231	-	103,231
4500054	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	3	3482	SAL	-	-	83,568	-	83,568
										OPE	-	-	62,463	-	62,463
4500058	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	3	3482	SAL	-	-	83,568	-	83,568
										OPE	-	-	62,463	-	62,463
4500091	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	7	3872	SAL	-	-	92,928	-	92,928
										OPE	-	-	65,013	-	65,013
4500116	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	2	3159	SAL	-	-	75,816	-	75,816
										OPE	-	-	60,351	-	60,351
4500126	MMS X7436 AP	Licensing and Permitting Supervisor 2		PF	1	1.00	24	7	7274	SAL	-	-	174,576	-	174,576
										OPE	-	-	87,253	-	87,253
4500128	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	10	4462	SAL	-	-	107,088	-	107,088
										OPE	-	-	68,869	-	68,869
4500156	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	9	4255	SAL	-	-	102,120	-	102,120
										OPE	-	-	67,516	-	67,516
4500157	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	3	3962	SAL	-	-	95,088	-	95,088
										OPE	-	-	65,600	-	65,600
4500158	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	4562	SAL	-	-	109,488	-	109,488
										OPE	-	-	69,524	-	69,524
4500178	MMS X7435 AP	LICENSING AND PERMITTING MANAGER	31X	PF	1	1.00	24	10	9718	SAL	-	-	233,232	-	233,232
										OPE	-	-	103,231	-	103,231
4500194	MMS X7436 AP	Licensing and Permitting Supervisor 2		PF	1	1.00	24	3	5985	SAL	-	-	143,640	-	143,640
										OPE	-	-	78,827	-	78,827
4500274	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	0.88	21	3	5014	SAL	-	-	105,294	-	105,294
										OPE	-	-	63,418	-	63,418
4500275	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	0.88	21	3	5014	SAL	-	-	105,294	-	105,294
										OPE	-	-	63,418	-	63,418
4500276	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	0.88	21	3	5014	SAL	-	-	105,294	-	105,294

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	63,418	-	63,418
4500278	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	0.88	21	3	3277	SAL	-	-	68,817	-	68,817
										OPE	-	-	53,482	-	53,482
4500279	MMS X7436 AP	Licensing and Permitting Supervisor 2		PF	1	0.88	21	3	5985	SAL	-	-	125,685	-	125,685
										OPE	-	-	68,973	-	68,973
4500280	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	0.88	21	3	6046	SAL	-	-	126,966	-	126,966
										OPE	-	-	69,322	-	69,322
4500306	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	0.88	21	3	3482	SAL	-	-	73,122	-	73,122
										OPE	-	-	54,654	-	54,654
4500507	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
4500511	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
4500512	AL C0103 AP	OFFICE SPECIALIST 1	13C	PF	1	1.00	24	4	3213	SAL	-	-	77,112	-	77,112
										OPE	-	-	60,704	-	60,704
4500517	MESN Z7433 AF	LICENSING AND PERMITTING MANAGER	35X	PF	1	1.00	24	9	11253	SAL	-	-	270,072	-	270,072
										OPE	-	-	113,250	-	113,250
4500519	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
4500525	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	6	5768	SAL	-	-	138,432	-	138,432
										OPE	-	-	77,408	-	77,408
4500531	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	9	6659	SAL	-	-	159,816	-	159,816
										OPE	-	-	83,233	-	83,233
4500602	AL C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	3	4556	SAL	-	-	109,344	-	109,344
										OPE	-	-	69,484	-	69,484
4500606	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4355	SAL	-	-	104,520	-	104,520
										OPE	-	-	68,170	-	68,170
4500624	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
4500631	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	6	5768	SAL	-	-	138,432	-	138,432
										OPE	-	-	77,408	-	77,408

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
4500651	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
4500685	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	3	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
4500906	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	7	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
4600117	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4772	SAL	-	-	114,528	-	114,528
										OPE	-	-	70,896	-	70,896
4600611	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	6	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
4700047	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	6	5768	SAL	-	-	138,432	-	138,432
										OPE	-	-	77,408	-	77,408
4700504	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	3	5014	SAL	-	-	120,336	-	120,336
										OPE	-	-	72,478	-	72,478
4700532	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
4700536	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
4700542	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
4700549	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
4700553	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	7	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
4700554	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
4700621	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
4700634	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
Total Salary											-	-	6,268,368	-	6,268,368

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
Total OPE											-	-	3,498,894	-	3,498,894
Total Personal Services											**-**	**-**	**9,767,262**	**-**	**9,767,262**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
4500270	MMS X7436 AP	Licensing and Permitting Supervisor 2		PF	1	0.88	21	3	5985	SAL	-	-	125,685	-	125,685
										OPE	-	-	68,973	-	68,973
4700035	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
4700036	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	6	6346	SAL	-	-	152,304	-	152,304
										OPE	-	-	81,186	-	81,186
4700037	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	3	3482	SAL	-	-	83,568	-	83,568
										OPE	-	-	62,463	-	62,463
4700040	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4700041	MMS X7145 AP	COMPLIANCE AND REGULATORY MANAG	31X	PF	1	1.00	24	10	9718	SAL	-	-	233,232	-	233,232
										OPE	-	-	103,231	-	103,231
4700042	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	7322	SAL	-	-	175,728	-	175,728
										OPE	-	-	87,567	-	87,567
4700043	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4700045	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4700048	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
4700049	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
4700054	MMS X7145 AP	COMPLIANCE AND REGULATORY MANAG	31X	PF	1	1.00	24	10	9718	SAL	-	-	233,232	-	233,232
										OPE	-	-	103,231	-	103,231
4700055	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4772	SAL	-	-	114,528	-	114,528
										OPE	-	-	70,896	-	70,896
4700060	MMS X7145 AP	COMPLIANCE AND REGULATORY MANAG	31X	PF	1	1.00	24	9	9264	SAL	-	-	222,336	-	222,336
										OPE	-	-	100,263	-	100,263
4700072	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4700073	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	3	3482	SAL	-	-	83,568	-	83,568

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	62,463	-	62,463
4700076	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4700078	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
4700089	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	7	6659	SAL	-	-	159,816	-	159,816
										OPE	-	-	83,233	-	83,233
4700131	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	8	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
4700132	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
4700143	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	6930	SAL	-	-	166,320	-	166,320
										OPE	-	-	85,004	-	85,004
4700161	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4772	SAL	-	-	114,528	-	114,528
										OPE	-	-	70,896	-	70,896
4700195	MMS X7145 AP	COMPLIANCE AND REGULATORY MANAG	31X	PF	1	1.00	24	3	6930	SAL	-	-	166,320	-	166,320
										OPE	-	-	85,004	-	85,004
4700271	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	0.88	21	3	3962	SAL	-	-	83,202	-	83,202
										OPE	-	-	57,400	-	57,400
4700272	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	0.88	21	3	3962	SAL	-	-	83,202	-	83,202
										OPE	-	-	57,400	-	57,400
4700308	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	0.75	18	3	5501	SAL	-	-	99,018	-	99,018
										OPE	-	-	56,746	-	56,746
4700309	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	0.75	18	3	5501	SAL	-	-	99,018	-	99,018
										OPE	-	-	56,746	-	56,746
4700310	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	0.75	18	3	5501	SAL	-	-	99,018	-	99,018
										OPE	-	-	56,746	-	56,746
4700311	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	0.75	18	3	5501	SAL	-	-	99,018	-	99,018
										OPE	-	-	56,746	-	56,746
4700312	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	0.75	18	3	5501	SAL	-	-	99,018	-	99,018
										OPE	-	-	56,746	-	56,746

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
4700313	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	0.75	18	3	6046	SAL	-	-	108,828	-	108,828
										OPE	-	-	59,417	-	59,417
4700314	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	0.92	22	3	5700	SAL	-	-	125,400	-	125,400
										OPE	-	-	70,549	-	70,549
4700509	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	6	4556	SAL	-	-	109,344	-	109,344
										OPE	-	-	69,484	-	69,484
4700520	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4700521	MMS X7145 AP	COMPLIANCE AND REGULATORY MANAG	31X	PF	1	1.00	24	10	9718	SAL	-	-	233,232	-	233,232
										OPE	-	-	103,231	-	103,231
4700522	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	7	6659	SAL	-	-	159,816	-	159,816
										OPE	-	-	83,233	-	83,233
4700524	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	8449	SAL	-	-	202,776	-	202,776
										OPE	-	-	94,935	-	94,935
4700526	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
4700527	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4700529	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4700530	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	7322	SAL	-	-	175,728	-	175,728
										OPE	-	-	87,567	-	87,567
4700544	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
4700545	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4700547	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
4700550	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4700551	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	7	6659	SAL	-	-	159,816	-	159,816

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	83,233	-	83,233
4700552	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
4700556	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
4700560	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	3	3277	SAL	-	-	78,648	-	78,648
										OPE	-	-	61,124	-	61,124
4700585	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4700607	MESN Z7143 AF	COMPLIANCE AND REGULATORY MANAG	35X	PF	1	1.00	24	10	11802	SAL	-	-	283,248	-	283,248
										OPE	-	-	116,785	-	116,785
4700627	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4700629	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
4700652	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	7	6659	SAL	-	-	159,816	-	159,816
										OPE	-	-	83,233	-	83,233
4700653	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
4700654	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
4700660	MMS X7145 AP	COMPLIANCE AND REGULATORY MANAG	31X	PF	1	1.00	24	10	9718	SAL	-	-	233,232	-	233,232
										OPE	-	-	103,231	-	103,231
4700750	MMS X7145 AP	COMPLIANCE AND REGULATORY MANAG	31X	PF	1	1.00	24	9	9264	SAL	-	-	222,336	-	222,336
										OPE	-	-	100,263	-	100,263
4700752	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4700785	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	7	3872	SAL	-	-	92,928	-	92,928
										OPE	-	-	65,013	-	65,013
4700876	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
4700877	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
4700878	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
4700879	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4700903	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	7322	SAL	-	-	175,728	-	175,728
										OPE	-	-	87,567	-	87,567
4700904	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
4700905	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
4700935	AL C0104 AP	OFFICE SPECIALIST 2	15C	PP	1	0.50	12	6	3706	SAL	-	-	44,472	-	44,472
										OPE	-	-	31,963	-	31,963
4700936	AL C0104 AP	OFFICE SPECIALIST 2	15C	PP	1	0.50	12	10	4462	SAL	-	-	53,544	-	53,544
										OPE	-	-	34,434	-	34,434
4700937	AL C0104 AP	OFFICE SPECIALIST 2	15C	PP	1	0.50	12	3	3277	SAL	-	-	39,324	-	39,324
										OPE	-	-	30,560	-	30,560
4700938	AL C0104 AP	OFFICE SPECIALIST 2	15C	PP	1	0.50	12	10	4462	SAL	-	-	53,544	-	53,544
										OPE	-	-	34,434	-	34,434
Total Salary											-	-	10,683,003	-	10,683,003
Total OPE											-	-	5,611,156	-	5,611,156
Total Personal Services											**-**	**-**	**16,294,159**	**-**	**16,294,159**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
5500069	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	5014	SAL	-	-	120,336	-	120,336
										OPE	-	-	72,478	-	72,478
5500070	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	8449	SAL	-	-	202,776	-	202,776
										OPE	-	-	94,935	-	94,935
5500087	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	3	3482	SAL	-	-	83,568	-	83,568
										OPE	-	-	62,463	-	62,463
5500093	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	8449	SAL	-	-	202,776	-	202,776
										OPE	-	-	94,935	-	94,935
5500150	MESN Z7624 AF	Manager 2	33X	PF	1	1.00	24	3	7630	SAL	-	-	183,120	-	183,120
										OPE	-	-	89,581	-	89,581
5500197	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	3	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
5500198	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	3	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
5500199	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	3	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
5500200	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	3	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
5500403	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	8449	SAL	-	-	202,776	-	202,776
										OPE	-	-	94,935	-	94,935
5500404	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	9	8053	SAL	-	-	193,272	-	193,272
										OPE	-	-	92,346	-	92,346
5500506	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
5500625	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	8449	SAL	-	-	202,776	-	202,776
										OPE	-	-	94,935	-	94,935
5500650	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	3	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
Total Salary											-	-	2,248,944	-	2,248,944
Total OPE											-	-	1,168,390	-	1,168,390
Total Personal Services											**-**	**-**	**3,417,334**	**-**	**3,417,334**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
1000001	MEAH Z7584 HF	AGENCY HEAD 4	43X	PF	1	1.00	24	10	18567	SAL	-	-	445,608	-	445,608
										OPE	-	-	150,963	-	150,963
1000002	MENN Z0830 AF	EXECUTIVE ASSISTANT	25	PF	1	1.00	24	9	7274	SAL	-	-	174,576	-	174,576
										OPE	-	-	87,253	-	87,253
2000003	MESN Z7082 AF	BUSINESS OPERATIONS ADMINISTRATOF	38X	PF	1	1.00	24	10	13661	SAL	-	-	327,864	-	327,864
										OPE	-	-	126,661	-	126,661
Total Salary											-	-	948,048	-	948,048
Total OPE											-	-	364,877	-	364,877
Total Personal Services											**-**	**-**	**1,312,925**	**-**	**1,312,925**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
1000021	MMC X1319 AP	HUMAN RESOURCE ASSISTANT	18	PF	1	1.00	24	9	5188	SAL	-	-	124,512	-	124,512
										OPE	-	-	73,616	-	73,616
1000028	MESN Z7344 AF	Human Resources Manager 2		PF	1	1.00	24	10	10720	SAL	-	-	257,280	-	257,280
										OPE	-	-	109,782	-	109,782
1000038	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	9	8831	SAL	-	-	211,944	-	211,944
										OPE	-	-	97,433	-	97,433
1000402	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	9	6601	SAL	-	-	158,424	-	158,424
										OPE	-	-	82,854	-	82,854
1000749	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	7630	SAL	-	-	183,120	-	183,120
										OPE	-	-	89,581	-	89,581
1200071	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	9	8831	SAL	-	-	211,944	-	211,944
										OPE	-	-	97,433	-	97,433
1200179	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	7630	SAL	-	-	183,120	-	183,120
										OPE	-	-	89,581	-	89,581
1200181	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	7630	SAL	-	-	183,120	-	183,120
										OPE	-	-	89,581	-	89,581
1200221	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	3	5700	SAL	-	-	136,800	-	136,800
										OPE	-	-	76,963	-	76,963
1200222	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	6	6601	SAL	-	-	158,424	-	158,424
										OPE	-	-	82,854	-	82,854
1200303	MMS X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	0.88	21	3	6930	SAL	-	-	145,530	-	145,530
										OPE	-	-	74,378	-	74,378
1200304	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	0.88	21	3	6601	SAL	-	-	138,621	-	138,621
										OPE	-	-	72,496	-	72,496
Total Salary											-	-	2,092,839	-	2,092,839
Total OPE											-	-	1,036,552	-	1,036,552
Total Personal Services											**-**	**-**	**3,129,391**	**-**	**3,129,391**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
8450001	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	4,800	-	4,800
										OPE	-	-	367	-	367
8450002	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	4,800	-	4,800
										OPE	-	-	367	-	367
8450003	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	4,800	-	4,800
										OPE	-	-	367	-	367
8450004	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	4,800	-	4,800
										OPE	-	-	367	-	367
8450005	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	4,800	-	4,800
										OPE	-	-	367	-	367
8450006	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	4,800	-	4,800
										OPE	-	-	367	-	367
8450007	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	4,800	-	4,800
										OPE	-	-	367	-	367
Total Salary											-	-	33,600	-	33,600
Total OPE											-	-	2,569	-	2,569
Total Personal Services											**-**	**-**	**36,169**	**-**	**36,169**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
1500004	AL C0759 AP	SUPPLY SPECIALIST 2	20	PF	1	1.00	24	3	3962	SAL	-	-	95,088	-	95,088
										OPE	-	-	65,600	-	65,600
1500005	AL C4033 AP	FACILITY ENERGY TECHNICIAN 2	22	PF	1	1.00	24	8	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
1500006	AL C4033 AP	FACILITY ENERGY TECHNICIAN 2	22	PF	1	1.00	24	10	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
1500014	AL C3267 AP	CONSTRUCTION PROJECT MANAGER 1	27	PF	1	1.00	24	6	6346	SAL	-	-	152,304	-	152,304
										OPE	-	-	81,186	-	81,186
1500019	AL C0759 AP	SUPPLY SPECIALIST 2	20	PF	1	1.00	24	10	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
1500026	MESN Z7084 AF	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	10	10720	SAL	-	-	257,280	-	257,280
										OPE	-	-	109,782	-	109,782
1600802	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
Total Salary											-	-	1,045,848	-	1,045,848
Total OPE											-	-	562,778	-	562,778
Total Personal Services											**-**	**-**	**1,608,626**	**-**	**1,608,626**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
1100007	MMN X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	9	9718	SAL	-	-	233,232	-	233,232
										OPE	-	-	103,231	-	103,231
1100010	MENN Z7624 AF	Manager 2	33X	PF	1	1.00	24	10	10720	SAL	-	-	257,280	-	257,280
										OPE	-	-	109,782	-	109,782
1100017	AL C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
1600144	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	6930	SAL	-	-	166,320	-	166,320
										OPE	-	-	85,004	-	85,004
1600179	MMN X5618 AP	INTERNAL AUDITOR 3	31	PF	1	1.00	24	3	7274	SAL	-	-	174,576	-	174,576
										OPE	-	-	87,253	-	87,253
1600297	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	0.88	21	3	6930	SAL	-	-	145,530	-	145,530
										OPE	-	-	74,378	-	74,378
1600299	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	0.88	21	3	3482	SAL	-	-	73,122	-	73,122
										OPE	-	-	54,654	-	54,654
1600300	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	0.88	21	3	3482	SAL	-	-	73,122	-	73,122
										OPE	-	-	54,654	-	54,654
1600301	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	0.88	21	3	3482	SAL	-	-	73,122	-	73,122
										OPE	-	-	54,654	-	54,654
1600302	MMN X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	0.88	21	3	7274	SAL	-	-	152,754	-	152,754
										OPE	-	-	76,346	-	76,346
1600707	MMN X1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	9	9264	SAL	-	-	222,336	-	222,336
										OPE	-	-	100,263	-	100,263
2000686	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	9	9264	SAL	-	-	222,336	-	222,336
										OPE	-	-	100,263	-	100,263
4000024	MMN X1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	9	9264	SAL	-	-	222,336	-	222,336
										OPE	-	-	100,263	-	100,263
4500127	AL C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	4	5768	SAL	-	-	138,432	-	138,432
										OPE	-	-	77,408	-	77,408
4500734	MMS X7435 AP	LICENSING AND PERMITTING MANAGER	31X	PF	1	1.00	24	10	9718	SAL	-	-	233,232	-	233,232
										OPE	-	-	103,231	-	103,231
4600850	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	8449	SAL	-	-	202,776	-	202,776

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	94,935	-	94,935
5500053	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	4	4155	SAL	-	-	99,720	-	99,720
										OPE	-	-	66,863	-	66,863
5500059	AL C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	7	6659	SAL	-	-	159,816	-	159,816
										OPE	-	-	83,233	-	83,233
5500064	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	9	8053	SAL	-	-	193,272	-	193,272
										OPE	-	-	92,346	-	92,346
5500561	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	6930	SAL	-	-	166,320	-	166,320
										OPE	-	-	85,004	-	85,004
5500604	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	8449	SAL	-	-	202,776	-	202,776
										OPE	-	-	94,935	-	94,935
8000401	MESN Z7082 AF	BUSINESS OPERATIONS ADMINISTRATOF	38X	PF	1	1.00	24	10	13661	SAL	-	-	327,864	-	327,864
										OPE	-	-	126,661	-	126,661
8000408	MMN X7624 AP	Manager 2	33X	PF	1	1.00	24	10	10720	SAL	-	-	257,280	-	257,280
										OPE	-	-	109,782	-	109,782
Total Salary											-	-	4,165,002	-	4,165,002
Total OPE											-	-	2,020,455	-	2,020,455
Total Personal Services											**-**	**-**	**6,185,457**	**-**	**6,185,457**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
1500056	AL C0436 AP	PROCUREMENT & CONTRACT SPECIALIS	23	PF	1	1.00	24	3	4556	SAL	-	-	109,344	-	109,344
										OPE	-	-	69,484	-	69,484
1500603	AL C0438 AP	PROCUREMENT & CONTRACT SPECIALIS	29	PF	1	1.00	24	3	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
2500002	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
2500003	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	8	4772	SAL	-	-	114,528	-	114,528
										OPE	-	-	70,896	-	70,896
2500004	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	9	5014	SAL	-	-	120,336	-	120,336
										OPE	-	-	72,478	-	72,478
2500006	AL C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	10	6345	SAL	-	-	152,280	-	152,280
										OPE	-	-	81,180	-	81,180
2500007	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	7	4556	SAL	-	-	109,344	-	109,344
										OPE	-	-	69,484	-	69,484
2500008	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5253	SAL	-	-	126,072	-	126,072
										OPE	-	-	74,041	-	74,041
2500009	AL C1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	10	8868	SAL	-	-	212,832	-	212,832
										OPE	-	-	97,674	-	97,674
2500010	AL C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	8	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
2500011	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	6345	SAL	-	-	152,280	-	152,280
										OPE	-	-	81,180	-	81,180
2500013	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	6345	SAL	-	-	152,280	-	152,280
										OPE	-	-	81,180	-	81,180
2500014	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	6345	SAL	-	-	152,280	-	152,280
										OPE	-	-	81,180	-	81,180
2500015	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	9	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
2500018	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5253	SAL	-	-	126,072	-	126,072
										OPE	-	-	74,041	-	74,041
2500020	MMS X7035 AP	ACCOUNTING MANAGER 1	31X	PF	1	1.00	24	10	9718	SAL	-	-	233,232	-	233,232

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	103,231	-	103,231
2500021	AL C1244 AP	FISCAL ANALYST 2	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
2500022	MESN Z7073 AF	Budget and Fiscal Manager 3		PF	1	1.00	24	3	8408	SAL	-	-	201,792	-	201,792
										OPE	-	-	94,667	-	94,667
2500057	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	9	5014	SAL	-	-	120,336	-	120,336
										OPE	-	-	72,478	-	72,478
2500063	MMN X7074 AP	BUDGET AND FISCAL MANAGER 2	33X	PF	1	1.00	24	9	10203	SAL	-	-	244,872	-	244,872
										OPE	-	-	106,402	-	106,402
2500087	AL C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	7	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
2500145	AL C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
2500147	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	8	4772	SAL	-	-	114,528	-	114,528
										OPE	-	-	70,896	-	70,896
2500186	AL C0214 AP	PAYROLL ANALYST	21	PF	1	1.00	24	9	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
2500201	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	8	5768	SAL	-	-	138,432	-	138,432
										OPE	-	-	77,408	-	77,408
2500290	MMS X7074 AP	BUDGET AND FISCAL MANAGER 2	33X	PF	1	0.88	21	3	7630	SAL	-	-	160,230	-	160,230
										OPE	-	-	78,383	-	78,383
2500291	AL C1244 AP	FISCAL ANALYST 2	27	PF	1	0.88	21	3	5501	SAL	-	-	115,521	-	115,521
										OPE	-	-	66,203	-	66,203
2500292	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	0.88	21	3	3784	SAL	-	-	79,464	-	79,464
										OPE	-	-	56,382	-	56,382
2500803	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	6345	SAL	-	-	152,280	-	152,280
										OPE	-	-	81,180	-	81,180
2500804	MMS X7075 AP	Budget and Fiscal Manager 1		PF	1	1.00	24	10	9718	SAL	-	-	233,232	-	233,232
										OPE	-	-	103,231	-	103,231
2500950	AL C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	10	6345	SAL	-	-	152,280	-	152,280
										OPE	-	-	81,180	-	81,180

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
8000412	AL C0437 AP	PROCUREMENT & CONTRACT SPECIALIS	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
8000413	AL C1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	10	8868	SAL	-	-	212,832	-	212,832
										OPE	-	-	97,674	-	97,674
8000414	AL C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	7	6659	SAL	-	-	159,816	-	159,816
										OPE	-	-	83,233	-	83,233
8000415	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	7	4556	SAL	-	-	109,344	-	109,344
										OPE	-	-	69,484	-	69,484
8000433	AL C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
Total Salary											-	-	5,441,919	-	5,441,919
Total OPE											-	-	2,896,646	-	2,896,646
Total Personal Services											**-**	**-**	**8,338,565**	**-**	**8,338,565**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
2600008	AL C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	9503	SAL	-	-	228,072	-	228,072
										OPE	-	-	101,826	-	101,826
2600010	AL C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	9503	SAL	-	-	228,072	-	228,072
										OPE	-	-	101,826	-	101,826
2600016	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8585	SAL	-	-	206,040	-	206,040
										OPE	-	-	95,824	-	95,824
2600062	MESN Z7373 IP	Information Technology Manager 3		PF	1	1.00	24	10	13661	SAL	-	-	327,864	-	327,864
										OPE	-	-	126,661	-	126,661
2600065	AL C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	33	PF	1	1.00	24	10	10383	SAL	-	-	249,192	-	249,192
										OPE	-	-	107,579	-	107,579
2600066	AL C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	9503	SAL	-	-	228,072	-	228,072
										OPE	-	-	101,826	-	101,826
2600067	AL C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	9503	SAL	-	-	228,072	-	228,072
										OPE	-	-	101,826	-	101,826
2600068	AL C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	9503	SAL	-	-	228,072	-	228,072
										OPE	-	-	101,826	-	101,826
2600086	AL C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	33	PF	1	1.00	24	10	10383	SAL	-	-	249,192	-	249,192
										OPE	-	-	107,579	-	107,579
2600087	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	3	6224	SAL	-	-	149,376	-	149,376
										OPE	-	-	80,389	-	80,389
2600183	MMS X7375 AP	Information Technology Manager 1		PF	1	1.00	24	3	6930	SAL	-	-	166,320	-	166,320
										OPE	-	-	85,004	-	85,004
2600187	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
2600269	AL C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	33	PF	1	0.88	21	3	7511	SAL	-	-	157,731	-	157,731
										OPE	-	-	77,702	-	77,702
2600305	MMS X7006 IP	PRINCIPAL EXECUTIVE/MANAGER D	31X	PF	1	0.88	21	3	8015	SAL	-	-	168,315	-	168,315
										OPE	-	-	80,585	-	80,585
2600405	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8585	SAL	-	-	206,040	-	206,040
										OPE	-	-	95,824	-	95,824
2600406	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8585	SAL	-	-	206,040	-	206,040

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	95,824	-	95,824
2600407	AL C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	7189	SAL	-	-	172,536	-	172,536
										OPE	-	-	86,698	-	86,698
2600510	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	8585	SAL	-	-	206,040	-	206,040
										OPE	-	-	95,824	-	95,824
2600537	AL C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	33	PF	1	1.00	24	10	10383	SAL	-	-	249,192	-	249,192
										OPE	-	-	107,579	-	107,579
2600617	AL C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	10	6630	SAL	-	-	159,120	-	159,120
										OPE	-	-	83,043	-	83,043
2600751	AL C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	10	8031	SAL	-	-	192,744	-	192,744
										OPE	-	-	92,203	-	92,203
2600826	MMS X7374 IP	Information Technology Manager 2		PF	1	1.00	24	10	12394	SAL	-	-	297,456	-	297,456
										OPE	-	-	120,385	-	120,385
8000420	AL C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	8	6045	SAL	-	-	145,080	-	145,080
										OPE	-	-	79,219	-	79,219
Total Salary											-	-	4,780,662	-	4,780,662
Total OPE											-	-	2,202,714	-	2,202,714
Total Personal Services											**-**	**-**	**6,983,376**	**-**	**6,983,376**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
4800315	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	0.50	12	3	3962	SAL	-	-	47,544	-	47,544
										OPE	-	-	32,800	-	32,800
8000090	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	4562	SAL	-	-	109,488	-	109,488
										OPE	-	-	69,524	-	69,524
8000091	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	6	3962	SAL	-	-	95,088	-	95,088
										OPE	-	-	65,600	-	65,600
8000092	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	4772	SAL	-	-	114,528	-	114,528
										OPE	-	-	70,896	-	70,896
8000118	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	6	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
8000119	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	3	3962	SAL	-	-	95,088	-	95,088
										OPE	-	-	65,600	-	65,600
8000215	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	3	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
8000216	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	3	3962	SAL	-	-	95,088	-	95,088
										OPE	-	-	65,600	-	65,600
8000229	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	3	3962	SAL	-	-	95,088	-	95,088
										OPE	-	-	65,600	-	65,600
8000405	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	-	244,872	-	244,872
										OPE	-	-	106,402	-	106,402
8000406	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	10203	SAL	-	-	244,872	-	244,872
										OPE	-	-	106,402	-	106,402
8000407	AL C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	6	5253	SAL	-	-	126,072	-	126,072
										OPE	-	-	74,041	-	74,041
8000416	MMS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	10	10720	SAL	-	-	257,280	-	257,280
										OPE	-	-	109,782	-	109,782
8000417	AL C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	7	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
8000418	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	8	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
8000430	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	6	3962	SAL	-	-	95,088	-	95,088

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	65,600	-	65,600
8000431	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	3	3277	SAL	-	-	78,648	-	78,648
										OPE	-	-	61,124	-	61,124
8000437	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	8	4772	SAL	-	-	114,528	-	114,528
										OPE	-	-	70,896	-	70,896
Total Salary											-	-	2,442,000	-	2,442,000
Total OPE											-	-	1,359,928	-	1,359,928
Total Personal Services											**-**	**-**	**3,801,928**	**-**	**3,801,928**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
8000120	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	8449	SAL	-	-	202,776	-	202,776
										OPE	-	-	94,935	-	94,935
8000121	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	6	4772	SAL	-	-	114,528	-	114,528
										OPE	-	-	70,896	-	70,896
8000122	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	3	3482	SAL	-	-	83,568	-	83,568
										OPE	-	-	62,463	-	62,463
8000434	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	7	3872	SAL	-	-	92,928	-	92,928
										OPE	-	-	65,013	-	65,013
8000435	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	7	3872	SAL	-	-	92,928	-	92,928
										OPE	-	-	65,013	-	65,013
8000436	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	3	3482	SAL	-	-	83,568	-	83,568
										OPE	-	-	62,463	-	62,463
8000451	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	8	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
8000459	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
8000460	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	8	6345	SAL	-	-	152,280	-	152,280
										OPE	-	-	81,180	-	81,180
8000461	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
8500096	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	7	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
8500097	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	5	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
8500098	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	3	5014	SAL	-	-	120,336	-	120,336
										OPE	-	-	72,478	-	72,478
8500099	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	7	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
8500100	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	5	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
8500101	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	85,312	-	85,312
8500102	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
8500103	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	9	6659	SAL	-	-	159,816	-	159,816
										OPE	-	-	83,233	-	83,233
8500104	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	3	5014	SAL	-	-	120,336	-	120,336
										OPE	-	-	72,478	-	72,478
8500105	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	7	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
8500202	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	3	5014	SAL	-	-	120,336	-	120,336
										OPE	-	-	72,478	-	72,478
8500203	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	5	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
8500220	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	7	7481	SAL	-	-	179,544	-	179,544
										OPE	-	-	88,606	-	88,606
8500281	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	0.88	21	3	6046	SAL	-	-	126,966	-	126,966
										OPE	-	-	69,322	-	69,322
8500282	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	0.88	21	3	5501	SAL	-	-	115,521	-	115,521
										OPE	-	-	66,203	-	66,203
8500284	MMS X7436 AP	Licensing and Permitting Supervisor 2		PF	1	0.88	21	3	5985	SAL	-	-	125,685	-	125,685
										OPE	-	-	68,973	-	68,973
8500285	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	0.88	21	3	5014	SAL	-	-	105,294	-	105,294
										OPE	-	-	63,418	-	63,418
8500286	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	0.88	21	3	5014	SAL	-	-	105,294	-	105,294
										OPE	-	-	63,418	-	63,418
8500287	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	0.88	21	3	5501	SAL	-	-	115,521	-	115,521
										OPE	-	-	66,203	-	66,203
8500288	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	0.88	21	3	5501	SAL	-	-	115,521	-	115,521
										OPE	-	-	66,203	-	66,203
8500298	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	0.88	21	3	6930	SAL	-	-	145,530	-	145,530
										OPE	-	-	74,378	-	74,378

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
Total Salary											-	-	4,163,604	-	4,163,604
Total OPE											-	-	2,325,123	-	2,325,123
Total Personal Services											**-**	**-**	**6,488,727**	**-**	**6,488,727**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
8000050	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	7322	SAL	-	-	175,728	-	175,728
										OPE	-	-	87,567	-	87,567
8000452	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
8000453	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	6	6346	SAL	-	-	152,304	-	152,304
										OPE	-	-	81,186	-	81,186
8000454	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	7322	SAL	-	-	175,728	-	175,728
										OPE	-	-	87,567	-	87,567
8000455	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
8000456	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	7322	SAL	-	-	175,728	-	175,728
										OPE	-	-	87,567	-	87,567
8000457	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
8000458	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	7322	SAL	-	-	175,728	-	175,728
										OPE	-	-	87,567	-	87,567
8000471	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
8000472	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
8000473	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	7	6659	SAL	-	-	159,816	-	159,816
										OPE	-	-	83,233	-	83,233
8000474	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	6	6346	SAL	-	-	152,304	-	152,304
										OPE	-	-	81,186	-	81,186
8500106	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
8500107	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
8500108	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	7322	SAL	-	-	175,728	-	175,728
										OPE	-	-	87,567	-	87,567
8500109	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	89,863	-	89,863
8500110	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
8500111	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
8500112	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	7	6659	SAL	-	-	159,816	-	159,816
										OPE	-	-	83,233	-	83,233
8500113	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	7	6659	SAL	-	-	159,816	-	159,816
										OPE	-	-	83,233	-	83,233
8500114	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
8500115	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	7	6659	SAL	-	-	159,816	-	159,816
										OPE	-	-	83,233	-	83,233
8500116	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
8700094	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	8	5253	SAL	-	-	126,072	-	126,072
										OPE	-	-	74,041	-	74,041
8700095	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	5768	SAL	-	-	138,432	-	138,432
										OPE	-	-	77,408	-	77,408
8700133	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	9	8053	SAL	-	-	193,272	-	193,272
										OPE	-	-	92,346	-	92,346
8700134	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
8700135	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	8	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
8700136	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
8700137	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	6046	SAL	-	-	145,104	-	145,104
										OPE	-	-	79,224	-	79,224
8700138	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
8700139	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
8700140	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
8700141	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	8	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
8700223	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
8700224	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
8700225	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
8700226	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
8700227	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
8700228	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
8700277	AL C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	0.88	21	3	5014	SAL	-	-	105,294	-	105,294
										OPE	-	-	63,418	-	63,418
8700289	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	0.88	21	3	5501	SAL	-	-	115,521	-	115,521
										OPE	-	-	66,203	-	66,203
8700307	MMN X8504 AP	NATURAL RESOURCE SPECIALIST 4	30	PF	1	0.88	21	3	6930	SAL	-	-	145,530	-	145,530
										OPE	-	-	74,378	-	74,378
Total Salary											-	-	6,801,801	-	6,801,801
Total OPE											-	-	3,544,981	-	3,544,981
Total Personal Services											**-**	**-**	**10,346,782**	**-**	**10,346,782**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
6000151	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	4	3627	SAL	-	-	87,048	-	87,048
										OPE	-	-	63,411	-	63,411
6000152	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	7	4155	SAL	-	-	99,720	-	99,720
										OPE	-	-	66,863	-	66,863
6000153	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	3	4155	SAL	-	-	99,720	-	99,720
										OPE	-	-	66,863	-	66,863
6000154	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	9	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
6000155	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	8	5253	SAL	-	-	126,072	-	126,072
										OPE	-	-	74,041	-	74,041
6000156	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	5	7630	SAL	-	-	183,120	-	183,120
										OPE	-	-	89,581	-	89,581
6000157	MMS X7435 AP	LICENSING AND PERMITTING MANAGER	31X	PF	1	1.00	24	9	9264	SAL	-	-	222,336	-	222,336
										OPE	-	-	100,263	-	100,263
6000158	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
6000159	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	7673	SAL	-	-	184,152	-	184,152
										OPE	-	-	89,863	-	89,863
6000160	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
6000162	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
6000164	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	8	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
6000165	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
6000166	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
6000167	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	6	6346	SAL	-	-	152,304	-	152,304
										OPE	-	-	81,186	-	81,186
6000168	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	6	6346	SAL	-	-	152,304	-	152,304

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE GF	LF	OF	FF	AF
										OPE	-	-	81,186	-	81,186
6000169	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
6000172	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	8	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	85,312	-	85,312
6000174	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
6000175	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
6000177	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	5501	SAL	-	-	132,024	-	132,024
										OPE	-	-	75,662	-	75,662
Total Salary											-	-	3,014,040	-	3,014,040
Total OPE											-	-	1,654,702	-	1,654,702
Total Personal Services											**-**	**-**	**4,668,742**	**-**	**4,668,742**

NET PACKAGE FISCAL IMPACT REPORT CSL
(ESSENTIAL PACKAGES)
(POS116)

POS116 - Net Package Fiscal Impact Report

2023-25 Biennium

Current Service Level

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
				No records for the phase: CSL										
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**0**	**0**	**0**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**0**	**0**	**0**	**0**	**0.00**

NET PACKAGE FISCAL IMPACT REPORT ARB
(POLICY PACKAGES)
(POS116)

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4500274	1421551		AL C5732 A P	LICENSING SPECIALIST	25	PF	21	3	5,014	105,294	63,418	168,712	1	0.88
4500275	1421571		AL C5732 A P	LICENSING SPECIALIST	25	PF	21	3	5,014	105,294	63,418	168,712	1	0.88
4500276	1421593		AL C5732 A P	LICENSING SPECIALIST	25	PF	21	3	5,014	105,294	63,418	168,712	1	0.88
4500278	1421653		AL C0104 A P	OFFICE SPECIALIST 2	15C	PF	21	3	3,277	68,817	53,482	122,299	1	0.88
4500279	1421671		MMS X7436 A P	Licensing and Permitting Supervisor :		PF	21	3	5,985	125,685	68,973	194,658	1	0.88
4500280	1421691		AL C5248 A P	COMPLIANCE SPECIALIST 3	29	PF	21	3	6,046	126,966	69,322	196,288	1	0.88
4500306	1421611		AL C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	21	3	3,482	73,122	54,654	127,776	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**710,472**	**436,685**	**1,147,157**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**710,472**	**436,685**	**1,147,157**	**7**	**6.16**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4500270	1421711		MMS X7436 A P	Licensing and Permitting Supervisor :		PF	21	3	5,985	125,685	68,973	194,658	1	0.88
4700271	1421731		AL C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	21	3	3,962	83,202	57,400	140,602	1	0.88
4700272	1421751		AL C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	21	3	3,962	83,202	57,400	140,602	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**292,089**	**183,773**	**475,862**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**292,089**	**183,773**	**475,862**	**3**	**2.64**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4700308	1422292		AL C5733 A P	REGULATORY SPECIALIST	27	PF	18	3	5,501	99,018	56,746	155,764	1	0.75
4700309	1422311		AL C5733 A P	REGULATORY SPECIALIST	27	PF	18	3	5,501	99,018	56,746	155,764	1	0.75
4700310	1422331		AL C5733 A P	REGULATORY SPECIALIST	27	PF	18	3	5,501	99,018	56,746	155,764	1	0.75
4700311	1422353		AL C5733 A P	REGULATORY SPECIALIST	27	PF	18	3	5,501	99,018	56,746	155,764	1	0.75
4700312	1422371		AL C5733 A P	REGULATORY SPECIALIST	27	PF	18	3	5,501	99,018	56,746	155,764	1	0.75
4700313	1422372		AL C5248 A P	COMPLIANCE SPECIALIST 3	29	PF	18	3	6,046	108,828	59,417	168,245	1	0.75
4700314	1422391		MMN X1321 A P	HUMAN RESOURCE ANALYST 2	26	PF	22	3	5,700	125,400	70,549	195,949	1	0.92
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**729,318**	**413,696**	**1,143,014**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**729,318**	**413,696**	**1,143,014**	**7**	**5.42**

2023-25 Biennium **Cross Reference Number: 84500-003-00-00-00000**

Agency Request Budget **Package Number: 303**

Position Number	Auth No	Workday Id	Classification				Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
2600269	1421271		AL	C1488	I	P	INFORMATION SYSTEMS SPECIAL	33	PF	21	3	7,511	157,731	77,702	235,433	1	0.88
2600305	1421331		MMS	X7006	I	P	PRINCIPAL EXECUTIVE/MANAGER	31X	PF	21	3	8,015	168,315	80,585	248,900	1	0.88
							General Funds						**0**	**0**	**0**		
							Lottery Funds						**0**	**0**	**0**		
							Other Funds						**326,046**	**158,287**	**484,333**		
							Federal Funds						**0**	**0**	**0**		
							Total Funds						**326,046**	**158,287**	**484,333**	**2**	**1.76**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1200303	1421411		MMS X7006 A P	PRINCIPAL EXECUTIVE/MANAGER	31X	PF	21	3	6,930	145,530	74,378	219,908	1	0.88
1200304	1421431		MMN X1322 A P	HUMAN RESOURCE ANALYST 3	29	PF	21	3	6,601	138,621	72,496	211,117	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**284,151**	**146,874**	**431,025**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**284,151**	**146,874**	**431,025**	**2**	**1.76**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1500603	498880	20673	AL C0438 A P	PROCUREMENT & CONTRACT SPE	29	PF	0	3	6,046	50,016	13,624	63,640	0	0.00
2500290	1421452		MMS X7074 A P	BUDGET AND FISCAL MANAGER 2	33X	PF	21	3	7,630	160,230	78,383	238,613	1	0.88
2500291	1421471		AL C1244 A P	FISCAL ANALYST 2	27	PF	21	3	5,501	115,521	66,203	181,724	1	0.88
2500292	1421491		AL C0212 A P	ACCOUNTING TECHNICIAN	19	PF	21	3	3,784	79,464	56,382	135,846	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**405,231**	**214,592**	**619,823**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**405,231**	**214,592**	**619,823**	**3**	**2.64**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1600297	1421831		MMN X0872 A P	OPERATIONS & POLICY ANALYST 3	30	PF	21	3	6,930	145,530	74,378	219,908	1	0.88
1600299	1421951		AL C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	21	3	3,482	73,122	54,654	127,776	1	0.88
1600300	1421991		AL C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	21	3	3,482	73,122	54,654	127,776	1	0.88
1600301	1422011		AL C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	21	3	3,482	73,122	54,654	127,776	1	0.88
1600302	1422031		MMN X0866 A P	PUBLIC AFFAIRS SPECIALIST 3	31	PF	21	3	7,274	152,754	76,346	229,100	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**517,650**	**314,686**	**832,336**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**517,650**	**314,686**	**832,336**	**5**	**4.40**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
8700277	1422051		AL C5247 A P	COMPLIANCE SPECIALIST 2	25	PF	21	3	5,014	105,294	63,418	168,712	1	0.88
8700289	1422092		AL C5733 A P	REGULATORY SPECIALIST	27	PF	21	3	5,501	115,521	66,203	181,724	1	0.88
8700307	1422091		MMN X8504 A P	NATURAL RESOURCE SPECIALIST	30	PF	21	3	6,930	145,530	74,378	219,908	1	0.88
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**366,345**	**203,999**	**570,344**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**366,345**	**203,999**	**570,344**	**3**	**2.64**

Position Number	Auth No	Workday Id	Classification			Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
8500281	1422291		AL	C5248 A	P	COMPLIANCE SPECIALIST 3	29	PF	21	3	6,046	126,966	69,322	196,288	1	0.88
8500282	1422211		AL	C5733 A	P	REGULATORY SPECIALIST	27	PF	21	3	5,501	115,521	66,203	181,724	1	0.88
8500284	1422151		MMS	X7436 A	P	Licensing and Permitting Supervisor 2		PF	21	3	5,985	125,685	68,973	194,658	1	0.88
8500285	1422171		AL	C5732 A	P	LICENSING SPECIALIST	25	PF	21	3	5,014	105,294	63,418	168,712	1	0.88
8500286	1422194		AL	C5732 A	P	LICENSING SPECIALIST	25	PF	21	3	5,014	105,294	63,418	168,712	1	0.88
8500287	1422231		AL	C5733 A	P	REGULATORY SPECIALIST	27	PF	21	3	5,501	115,521	66,203	181,724	1	0.88
8500288	1422251		AL	C5733 A	P	REGULATORY SPECIALIST	27	PF	21	3	5,501	115,521	66,203	181,724	1	0.88
8500298	1422271		MMN	X0872 A	P	OPERATIONS & POLICY ANALYST 3	30	PF	21	3	6,930	145,530	74,378	219,908	1	0.88
						General Funds						**0**	**0**	**0**		
						Lottery Funds						**0**	**0**	**0**		
						Other Funds						**955,332**	**538,118**	**1,493,450**		
						Federal Funds						**0**	**0**	**0**		
						Total Funds						**955,332**	**538,118**	**1,493,450**	**8**	**7.04**

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4800315	1422431		AL C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	12	3	3,962	47,544	32,800	80,344	1	0.50
				General Funds						**0**	**0**	**0**		
				Lottery Funds						**0**	**0**	**0**		
				Other Funds						**47,544**	**32,800**	**80,344**		
				Federal Funds						**0**	**0**	**0**		
				Total Funds						**47,544**	**32,800**	**80,344**	**1**	**0.50**

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