

BUDGET NARRATIVE

OREGON LIQUOR & CANNABIS COMMISSION 2025-2027 BUDGET

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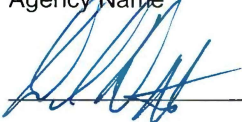
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I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the arithmetic accuracy of all numerical information has been verified.

OREGON LIQUOR & CANNABIS COMMISSION

Agency Name



SIGNATURE

9079 S. E. McLoughlin Blvd, Milwaukie, Oregon

Agency Address

DENNIS DOHERTY - Commission Chairman

TITLE

Notice: Requests of those agencies headed by a multiple body must be approved by those bodies of official action and signed by a majority of the members. The requests of other agencies must be approved and signed by the agency administrator. Requests which are not properly signed will be returned.

Agency Request	X	Governors Budget	Legislatively Adopted	Budget Page	1
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84500 - Oregon Liquor & Cannabis Commission

Agency Contact: Michelle Mulberghht

Date Submitted: 8/09/2024

CFO Analyst: Stacey Chase

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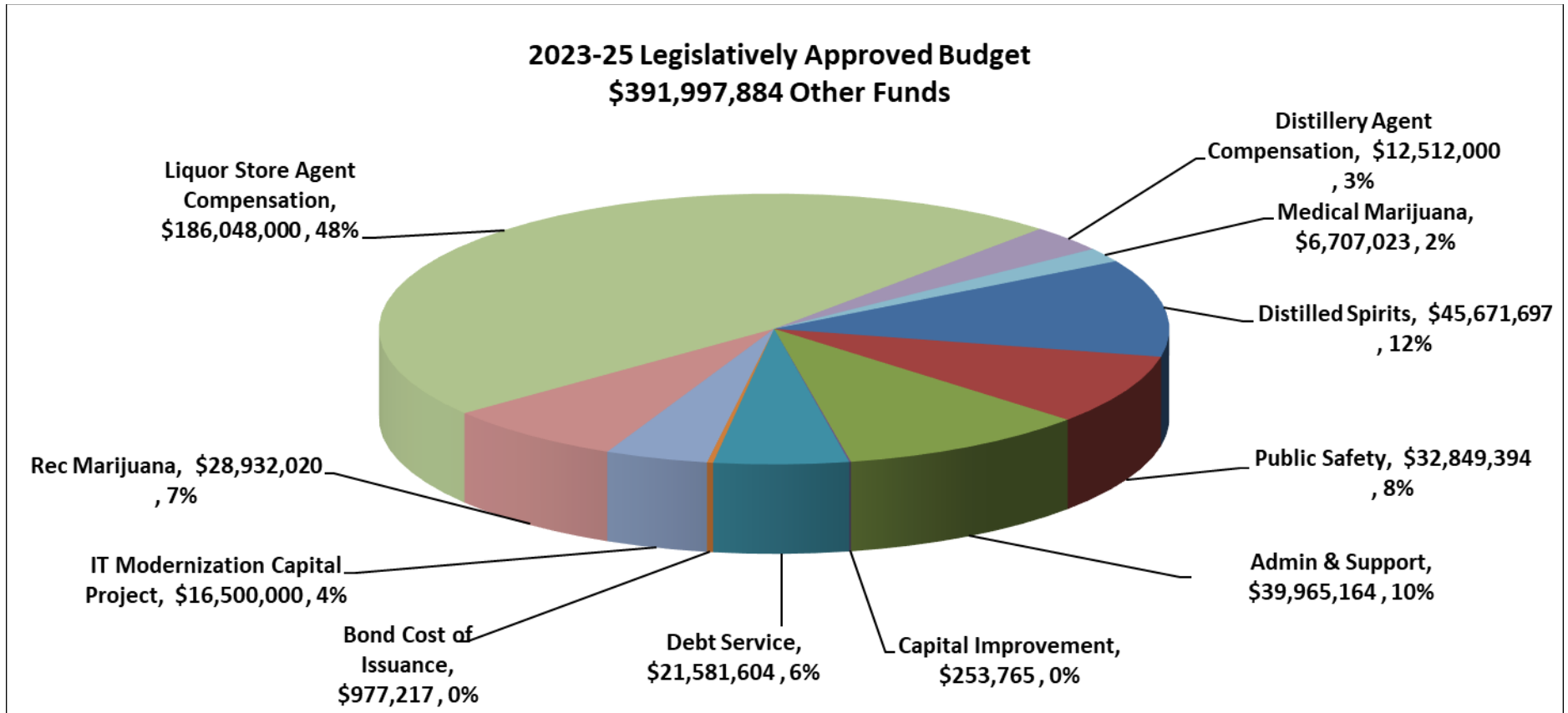
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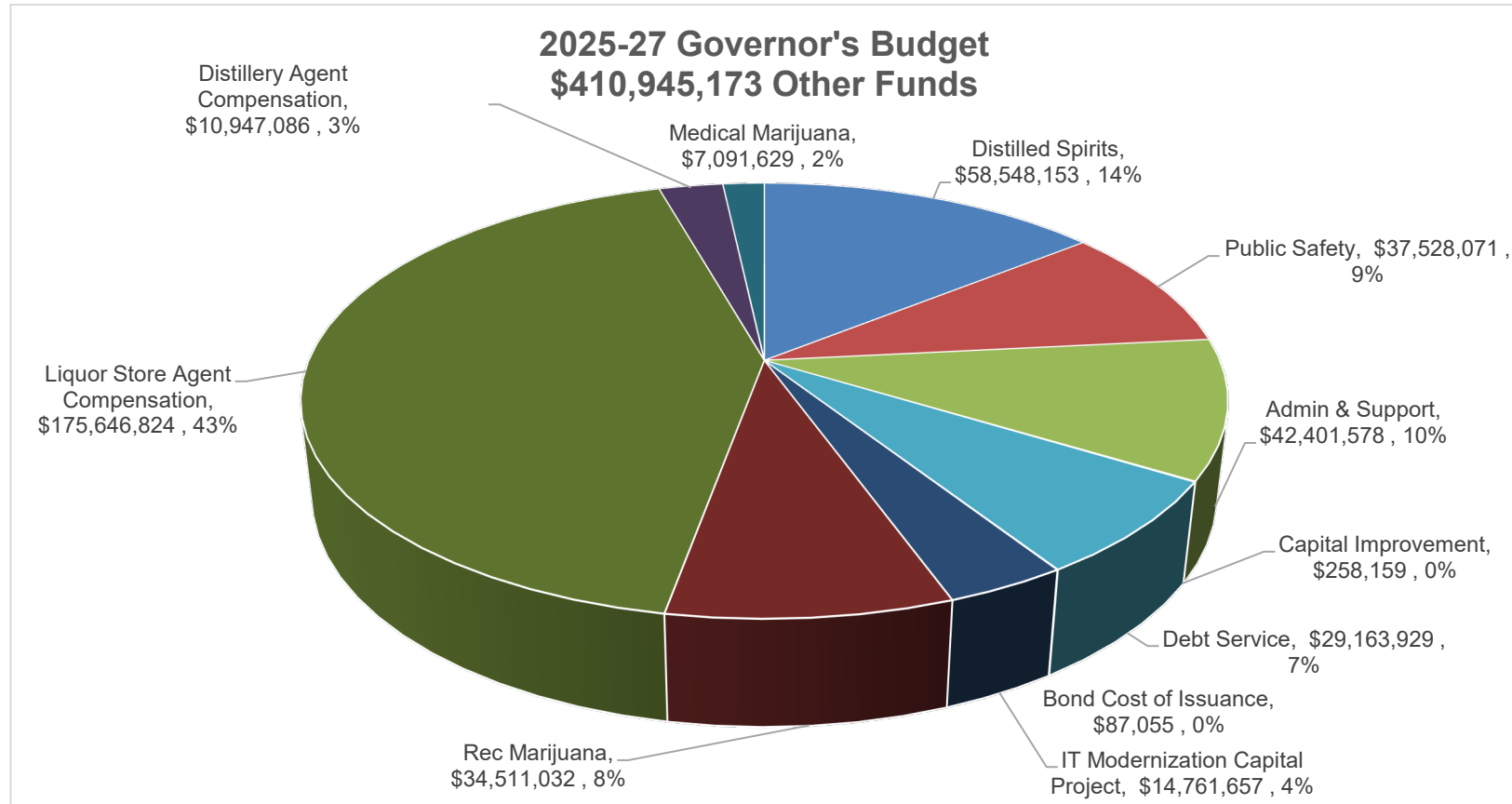
OREGON LIQUOR & CANNABIS COMMISSION AGENCY SUMMARY

A. BUDGET SUMMARY GRAPHICS



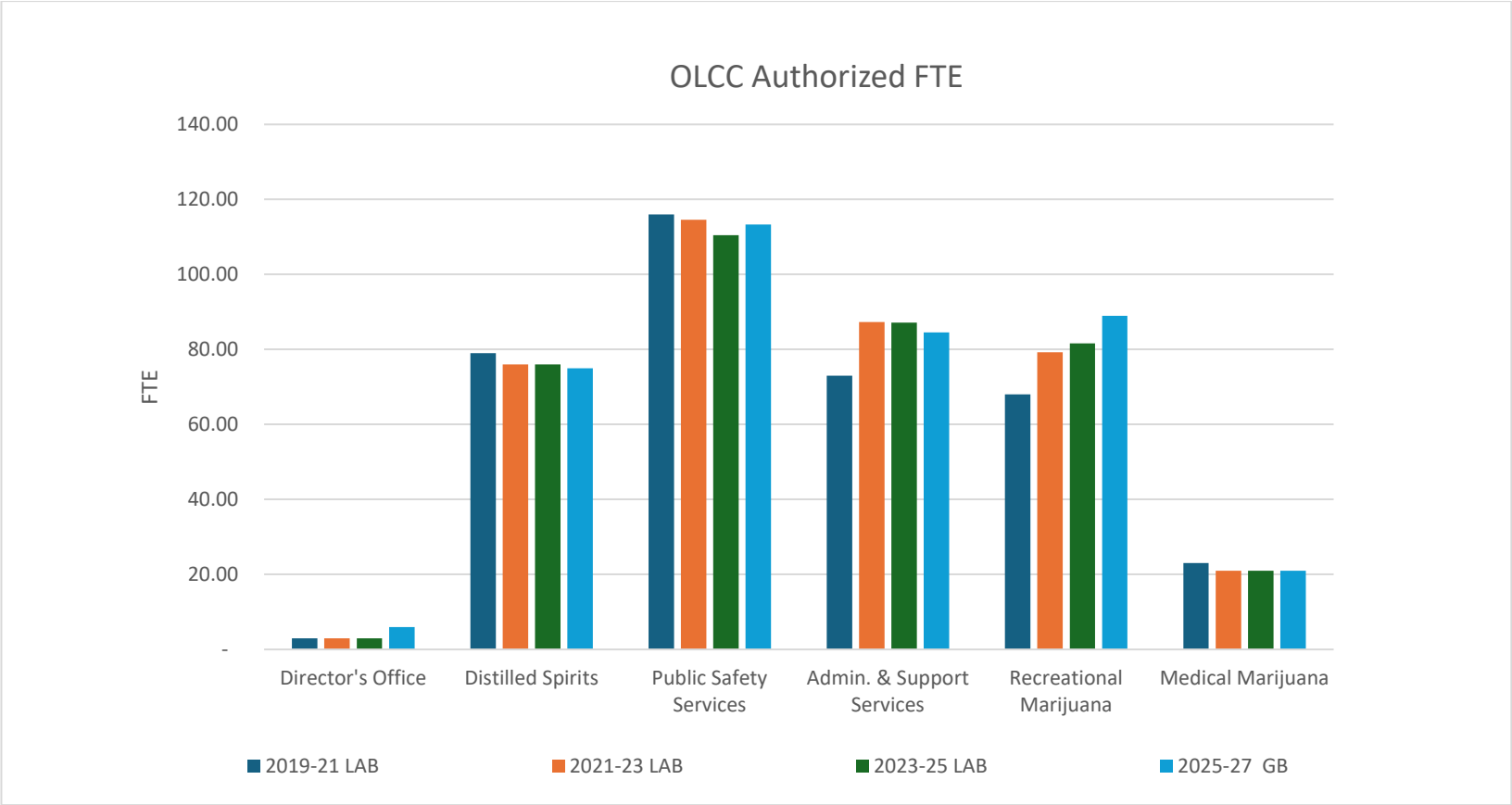
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BUDGET SUMMARY GRAPHICS, continued:



BUDGET NARRATIVE

BUDGET SUMMARY GRAPHICS, continued:



BUDGET NARRATIVE

BUDGET SUMMARY GRAPHICS, continued:

GOVERNOR'S BUDGET 25-27

OLCC Programs	Other Funds Limitation	Positions	FTEs
Distilled Spirits	\$58,548,153	75	75.00
Debt Service	\$29,163,929	0	0.00
IT Modernization	\$14,761,657	0	0.00
Cost of Issuance	\$87,055	0	0.00
Public Safety Services	\$37,528,071	116	113.25
Administration & Support	\$42,401,578	91	90.50
Recreational Marijuana	\$34,511,032	90	88.96
Medical Marijuana Administration	\$7,091,629	21	21.04
Agents Compensation	\$186,593,910	0	0.00
Capital Improvements	\$258,159	0	0.00
Capital Construction	\$0	0	0.00
TOTALS	\$410,945,173	393	388.75

BUDGET NARRATIVE

B. MISSION & VISION STATEMENTS AND STATUTORY AUTHORITY

Mission:

OLCC oversees access to alcohol and cannabis products in Oregon through education, regulation, and distilled spirits distribution. Our aim is to protect public health and safety while supporting responsible businesses and providing funding for local and state agencies.

Vision

To be recognized as a model in management and regulation of alcohol and cannabis, with measurable success in reducing harm, fostering responsible business practices, and supporting economic development.

To accomplish our vision we will:

- Act with transparency, integrity, equity and respect, reflecting our dedication to our staff, licensees, permittees, agents, and the communities we serve.
- Promote health and safety through evidence-based policies, quality education, and collaboration with our public health and recovery community partners.
- Ensure diligent, fair enforcement of all law and rules designed to protect and guide consumers and businesses, including Oregon's Bottle Bill.
- Create and sustain innovative, robust systems and processes to support Oregon's alcohol, cannabis and related industries.
- Efficiently generate revenue to fund local and state government programs and services.
- Provide outstanding and responsive customer service, with a focus on operational effectiveness and continuous improvement.
- Cultivate an inclusive, diverse, and equitable environment for our workforce, emphasizing a culture rooted in excellence and teamwork.

With diverse responsibilities, OLCC's Mission can seem complex and challenging. Through the dedication and hard work of our staff, and collaboration of our network of licensees and partners, we are balancing these commitments and continually striving to enhance performance in all areas.

BUDGET NARRATIVE

Statutory Authority

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; 475C Cannabis Regulation, and Administrative Rules Chapter 845.

C. AGENCY STRATEGIC PLAN

The development of OLCC’s Strategic Plan has been a highly collaborative effort. We have heard from, and listened carefully to, input from a wide range of individuals and groups both inside the agency and across the state. In addition, several special working teams have put in extra time working on our Mission and Vision, Strategic Priorities, and Goal and Actions.

While the Strategic Priorities, Goals and Actions are presented discretely, there is a clear synergy across the various efforts. Progress in one area will often enable and even augment achievement in other areas. In short, this a closely integrated set of efforts to support the positive evolution of OLCC.

The following four items outline the essential priorities on which OLCC will focus resources and attention over the coming four years. These needs emerged through an extensive outreach effort, with commentary and feedback from our internal team as well as dozens of licensees; political leaders; representatives from the alcohol, cannabis and hospitality industries; health and recovery advocates and sister agencies. This input was carefully reviewed and considered by the agency’s executive team, with contributions from a management-level working team, with full alignment reached on our direction and areas of greatest need.

Efficient, Modernized Operations & Outcomes: Fulfill current commitments and address opportunities to upgrade and improve our operations and services, while strengthening teamwork and clarifying the value of our work.

Balance Regulation, Compliance, Enforcement and Education in Public Safety: Assess and take action to ensure proper balance across the array of methods we use to ensure alcohol and cannabis providers are operating legally and equitably. Strengthen efforts to promote and protect public health and safety.

Positive Business Environment: Ensure our licensing, regulation and distilled spirits distribution activities create conditions for success across Oregon’s responsibly run alcohol, cannabis and related service industries.

BUDGET NARRATIVE

Equity and Inclusion: Commitment and Action: Identify opportunities, develop and implement strategies to foster diversity and belonging in our organization and across the industries we serve and regulate.

To read the agency's full Agency Strategic Plan please refer to the Special Reports section which contains the plan in its entirety.

D. CRITERIA FOR 2025-27 BUDGET DEVELOPMENT

OLCC is working diligently to build and launch a new distilled spirits distribution center, upgrade key logistics, distribution and licensing software, and relocate our central offices. These efforts will require significant attention and resources to maintain continuity throughout their implementation, and to deliver projected gains in efficiency, capacity and service quality.

The following budget development criteria/goals fit within the four areas previously identified in the Agency's Strategic Plan.

Efficient, Modernized Operations & Outcomes:

- Complete physical infrastructure/relocation projects on time, on budget, and with documented success measures.
 - Build out and transition all distilled spirits distribution to the new Canby warehouse within the 2025-27 biennium.
 - Relocate OLCC headquarters to the Oregon Department of Administrative Services (DAS), Portland State Office Building within the 2025-27 biennium.
- Fully modernize critical operating systems, dramatically reducing manual and paper-based activities, streamlining processes and supporting a culture of data.
- Restore/enhance cross-agency communication, personal connections and shared engagement in our mission.

Balance Regulation, Compliance, Enforcement and Education in Public Safety:

- Resolve ambiguity and reduce complexity in our regulatory framework to enhance fairness, equity and transparency.
- Improve efforts to prevent use of alcohol and cannabis by minors, and the diversion/inversion of cannabis into or out of the recreational cannabis market.

Positive Business Environment:

- Improve licensing processes to eliminate unnecessary burden on applicants, increase efficiency and reduce wait-times.
- Develop and communicate clearer compliance and enforcement guidelines for both staff and licensees, and monitor to ensure consistency.
- OLCC will be available to serve customers.

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Equity and Inclusion: Commitment and Action:

- Nurture an inclusive workplace culture that promotes equitable management/HR practices and where everyone feels comfortable to be their authentic selves.
- Promote equitable access to services, programs, and resources for alcohol, cannabis, and partner businesses.

E. RACIAL IMPACT STATEMENTS

OLCC Cover Memo - Equity Questions - September 2024

1. Who benefits from agency programs, both directly and indirectly?

Oregonians benefit from well-regulated adult-use cannabis and alcohol markets. OLCC's licensing, education, and public safety programs are designed to ensure that alcohol and cannabis businesses in Oregon comply, on an ongoing basis, with all applicable legal and regulatory requirements (ORS 471.030 and ORS 475C.001). OLCC's 2024-2028 strategic plan and our updated mission statement* focuses on protecting the safety and health of the people of Oregon. Notably:

- Verifying the ongoing compliance of cannabis licensees with statutes and rules related to product safety (including packaging and labelling safety requirements, traceability standards, potency limits, maximum serving sizes, daily sales limits, and via our random testing of cannabis products for the presence of undisclosed or forbidden ingredients and additives).
- Monitoring consumable hemp items sold in Oregon to verify compliance, including with regards to the prohibition of selling to minors (under 21) hemp items that contain 0.5 milligrams or more of total THC.
- Preventing the sale of adult-use cannabis and alcohol to visibly intoxicated persons and to minors, via our inspection, education, and minor decoy programs.
- Ensuring the controlled distribution of distilled spirits via a limited number of outlets (liquor stores) and sets prices that are conducive to preventing excessive drinking. Since 2021, this includes the establishment of a minimum price by alcohol content and container size for distilled spirits.

In the broader context, a justification for legalizing adult-use marijuana in 2014 was to reduce disparities in marijuana-related arrests for African Americans and other people of color in Oregon.

Indirectly, alcohol and cannabis industries benefit from the stable and predictable regulatory framework set by Oregon law and administrative rules. OLCC offers broad range of educational and informational regulatory guidance for current and potential licensees and permittees.

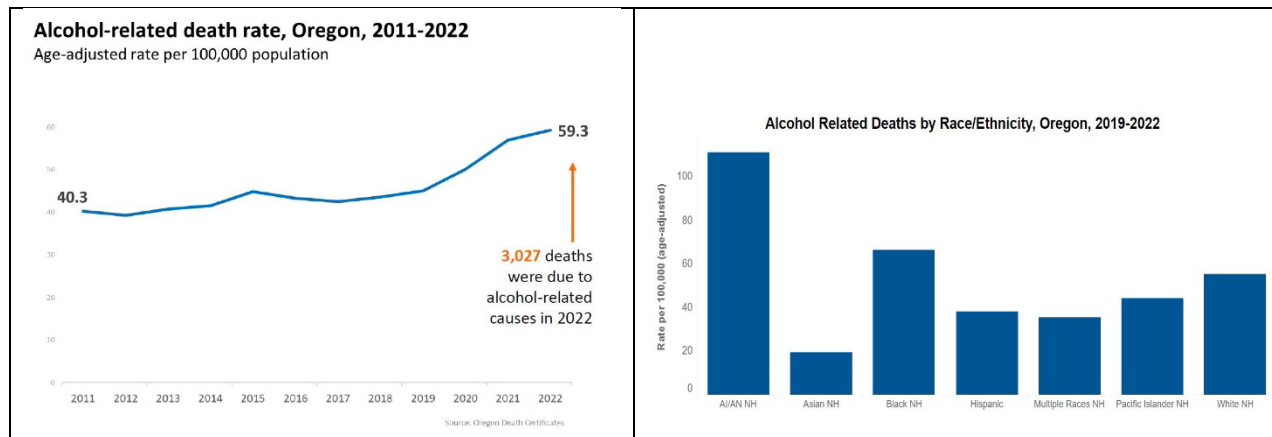
* See OLCC Strategic plan 2024-2028 - <https://www.oregon.gov/olcc/Docs/OLCC-Strategic-Plan-2024-2028.pdf>

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2. Who will be burdened by agency programs?

The licensees in the cannabis and alcohol markets bear the burden of OLCC's charge to regulate the use of these intoxicants in the interest of public health and public safety. Alcohol harms have been extensively researched and are a burden to all Oregonians. Cannabis, still illegal at the federal level, has not been researched as extensively because of that prohibition. Overall, disadvantaged groups suffer from much higher rates of alcohol-related harm compared with advantaged groups, despite drinking equally or less alcohol on average. Additional stress, stigma, discrimination, unresolved individual and community-level trauma, and exposure to drinking environments and settings associated with a high risk of harm potentially explain why some populations are disproportionately harmed by alcohol ([SAMHSA 2022](#)).

Excessive alcohol use in Oregon is a major contributor to traffic accidents, violence, homicides, alcohol poisoning, fetal alcohol spectrum disorders, as well as numerous lethal conditions (including several cancers, liver diseases, strokes, and heart diseases). The [Oregon Health Authority](#) estimates that excessive alcohol use is the third leading cause of preventable death among Oregonians and is responsible for over 3000 deaths annually. The alcohol-related death rate has been increasing in recent years and is much higher among American Indian/Alaska Native (AI/AN) people compared to all other groups.



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OLCC is an active partner of the Alcohol and Drug Policy Commission (ADPC), which is tasked with improving the effectiveness and efficiency of state and local substance use disorder prevention, treatment and recovery services for all Oregonians, with a commitment to reducing inequities.

3. How does the agency increase or decrease racial equity? Do proposed new programs have potential unintended/racial equity consequences? What benefits may result from the program?

OLCC is updating licensing systems for all agency programs and will be able to track applicant and licensee demographic data soon.

To promote equitable access to services, programs, and resources for alcohol, cannabis, and partner businesses OLCC plans to:

- Establish criteria and processes for marijuana license reassignment that offer opportunities for qualified members of underserved communities and those historically affected by cannabis criminalization.
- Assess the Liquor Store Operation application and temporary assignment processes for equitable opportunities.
- Develop and implement agency policy and training that promotes positive government-to-government relations between the OLCC and Oregon Tribal nations, in accordance with ORS 182.164 & 182.166

4. Whose voices and perspectives are not at the table? Why?

OLCC may not be hearing the perspectives of people or groups who are unaware of our regulatory authority and the opportunity to participate in rulemaking. Specifically, those who are unable to afford to pay dues and participate in industry advocacy associations. Additionally, those who are not able to participate in policy and rulemaking because they are unable to miss work could be excluded as well. To reach a diverse group of individuals, OLCC will continue public outreach and communications through a variety of media applications, and work to make access to public meetings available for those who need to attend after work or attend virtually to reduce travel costs.

5. What does the agency do to ensure multiple perspectives are part of our decision-making process?

The OLCC is guided by nine commissioners who ensures multiple perspectives at the highest decision-making level. ORS 471.705 ensures the commissioners enjoy different geographical and political perspectives. Also, the statute requires one member is “from the food and alcoholic beverage industry” so that the perspective of those who are regulated is safeguarded. Additionally, the men and women who are the current commissioners are racially diverse and bring multiple perspectives from there lived experience personally and professionally.

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OLCC regularly holds and participates in meetings with partner individuals and groups in addition to the formal Rules Advisory Committee (RAC) meetings. Each year the agency sends out notice for individuals to apply to be on committees. In the notice, OLCC asks applicants to share with the agency the reason they are applying, subject matter that they are interested in, and demographic information. The agency invites people with varied backgrounds, education, racial and geographic differences to participate in conversations and ultimately decisions. These decision on rules are finally reviewed for approval by the nine commissioners.

F. 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. The total area of the current warehouse facilities is ~231,000 square feet (~124,000 sq. ft. for the main warehouse and ~107,000 sq. ft. for the Milport warehouse). The current combined replacement value is \$80,390,548 (\$50,010,892 for the main warehouse/HQ and \$30,379,656 for the Milport warehouse). These facilities are 70 and 50 years old, respectively.

The OLCC's 2025-27 facility plan and Current Service Level (CSL) capital improvement budget of \$258,159 will cover 42% of the potential 2025-27 maintenance and repair needs at the agency's existing facilities. This CSL funding should be adequate to address the needs that may arise while remaining in our current facilities. The current facility plan is designed to keep agency facilities located in Milwaukie operational until the agency moves to the new distilled spirits warehouse/distribution facility in Canby and DAS-leased headquarters space in Portland during the 2025-27 biennium.

Both OLCC facilities are expected to be sold after the current 2023-25 biennium. The agency is assuming the sale proceeds will be used to pay down the debt service on the agency's capital project(s).

G. 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 a plethora of excel spreadsheets. OLCC is in the midst of an enterprise modernization effort to implement configurable and

scalable software solutions to address cannabis and alcohol licensing, case management, and enforcement, as well as distilled spirits supply chain and retail store management. To achieve these goals OLCC is working to develop an Information Technology (IT) Modernization effort encompassing a Cannabis Alcohol Management Program (CAMP) and a Distilled Spirit Supply Chain (DSSC)

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system. DSSC is comprised of a Warehouse Management System (WMS), a Point of Sale system (POS), and an Enterprise Resource Planning (ERP) system. OLCC has a significant need to modernize the agency's outdated technology to make it easier for stakeholders and staff while working to improve the agency's data quality and systems security. Another goal is to create easily digestible data sets for business intelligence that can be used for licensees, retail liquor store agents, distributors and other stakeholders.

To read the agency's full Information Technology (IT) Strategic Plan please refer to the Special Reports section which contains the plan in its entirety.

H. IT PRIORITIZATION MATRIX

OLCC's IT Prioritization Matrix can be found in the Special Reports Section.

Priority IT projects for 2025-27 include development of the Marijuana and Liquor Licensing Compliance System (also known as Cannabis and Alcohol Management Program – CAMP) and modernization of the Distilled Spirits Supply Chain (DSSC). 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 platforms for stakeholders and to improve customer service for Oregonians. 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 the agency 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 socio-economic backgrounds which represents 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. With Enterprise Modernization, applicants will not need to find a pre-printed application form, pay postage, or require the equipment to print an application. They will be able to log on from any device to complete the application process. Efficiencies created by the Enterprise Modernization Program, safeguard revenue from alcohol and cannabis license fees to fund compliance activities and support community livability.

Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Oregon Liquor & Cannabis Comm
2025-27 Biennium

Governor's Budget
Cross Reference Number: 84500-000-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	384	379.28	384,605,278	-	-	384,605,278	-	-	-
2023-25 Emergency Boards	-	-	7,392,607	-	-	7,392,607	-	-	-
2023-25 Leg Approved Budget	384	379.28	391,997,885	-	-	391,997,885	-	-	-
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	2.22	11,678,296	-	-	11,678,296	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			6,275,118	-	-	6,275,118	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	384	381.50	409,951,299	-	-	409,951,299	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(2,161,984)	-	-	(2,161,984)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	14,160	-	-	14,160	-	-	-
Subtotal	-	-	(2,147,824)	-	-	(2,147,824)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	19,666	-	-	19,666	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(22,382,815)	-	-	(22,382,815)	-	-	-
Subtotal	-	-	(22,363,149)	-	-	(22,363,149)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	15,826,597	-	-	15,826,597	-	-	-
State Gov't & Services Charges Increase/(Decrease)			1,765,632	-	-	1,765,632	-	-	-

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BDV104 - Biennial Budget Summary
BDV104

Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Oregon Liquor & Cannabis Comm
2025-27 Biennium

Governor's Budget
Cross Reference Number: 84500-000-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	17,592,229	-	-	17,592,229	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	384	381.50	403,032,555	-	-	403,032,555	-	-	-

Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Oregon Liquor & Cannabis Comm
2025-27 Biennium

Governor's Budget
Cross Reference Number: 84500-000-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2025-27 Current Service Level	384	381.50	403,032,555	-	-	403,032,555	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	384	381.50	403,032,555	-	-	403,032,555	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	(11,050,479)	-	-	(11,050,479)	-	-	-
092 - Statewide AG Adjustment	-	-	(109,041)	-	-	(109,041)	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	(382,042)	-	-	(382,042)	-	-	-
101 - IT Modernization Capital Project - Bonded	-	-	16,155,919	-	-	16,155,919	-	-	-
102 - Warehouse & Office Build, Move & Modernization	-	-	19,800	-	-	19,800	-	-	-
103 - IT Modernization - Non Bonded	-	-	-	-	-	-	-	-	-
104 - Marijuana Staffing & Vehicles	2	2.00	1,598,868	-	-	1,598,868	-	-	-
105 - Hemp Staffing - HB 4121 (2024 Session)	7	5.25	1,679,593	-	-	1,679,593	-	-	-
106 - Agency Realignment & Cost Allocation	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	9	7.25	7,912,618	-	-	7,912,618	-	-	-
Total 2025-27 Governor's Budget	393	388.75	410,945,173	-	-	410,945,173	-	-	-
Percentage Change From 2023-25 Leg Approved Budget	2.34%	2.50%	4.83%	-	-	4.83%	-	-	-

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Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Oregon Liquor & Cannabis Comm
2025-27 Biennium

Governor's Budget
Cross Reference Number: 84500-000-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Percentage Change From 2025-27 Current Service Level	2.34%	1.90%	1.96%	-	-	1.96%	-	-	-

Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Distilled Spirits Program
2025-27 Biennium

Governor's Budget
Cross Reference Number: 84500-001-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	76	76.00	84,560,864	-	-	84,560,864	-	-	-
2023-25 Emergency Boards	-	-	1,198,440	-	-	1,198,440	-	-	-
2023-25 Leg Approved Budget	76	76.00	85,759,304	-	-	85,759,304	-	-	-
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(1)	(1.00)	1,774,360	-	-	1,774,360	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			6,275,118	-	-	6,275,118	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	75	75.00	93,808,782	-	-	93,808,782	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(295,948)	-	-	(295,948)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	21,923	-	-	21,923	-	-	-
Subtotal	-	-	(274,025)	-	-	(274,025)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(21,300,055)	-	-	(21,300,055)	-	-	-
Subtotal	-	-	(21,300,055)	-	-	(21,300,055)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	1,027,932	-	-	1,027,932	-	-	-
State Gov't & Services Charges Increase/(Decrease)			155,654	-	-	155,654	-	-	-

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Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Distilled Spirits Program
2025-27 Biennium

Governor's Budget
Cross Reference Number: 84500-001-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	1,183,586	-	-	1,183,586	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	75	75.00	73,418,288	-	-	73,418,288	-	-	-

Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Distilled Spirits Program
2025-27 Biennium

Governor's Budget
Cross Reference Number: 84500-001-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2025-27 Current Service Level	75	75.00	73,418,288	-	-	73,418,288	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	75	75.00	73,418,288	-	-	73,418,288	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	(18,943)	-	-	(18,943)	-	-	-
101 - IT Modernization Capital Project - Bonded	-	-	16,155,919	-	-	16,155,919	-	-	-
102 - Warehouse & Office Build, Move & Modernization	-	-	1,005,530	-	-	1,005,530	-	-	-
103 - IT Modernization - Non Bonded	-	-	12,000,000	-	-	12,000,000	-	-	-
104 - Marijuana Staffing & Vehicles	-	-	-	-	-	-	-	-	-
105 - Hemp Staffing - HB 4121 (2024 Session)	-	-	-	-	-	-	-	-	-
106 - Agency Realignment & Cost Allocation	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	29,142,506	-	-	29,142,506	-	-	-
Total 2025-27 Governor's Budget	75	75.00	102,560,794	-	-	102,560,794	-	-	-
Percentage Change From 2023-25 Leg Approved Budget	-1.32%	-1.32%	19.59%	-	-	19.59%	-	-	-

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Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Distilled Spirits Program
2025-27 Biennium

Governor's 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
Percentage Change From 2025-27 Current Service Level	-	-	39.69%	-	-	39.69%	-	-	-

Summary of 2025-27 Biennium Budget

**Oregon Liquor & Cannabis Comm
Public Safety Services Program
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 84500-002-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	114	110.50	30,845,680	-	-	30,845,680	-	-	-
2023-25 Emergency Boards	-	-	2,150,029	-	-	2,150,029	-	-	-
2023-25 Leg Approved Budget	114	110.50	32,995,709	-	-	32,995,709	-	-	-
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(1)	0.50	3,816,993	-	-	3,816,993	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	113	111.00	36,812,702	-	-	36,812,702	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(649,641)	-	-	(649,641)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	17,189	-	-	17,189	-	-	-
Subtotal	-	-	(632,452)	-	-	(632,452)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	19,666	-	-	19,666	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	19,666	-	-	19,666	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	202,624	-	-	202,624	-	-	-
State Gov't & Services Charges Increase/(Decrease)			233,874	-	-	233,874	-	-	-

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Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Public Safety Services Program
2025-27 Biennium

Governor's Budget
Cross Reference Number: 84500-002-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	436,498	-	-	436,498	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	113	111.00	36,636,414	-	-	36,636,414	-	-	-

Summary of 2025-27 Biennium Budget

**Oregon Liquor & Cannabis Comm
Public Safety Services Program
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 84500-002-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2025-27 Current Service Level	113	111.00	36,636,414	-	-	36,636,414	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	113	111.00	36,636,414	-	-	36,636,414	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	(13,193)	-	-	(13,193)	-	-	-
101 - IT Modernization Capital Project - Bonded	-	-	-	-	-	-	-	-	-
102 - Warehouse & Office Build, Move & Modernization	-	-	40,200	-	-	40,200	-	-	-
103 - IT Modernization - Non Bonded	-	-	-	-	-	-	-	-	-
104 - Marijuana Staffing & Vehicles	-	-	164,024	-	-	164,024	-	-	-
105 - Hemp Staffing - HB 4121 (2024 Session)	-	-	-	-	-	-	-	-	-
106 - Agency Realignment & Cost Allocation	3	2.25	700,626	-	-	700,626	-	-	-
Subtotal Policy Packages	3	2.25	891,657	-	-	891,657	-	-	-
Total 2025-27 Governor's Budget	116	113.25	37,528,071	-	-	37,528,071	-	-	-
Percentage Change From 2023-25 Leg Approved Budget	1.75%	2.49%	13.74%	-	-	13.74%	-	-	-

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Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Public Safety Services Program
2025-27 Biennium

Governor's 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
Percentage Change From 2025-27 Current Service Level	2.65%	2.03%	2.43%	-	-	2.43%	-	-	-

Summary of 2025-27 Biennium Budget

**Oregon Liquor & Cannabis Comm
Administration and Support
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 84500-003-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	91	90.14	36,883,917	-	-	36,883,917	-	-	-
2023-25 Emergency Boards	-	-	1,906,147	-	-	1,906,147	-	-	-
2023-25 Leg Approved Budget	91	90.14	38,790,064	-	-	38,790,064	-	-	-
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	2	2.36	3,065,362	-	-	3,065,362	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	93	92.50	41,855,426	-	-	41,855,426	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(654,818)	-	-	(654,818)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(25,513)	-	-	(25,513)	-	-	-
Subtotal	-	-	(680,331)	-	-	(680,331)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(571,800)	-	-	(571,800)	-	-	-
Subtotal	-	-	(571,800)	-	-	(571,800)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	487,709	-	-	487,709	-	-	-
State Gov't & Services Charges Increase/(Decrease)			1,157,968	-	-	1,157,968	-	-	-

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Summary of 2025-27 Biennium Budget

**Oregon Liquor & Cannabis Comm
Administration and Support
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 84500-003-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	1,645,677	-	-	1,645,677	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	93	92.50	42,248,972	-	-	42,248,972	-	-	-

Summary of 2025-27 Biennium Budget

**Oregon Liquor & Cannabis Comm
Administration and Support
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 84500-003-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2025-27 Current Service Level	93	92.50	42,248,972	-	-	42,248,972	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	93	92.50	42,248,972	-	-	42,248,972	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	(59,956)	-	-	(59,956)	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	(305,567)	-	-	(305,567)	-	-	-
101 - IT Modernization Capital Project - Bonded	-	-	-	-	-	-	-	-	-
102 - Warehouse & Office Build, Move & Modernization	-	-	1,370,000	-	-	1,370,000	-	-	-
103 - IT Modernization - Non Bonded	-	-	-	-	-	-	-	-	-
104 - Marijuana Staffing & Vehicles	-	-	-	-	-	-	-	-	-
105 - Hemp Staffing - HB 4121 (2024 Session)	-	-	-	-	-	-	-	-	-
106 - Agency Realignment & Cost Allocation	(2)	(2.00)	(851,871)	-	-	(851,871)	-	-	-
Subtotal Policy Packages	(2)	(2.00)	152,606	-	-	152,606	-	-	-
Total 2025-27 Governor's Budget	91	90.50	42,401,578	-	-	42,401,578	-	-	-

Percentage Change From 2023-25 Leg Approved Budget	-	0.40%	9.31%	-	-	9.31%	-	-	-
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Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Administration and Support
2025-27 Biennium

Governor's 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
Percentage Change From 2025-27 Current Service Level	-2.15%	-2.16%	0.36%	-	-	0.36%	-	-	-

Summary of 2025-27 Biennium Budget

**Oregon Liquor & Cannabis Comm
Recreational Marijuana Program
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 84500-004-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	82	81.64	27,204,920	-	-	27,204,920	-	-	-
2023-25 Emergency Boards	-	-	1,727,100	-	-	1,727,100	-	-	-
2023-25 Leg Approved Budget	82	81.64	28,932,020	-	-	28,932,020	-	-	-
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	0.36	2,673,839	-	-	2,673,839	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	82	82.00	31,605,859	-	-	31,605,859	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(465,670)	-	-	(465,670)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	10,252	-	-	10,252	-	-	-
Subtotal	-	-	(455,418)	-	-	(455,418)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(510,960)	-	-	(510,960)	-	-	-
Subtotal	-	-	(510,960)	-	-	(510,960)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	524,262	-	-	524,262	-	-	-
State Gov't & Services Charges Increase/(Decrease)			174,193	-	-	174,193	-	-	-

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Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Recreational Marijuana Program
2025-27 Biennium

Governor's Budget
Cross Reference Number: 84500-004-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	698,455	-	-	698,455	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	82	82.00	31,337,936	-	-	31,337,936	-	-	-

Summary of 2025-27 Biennium Budget

**Oregon Liquor & Cannabis Comm
Recreational Marijuana Program
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 84500-004-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2025-27 Current Service Level	82	82.00	31,337,936	-	-	31,337,936	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	82	82.00	31,337,936	-	-	31,337,936	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	(49,085)	-	-	(49,085)	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	(42,378)	-	-	(42,378)	-	-	-
101 - IT Modernization Capital Project - Bonded	-	-	-	-	-	-	-	-	-
102 - Warehouse & Office Build, Move & Modernization	-	-	19,800	-	-	19,800	-	-	-
103 - IT Modernization - Non Bonded	-	-	-	-	-	-	-	-	-
104 - Marijuana Staffing & Vehicles	2	2.00	1,434,844	-	-	1,434,844	-	-	-
105 - Hemp Staffing - HB 4121 (2024 Session)	7	5.25	1,679,593	-	-	1,679,593	-	-	-
106 - Agency Realignment & Cost Allocation	(1)	(0.29)	130,322	-	-	130,322	-	-	-
Subtotal Policy Packages	8	6.96	3,173,096	-	-	3,173,096	-	-	-
Total 2025-27 Governor's Budget	90	88.96	34,511,032	-	-	34,511,032	-	-	-
Percentage Change From 2023-25 Leg Approved Budget	9.76%	8.97%	19.28%	-	-	19.28%	-	-	-

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Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Recreational Marijuana Program
2025-27 Biennium

Governor's 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
Percentage Change From 2025-27 Current Service Level	9.76%	8.49%	10.13%	-	-	10.13%	-	-	-

Summary of 2025-27 Biennium Budget

**Oregon Liquor & Cannabis Comm
Agents Compensation Program
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 84500-005-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	-	-	198,560,000	-	-	198,560,000	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
2023-25 Leg Approved Budget	-	-	198,560,000	-	-	198,560,000	-	-	-
2025-27 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 2025-27 Base Budget	-	-	198,560,000	-	-	198,560,000	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Non-PICS Personal Service Increase/(Decrease)	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
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)	-	-	13,502,080	-	-	13,502,080	-	-	-
Subtotal	-	-	13,502,080	-	-	13,502,080	-	-	-
040 - Mandated Caseload									

Summary of 2025-27 Biennium Budget

**Oregon Liquor & Cannabis Comm
Agents Compensation Program
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 84500-005-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	-	-	212,062,080	-	-	212,062,080	-	-	-

Summary of 2025-27 Biennium Budget

**Oregon Liquor & Cannabis Comm
Agents Compensation Program
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 84500-005-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2025-27 Current Service Level	-	-	212,062,080	-	-	212,062,080	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	-	-	212,062,080	-	-	212,062,080	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	(11,050,479)	-	-	(11,050,479)	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	(1,961)	-	-	(1,961)	-	-	-
101 - IT Modernization Capital Project - Bonded	-	-	-	-	-	-	-	-	-
102 - Warehouse & Office Build, Move & Modernization	-	-	(2,415,730)	-	-	(2,415,730)	-	-	-
103 - IT Modernization - Non Bonded	-	-	(12,000,000)	-	-	(12,000,000)	-	-	-
104 - Marijuana Staffing & Vehicles	-	-	-	-	-	-	-	-	-
105 - Hemp Staffing - HB 4121 (2024 Session)	-	-	-	-	-	-	-	-	-
106 - Agency Realignment & Cost Allocation	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	(25,468,170)	-	-	(25,468,170)	-	-	-
Total 2025-27 Governor's Budget	-	-	186,593,910	-	-	186,593,910	-	-	-
Percentage Change From 2023-25 Leg Approved Budget	-	-	-6.03%	-	-	-6.03%	-	-	-

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Summary of 2025-27 Biennium Budget

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Percentage Change From 2025-27 Current Service Level	-	-	-12.01%	-	-	-12.01%	-	-	-

Summary of 2025-27 Biennium Budget

**Oregon Liquor & Cannabis Comm
Medical Marijuana Program
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 84500-006-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	21	21.00	6,296,132	-	-	6,296,132	-	-	-
2023-25 Emergency Boards	-	-	410,891	-	-	410,891	-	-	-
2023-25 Leg Approved Budget	21	21.00	6,707,023	-	-	6,707,023	-	-	-
2025-27 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	347,742	-	-	347,742	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2025-27 Base Budget	21	21.00	7,054,765	-	-	7,054,765	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(95,907)	-	-	(95,907)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(9,691)	-	-	(9,691)	-	-	-
Subtotal	-	-	(105,598)	-	-	(105,598)	-	-	-
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)	-	-	71,584	-	-	71,584	-	-	-
State Gov't & Services Charges Increase/(Decrease)			49,955	-	-	49,955	-	-	-

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Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Medical Marijuana Program
2025-27 Biennium

Governor's Budget
Cross Reference Number: 84500-006-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	121,539	-	-	121,539	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	21	21.00	7,070,706	-	-	7,070,706	-	-	-

Summary of 2025-27 Biennium Budget

**Oregon Liquor & Cannabis Comm
Medical Marijuana Program
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 84500-006-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2025-27 Current Service Level	21	21.00	7,070,706	-	-	7,070,706	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	21	21.00	7,070,706	-	-	7,070,706	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	-	-	-	-	-	-	-
101 - IT Modernization Capital Project - Bonded	-	-	-	-	-	-	-	-	-
102 - Warehouse & Office Build, Move & Modernization	-	-	-	-	-	-	-	-	-
103 - IT Modernization - Non Bonded	-	-	-	-	-	-	-	-	-
104 - Marijuana Staffing & Vehicles	-	-	-	-	-	-	-	-	-
105 - Hemp Staffing - HB 4121 (2024 Session)	-	-	-	-	-	-	-	-	-
106 - Agency Realignment & Cost Allocation	-	0.04	20,923	-	-	20,923	-	-	-
Subtotal Policy Packages	-	0.04	20,923	-	-	20,923	-	-	-
Total 2025-27 Governor's Budget	21	21.04	7,091,629	-	-	7,091,629	-	-	-
Percentage Change From 2023-25 Leg Approved Budget	-	0.19%	5.73%	-	-	5.73%	-	-	-

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Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Medical Marijuana Program
2025-27 Biennium

Governor's 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
Percentage Change From 2025-27 Current Service Level	-	0.19%	0.30%	-	-	0.30%	-	-	-

Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Capital Improvements
2025-27 Biennium

Governor's Budget
Cross Reference Number: 84500-088-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	-	-	253,765	-	-	253,765	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
2023-25 Leg Approved Budget	-	-	253,765	-	-	253,765	-	-	-
2025-27 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 2025-27 Base Budget	-	-	253,765	-	-	253,765	-	-	-
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)	-	-	10,406	-	-	10,406	-	-	-
State Gov't & Services Charges Increase/(Decrease)			(6,012)	-	-	(6,012)	-	-	-
Subtotal	-	-	4,394	-	-	4,394	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-

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Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Capital Improvements
2025-27 Biennium

Governor's 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
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2025-27 Current Service Level	-	-	258,159	-	-	258,159	-	-	-

Summary of 2025-27 Biennium Budget

**Oregon Liquor & Cannabis Comm
Capital Improvements
2025-27 Biennium**

**Governor's Budget
Cross Reference Number: 84500-088-00-00-00000**

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2025-27 Current Service Level	-	-	258,159	-	-	258,159	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	-	-	258,159	-	-	258,159	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	-	-	-	-	-	-	-
101 - IT Modernization Capital Project - Bonded	-	-	-	-	-	-	-	-	-
102 - Warehouse & Office Build, Move & Modernization	-	-	-	-	-	-	-	-	-
103 - IT Modernization - Non Bonded	-	-	-	-	-	-	-	-	-
104 - Marijuana Staffing & Vehicles	-	-	-	-	-	-	-	-	-
105 - Hemp Staffing - HB 4121 (2024 Session)	-	-	-	-	-	-	-	-	-
106 - Agency Realignment & Cost Allocation	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	-	-	-	-	-	-	-
Total 2025-27 Governor's Budget									
	-	-	258,159	-	-	258,159	-	-	-

Percentage Change From 2023-25 Leg Approved Budget	-	-	1.73%	-	-	1.73%	-	-	-
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Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Capital Improvements
2025-27 Biennium

Governor's 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
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Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-
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Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Capital Construction
2025-27 Biennium

Governor's Budget
Cross Reference Number: 84500-089-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2023-25 Leg Adopted Budget	-	-	-	-	-	-	-	-	-
2023-25 Emergency Boards	-	-	-	-	-	-	-	-	-
2023-25 Leg Approved Budget	-	-	-	-	-	-	-	-	-
2025-27 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 2025-27 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: 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-

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Page 33 of 35

BDV104 - Biennial Budget Summary
BDV104

Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Capital Construction
2025-27 Biennium

Governor's Budget
Cross Reference Number: 84500-089-00-00-00000

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-
080 - E-Boards									
081 - May 2024 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
082 - September 2024 Emergency Board	-	-	-	-	-	-	-	-	-
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
092 - Statewide AG Adjustment	-	-	-	-	-	-	-	-	-
093 - Statewide Adjustment DAS Chgs	-	-	-	-	-	-	-	-	-
101 - IT Modernization Capital Project - Bonded	-	-	-	-	-	-	-	-	-
102 - Warehouse & Office Build, Move & Modernization	-	-	-	-	-	-	-	-	-
103 - IT Modernization - Non Bonded	-	-	-	-	-	-	-	-	-
104 - Marijuana Staffing & Vehicles	-	-	-	-	-	-	-	-	-
105 - Hemp Staffing - HB 4121 (2024 Session)	-	-	-	-	-	-	-	-	-
106 - Agency Realignment & Cost Allocation	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	-	-	-	-	-	-	-
Total 2025-27 Governor's Budget	-	-	-	-	-	-	-	-	-

Percentage Change From 2023-25 Leg Approved Budget	-	-	-	-	-	-	-	-	-
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BDV104 - Biennial Budget Summary
BDV104

Summary of 2025-27 Biennium Budget

Oregon Liquor & Cannabis Comm
Capital Construction
2025-27 Biennium

Governor's 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
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Percentage Change From 2025-27 Current Service Level	-	-	-	-	-	-	-	-	-
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BUDGET NARRATIVE

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___ Agency Request	<u>X</u> Governors Budget	___ Legislatively Adopted	OLCC AGENCY SUMMARY	PAGE	49
2025-27					107BF23

BUDGET NARRATIVE

PROGRAM PRIORITIZATION FOR 2025-27

Agency Name:		Oregon Liquor & Cannabis Commission															Agency Number:		84500			
2025-27 Biennium																						
SPIRITS SCR 001		Fund 001																				
Program/Division Priorities for 2025-27 Biennium																						
1	2	3	4	5	6	7	10	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	OF	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 Services			19,524,402	\$ 19,524,402	64	64.00	N	N	C		POP 102								
2	2		001-31 Bondable Systems			0	\$ -	0	0.00	N	N	C										
3	3		001-40 Retail Services			3,022,295	\$ 3,022,295	9	9.00	N	N	C										
4	4		001-42 Liquor Sales Support			41,969	\$ 41,969	0	0.00	N	N	C										
5	5		001-20 Business Services			826,893	\$ 826,893	2	2.00	N	N	C										
6	6		001-24 Bank Card Fees			22,146,007	\$ 22,146,007	0	0.00	N	N	C										
N/A	N/A		001-37 Debt Service			27,856,722	\$ 27,856,722	0	0.00	N	N	C										
						73,418,288	\$ 73,418,288	75	75.00													
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: <div> 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 efficiently 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 principle 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 </div>																						

BUDGET NARRATIVE

PROGRAM PRIORITIZATION FOR 2025-27																					
Agency Name:		Oregon Liquor & Cannabis Commission																			
2025-27 Biennium																					
Safety SCR 002		Fund 001																			
Program/Division Priorities for 2025-27 Biennium																					
1	2	3	4	5	6	7	10	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	OF	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.						
5	1		002-45 Licenses Services			10,748,077	\$10,748,077	37	37.00	N	N	C									
13	2		002-47 Public Safety			20,886,977	\$20,886,977	63	61.00	N	Y	C									
14	3		002-55 Administrative Hearings			5,001,360	\$ 5,001,360	13	13.00	N	N	C									
						\$ -															
						\$ -															
						\$ -															
						36,636,414	\$36,636,414	113	111.00												
<p>19. Legal Requirement Code</p> <p>C Constitutional</p> <p>D Debt Service</p> <p>FM Federal - Mandatory</p> <p>FO Federal - Optional (once you choose to participate, certain requirements exist)</p> <p>S Statutory</p>																					
<p>Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS</p>																					
<p>Document criteria used to prioritize activities:</p> <p>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</p>																					

PROGRAM PRIORITIZATION FOR 2025-27									
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2025-27 Biennium									Agency Number:	84500		
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Program/Division Priorities for 2025-27 Biennium			
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BUDGET NARRATIVE

PROGRAM PRIORITIZATION FOR 2025-27

Agency Name:		Oregon Liquor & Cannabis Commission															
2025-27 Biennium										Agency Number:		84500					
Rec MJ SCR 004		Fund 009		Program/Division Priorities for 2025-27 Biennium													
1	2	3	4	5	6	7	10	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	OF	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.		
10	1		004-85	Recreational Marijuana Licensing			10,407,809	\$ 10,407,809	23	23.00	N	N	S				
11	2		004-87	Recreational Marijuana Regulation			14,284,739	\$ 14,284,739	43	43.00	N	N	S				
12	3		004-80	Recreational Marijuana Administration			6,645,388	\$ 6,645,388	16	16.00	N	N	S			POP 104	
							31,337,936	\$ 31,337,936	82	82.00							

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:

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

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2025-27 Biennium											Agency Number:	84500			
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Program/Division Priorities for 2025-27 Biennium			
1	2	3	4
5	6	7	8
9	10	11	12
13	14	15	16
17	18	19	20
21	22	23	24
25	26	27	28
29	30	31	32
33	34	35	36
37	38	39	40
41	42	43	44
45	46	47	48
49	50	51	52
53	54	55	56
57	58	59	60
61	62	63	64
65	66	67	68
69	70	71	72
73	74	75	76
77	78	79	80
81	82	83	84
85	86	87	88
89	90	91	92
93	94	95	96
97	98	99	100

1	2	3	4	5	6	7	10	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	OF	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.		
8	1		005-72	Store Agents Compensation		198,699,264	\$ 198,699,264	0	0.00	N	Y	C				
9	2		005-73	Distillery Agents Compensation		13,362,816	\$ 13,362,816	0	0.00	N	N	C				
						212,062,080	\$ 212,062,080	0	0.00							

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S Statutory

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BUDGET NARRATIVE

PROGRAM PRIORITIZATION FOR 2025-27

Agency Name:		Oregon Liquor & Cannabis Commission																
2025-27 Biennium														Agency Number:	84500			
OMMP Track SCR 006		Fund 010																
Program/Division Priorities for 2025-27 Biennium																		
1	2	3	4	5	6	7	10	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	OF	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.			
15	1		006-91	OMMP Tracking Administration			7,070,706	\$ 7,070,706	21	21.00	N	Y	S					
							7,070,706	\$ 7,070,706	21	21.00								

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:

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

BUDGET NARRATIVE

PROGRAM PRIORITIZATION FOR 2025-27

Agency Name:		Oregon Liquor & Cannabis Commission														Agency Number:		84500			
2025-27 Biennium																					
Capital SCR 088		Fund 003																			
Program/Division Priorities for 2025-27 Biennium																					
1	2	3	4	5	6	7	10	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	OF	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.							
16	1	088-01	Capital Improvements			258,159	\$ 258,159	0	0.00	N	N	C									
						258,159	\$ 258,159	0	0.00												
										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:																					
<div style="border: 1px solid black; padding: 5px;"> 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 </div>																					

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Program/Division Priorities for 2025-27 Biennium			
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1	2	3	4	5	6	7	10	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	OF	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.		
17	1		089-01 Capital Construction			0	\$ -	0	0.00	N	N	C			POP 101, 103	
								</								

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BUDGET NARRATIVE

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BUDGET NARRATIVE

OREGON LIQUOR & CANNABIS COMMISSION 2025-2027 BUDGET

Budget Area	2025-27 CSL	10% Reductions
Agents Compensation	\$ 212,062,080	\$ 25,466,209
Medical Marijuana	\$ 7,091,629	\$ 6,825,514
Public Safety	\$ 36,636,414	\$ 5,225,860
Totals	\$ 255,790,123	\$ 37,517,583

BUDGET NARRATIVE

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BUDGET NARRATIVE

OREGON LIQUOR & CANNABIS COMMISSION 2025-2027 BUDGET

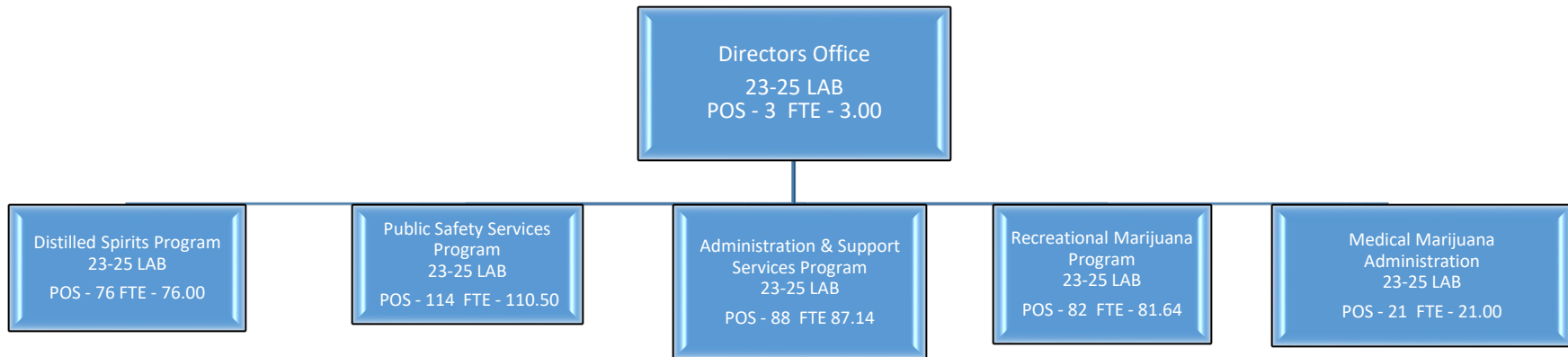
Activity or Program	Describe Reduction	Amount and Fund Type	Rank and Justification
(which program or activity will not be undertaken)	(Describe the effects of this reduction. include positions and FTE in 2021-23 and 2023-25)	(GF, LF, OF, FF. Identify Revenue Source for OF, FF)	(Rank the activities or programs not undertaken in order of lowest cost for benefit obtained)
1. Liquor Store Agent Compensation	Reduce Liquor Store Agent Compensation OF Limitation for unused Limitation. (0.00 FTE in both '21-23 and '23-25)	\$25,466,209 – Other Funds	1 – Impacts OF Limitation Only
2. Medical MJ	eliminate medical MJ program (21.00 fte in both '21-23 and '23-25)	\$6,825,514 – OTHER FUNDS	2 – To achieve a 10% reduction eliminating the medical MJ program would enable the agency to meet that target while enabling the agency to maintain core functions.
3. PUBLIC SAFETY – ALCOHOL (PUBLIC SAFETY)	REDUCE ALCOHOL PUBLIC SAFETY PROGRAM BY 17 POSITIONS (60.75 fte IN '23-25)	\$5,225,860 – OTHER FUNDS	3 – REDUCE PUBLIC SAFETY, ALCOHOL BY 26% AND POTENTIALLY SHIFT THE ENFORCEMENT TO CITIES AND COUNTIES SINCE THAT IS A FUNCTION THEY COULD TAKE ON WHILE OLLC MAINTAINED CORE FUNCTIONS.
TOTAL 10% REDUCTION, OTHER FUNDS		38.00 FTE \$37,517,583	

BUDGET NARRATIVE

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BUDGET NARRATIVE

OLCC AGENCY ORGANIZATION CHART 2023 – 2025 LEGISLATIVELY APPROVED BUDGET



21 - 23 LAB
POS - 386 FTE - 382.16

23 - 25 CSL
POS - 384 FTE - 382.00

23 - 25 ARB
POS - 425 FTE - 416.96

23 - 25 GB
POS - 397 FTE - 392.85

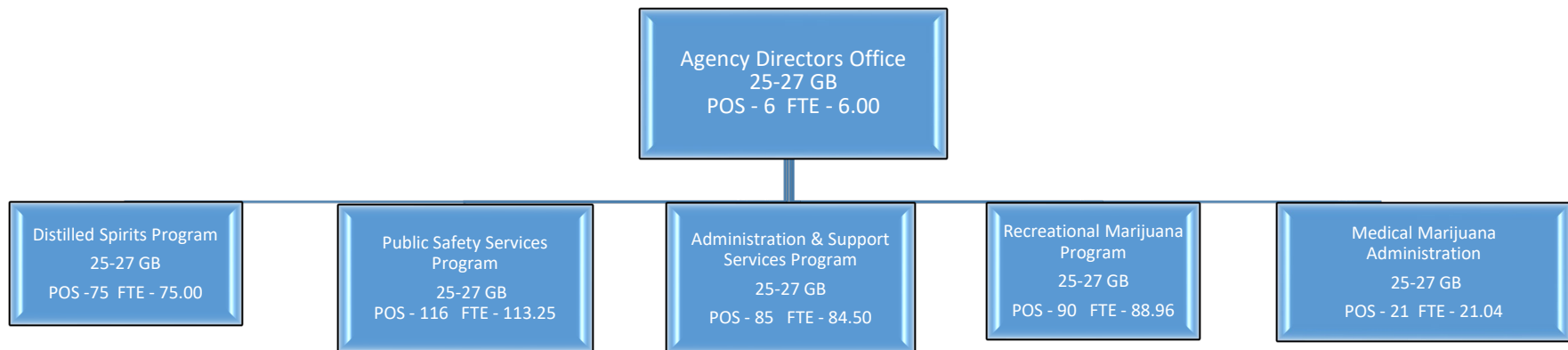
23 - 25 LAB
POS - 384 FTE - 379.28

BUDGET NARRATIVE

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BUDGET NARRATIVE

OLCC AGENCY ORGANIZATION CHART 2025 – 2027 GOVERNORS BUDGET



23 - 25 ARB
POS - 425 FTE - 416.96

23 - 25 GB
POS - 397 FTE - 392.85

23 - 25 LAB
POS - 384 FTE - 379.28

25 - 27 CSL
POS - 384 FTE - 381.50

25 - 27 ArB
POS - 393 FTE - 388.75

BUDGET NARRATIVE

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Agencywide Program Unit Summary
2025-27 Biennium

Version: Y - 01 - Governor's Budget

Summary Cross Reference Number	Cross Reference Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
001-00-00-00000	Distilled Spirits Program						
	Other Funds	41,474,073	84,560,864	85,759,304	88,142,889	102,560,794	-
002-00-00-00000	Public Safety Services Program						
	Other Funds	25,132,576	30,845,680	32,995,709	37,377,240	37,528,071	-
003-00-00-00000	Administration and Support						
	Other Funds	35,495,423	36,883,917	38,790,064	42,767,101	42,401,578	-
004-00-00-00000	Recreational Marijuana Program						
	Other Funds	23,841,059	27,204,920	28,932,020	34,766,519	34,511,032	-
005-00-00-00000	Agents Compensation Program						
	Other Funds	175,304,852	198,560,000	198,560,000	212,062,080	186,593,910	-
006-00-00-00000	Medical Marijuana Program						
	Other Funds	3,515,485	6,296,132	6,707,023	7,091,629	7,091,629	-
088-00-00-00000	Capital Improvements						
	Other Funds	249,223	253,765	253,765	258,159	258,159	-
089-00-00-00000	Capital Construction						
	Other Funds	145,491,734	-	-	-	-	-
TOTAL AGENCY							
	Other Funds	450,504,425	384,605,278	391,997,885	422,465,617	410,945,173	-

BUDGET NARRATIVE

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BUDGET NARRATIVE

OREGON LIQUOR & CANNABIS COMMISSION REVENUES 2025-27 BUDGET

OTHER FUNDS

All revenues received by the Oregon Liquor & Cannabis Commission (OLCC) are 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.

Beginning in January 2026 the agency will begin receiving hemp registration fees, in accordance with House Bill 4121 (2024).

The agency is also planning to use the proceeds from the sale of the current Milwaukie headquarters and warehouses to help pay the debt service on the agency’s Information Technology (IT) Modernization and/or other capital projects.

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 the liquor control model that Oregon has had in place since the 1930’s (ORS 471). 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 2023-25 distribution of more than \$637 million. Funding for the Recreational Marijuana Program comes exclusively from marijuana related license fees. Funding for OMMP Medical Marijuana tracking comes from a Department of Revenue transfer.

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 2023-25 biennium, the OLCC is projected to distribute \$573.5 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.

BUDGET NARRATIVE

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.

In January 2023 the Commission voted to continue the current \$0.50 surcharge for the 2023-25 biennium. The surcharge is projected to generate approximately \$38 million in revenue for the state General Fund in '23-25.

ORS 475C.297 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 475C.005 to 475C.525.

BASIS FOR THE 2023 – 25 and 2025-27 REVENUE 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, including an analysis of revenue and expense trends to date in conjunction with projected expenses for the next biennium once those can be reasonably estimated.

Sale trends at the national level and here in Oregon for distilled spirits, malt, and wine sale trends have flattened out over the past three fiscal years (Fiscal Years 2022, 2023, and 2024). The agency is expecting this trend to largely continue through the 2025-27 biennium.

Based on the expected trends in the retail marketplace, the OLCC Legislatively Adopted Budget forecasts 2025-27 distilled spirits sales gross revenue at \$1.7 billion. This forecast does not include a bottle surcharge since no action has been taken at this time by the Commission regarding the surcharge for 2025-27.

BUDGET NARRATIVE

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 \$37 million for the 2023-25 and 2025-27 biennia.

Privilege tax rates on malt beverages and wine:

- Malt beverage: \$2.60 per 31-gallon barrel;
- Table wine: \$0.67 cents per gallon;
- Dessert wine: \$0.77 cents per gallon.

Business License and Fees **ORBITS 0205**

The OLCC continues to see flattening demand for distilled spirits licenses. Accordingly, the OLCC Legislatively Adopted Budget forecasts distilled spirits revenues to be \$16 million from license fees and permits in the 2023-25 and 2025-27 biennia.

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 \$34 million in the 2023-25 and 2025-27 biennia.

Bond Sales **ORBITS 0560**

General obligation bonds for the new Information Technology (IT) systems that were not issued in the prior biennium were reauthorized with corresponding Other Funds limitation increases of \$16.5 million for 2023-25 and \$11.8 million are being requested for 2025-27 (\$6.8 million related to what was originally approved in the 2021 session along with an additional \$5 million for Point of Sale hardware costs).

Sales Income **ORBITS 0705,**

The OLCC forecast is \$1,000,000 in 2023-25 from handling fees of government sales and miscellaneous fees. The agency is reviewing this revenue assumption for 2025-27.

BUDGET NARRATIVE

Transfer-In Revenues from DOR ORBITS 1150

Revenues also include transfers of \$7.0 million from the Department of Revenue to fund the OMMP Medical Marijuana Tracking Program now administered by OLCC.

Transfer-In Revenues from OHA ORBITS 1443

Revenues also include a payment of \$300,000 from the Oregon Health Authority to pay for other marijuana related costs administered by OLCC.

Transfer-Out Revenues to ODA ORBITS 2603

Revenue transfer of \$1.1 million Other Funds to the Oregon Department of Agriculture to support the establishment of state reference laboratory that will provide independent confirmation of private lab results for potency, pesticides, and purity of cannabis and related products. This will also continue to support the funding of Cannabis Policy Coordinator position Other Funds to the Oregon Department of Agriculture.

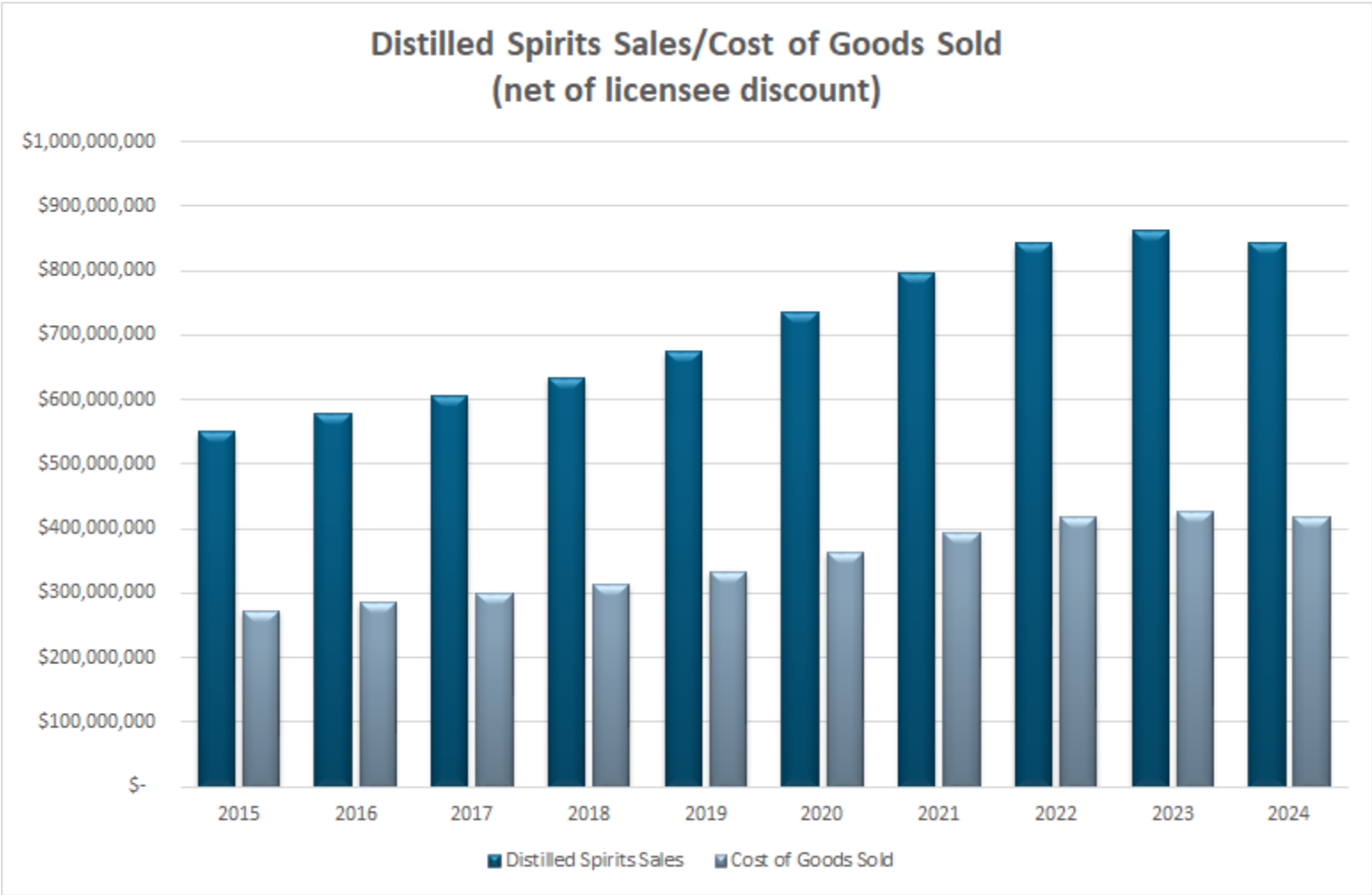
Fee Schedules

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; \$0.67 cents per gallon of wine 16% alcohol by volume and under (table wine), and \$0.77 cents per gallon of wine over 16% 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 and 2025-27 biennia. Fees for Recreational Marijuana licensees are established by rule under OAR 845-025-1060 as authorized under ORS 475C. New fees will be established through rulemaking that cover the Legislatively Adopted Budget cost for administering the program.

BUDGET NARRATIVE

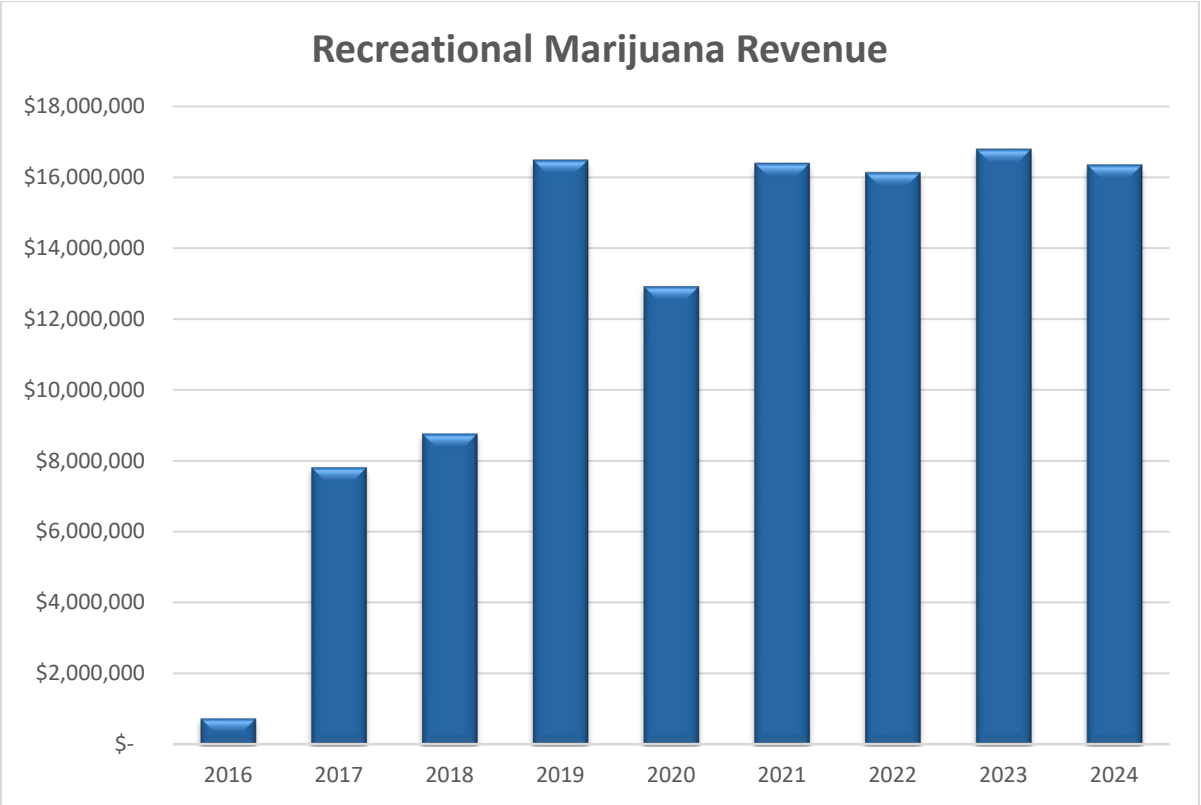
GRAPH A



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

BUDGET NARRATIVE

GRAPH B



BUDGET NARRATIVE

SCHEDULE 1

Distilled Spirits Case Sales For the 10 Years Ended June 30, 2024

Fiscal Year Ended 30-Jun	Cases Sold	Quantity Increase	Increase
2015	3,021,942	66,590	2.25%
2016	3,127,664	105,722	3.50%
2017	3,244,815	117,151	3.75%
2018	3,363,994	119,179	3.67%
2019	3,522,982	158,988	4.73%
2020	3,766,538	243,556	6.91%
2021	3,921,755	155,217	4.12%
2022	3,929,614	7,859	0.20%
2023	3,928,863	-751	-0.02%
2024	3,820,797	-108,067	-2.75%

2023-25 Agency Budget and Forward

2025 Forecast	3,820,797	0	0.00%
2026 Forecast	3,878,106	57,309	1.48%
2027 Forecast	3,955,668	77,562	1.96%
2028 Forecast	4,034,781	79,113	1.96%
2029 Forecast	4,115,477	80,696	1.96%
2030 Forecast	4,197,787	82,310	1.96%
2031 Forecast	4,281,742	83,955	1.96%
2032 Forecast	4,367,377	85,635	1.96%
2033 Forecast	4,453,012	85,635	1.92%
2034 Forecast	4,538,647	85,635	1.89%

BUDGET NARRATIVE

SCHEDULE 2

Classification of Gross Distilled Spirits Sales By Type of Purchaser For the 10 Fiscal Years Ended June 30, 2024

Fiscal Year Ended 30-Jun	Liquor Sales to Licensees Amount	% of Total	Liquor Sales to Individuals Amount	% of Total	Total
2015	\$130,377,178	23.69%	\$419,991,443	76.31%	\$550,368,638
2016	\$139,616,189	24.16%	\$438,350,207	75.85%	\$577,936,396
2017	\$144,368,233	23.87%	\$460,530,886	76.13%	\$604,896,823
2018	\$149,185,025	23.51%	\$485,425,823	76.50%	\$634,543,529
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%	\$734,375,183
2021	\$92,412,319	11.59%	\$705,184,094	88.41%	\$797,596,413
2022	\$167,513,062	19.90%	\$674,130,026	80.10%	\$841,643,088
2023	\$182,876,467	21.23%	\$678,496,547	78.77%	\$861,373,014
2024	\$178,364,308	21.12%	\$666,053,521	78.88%	\$844,417,829

2023-25 Agency Budget Forward

2025 Forecast	\$180,080,137	22.00%	\$672,069,411	78.00%	\$843,514,805
2026 Forecast	\$184,976,670	22.00%	\$690,343,553	78.00%	\$842,509,068
2027 Forecast	\$191,656,765	22.00%	\$715,274,053	78.00%	\$869,723,690
2028 Forecast	\$199,178,881	22.00%	\$743,347,021	78.00%	\$896,533,196
2029 Forecast	\$207,759,914	22.00%	\$775,371,926	78.00%	\$925,566,200
2030 Forecast	\$215,486,305	22.00%	\$804,207,264	78.00%	\$956,290,679
2031 Forecast	\$221,096,355	22.00%	\$825,144,291	78.00%	\$988,649,974
2032 Forecast	\$225,859,453	22.00%	\$842,920,448	78.00%	\$1,020,758,551
2033 Forecast	\$232,789,211	22.00%	\$868,782,701	78.00%	\$1,049,145,294
2034 Forecast	\$239,640,911	22.00%	\$894,353,640	78.00%	\$1,079,495,269

with surcharge
no surcharge
no surcharge
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BUDGET NARRATIVE

SCHEDULE 3

Distilled Spirits Sales Forecast 2025-26 By Month and Year

Fiscal Year 2025	Liquor Sales	Cost of Sales	Cases
July	\$71,963,330.53	\$35,621,849	337,652
August	\$71,208,594.00	\$35,248,254	333,788
September	\$67,842,576.00	\$33,582,075	290,104
October	\$68,654,952.42	\$33,984,201	312,511
November	\$70,014,954.64	\$34,657,403	320,565
December	\$90,957,829.09	\$45,024,125	389,408
January	\$58,391,885.80	\$28,903,983	278,529
February	\$60,079,404.36	\$29,739,305	275,681
March	\$66,934,028.34	\$33,132,344	310,553
April	\$64,847,362.13	\$32,099,444	298,234
May	\$69,601,591.98	\$34,452,788	322,947
June	\$68,917,999.82	\$34,114,410	324,982
Totals	\$829,414,509	\$410,560,181	3,794,954

Fiscal Year 2026			
July	\$71,984,519.44	\$35,632,337	329,597
August	\$71,502,878.45	\$35,393,925	325,560
September	\$65,813,888.83	\$32,577,875	301,532
October	\$69,560,120.03	\$34,432,259	315,279
November	\$70,365,793.28	\$34,831,068	320,893
December	\$94,875,156.27	\$46,963,202	417,011
January	\$59,838,936.22	\$29,620,273	278,529
February	\$61,568,274.37	\$30,476,296	275,681
March	\$68,592,767.62	\$33,953,420	310,553
April	\$66,454,390.26	\$32,894,923	298,234
May	\$71,326,438.03	\$35,306,587	322,947
June	\$70,625,905.29	\$34,959,823	324,982
Totals	\$842,509,068	\$417,041,988	3,820,798

Biennium Totals	\$1,671,923,577	\$827,602,169	\$7,615,752
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BUDGET NARRATIVE

SCHEDULE 4

GROSS REVENUES & FORECASTED REVENUE

Fiscal Year	Distilled Spirits Revenue*	Privilege Tax	Alcohol License Fees	Recreational Marijuana License Fees	Total Revenue
2010	\$424,555,782	\$16,754,392	\$4,725,715	0	\$446,035,889
2011	\$442,785,514	\$16,203,500	\$4,574,925	0	\$463,563,938
2012	\$470,059,868	\$16,892,654	\$4,791,065	0	\$491,743,587
2013	\$502,545,579	\$16,387,708	\$4,933,215	0	\$523,866,502
2014	\$523,907,277	\$17,583,833	\$5,222,685	0	\$546,713,795
2015	\$550,368,638	\$17,685,881	\$5,291,583	0	\$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	\$834,335,953	\$21,780,535	\$8,766,741	\$16,117,620	\$881,000,849
2023	\$853,464,472	\$16,993,474	\$9,353,082	\$16,778,485	\$896,589,514
2024	\$844,417,829	\$20,832,271	\$9,484,904	\$16,126,038	\$890,861,042
2025 Forecast	\$835,079,657	\$18,296,910	\$9,004,572	\$16,494,015	\$878,875,153
2026 Forecast	\$834,083,977	\$18,296,910	\$9,004,572	\$16,823,895	\$878,209,355
2027 Forecast	\$861,026,453	\$18,296,910	\$9,004,572	\$17,160,373	\$905,488,308
2028 Forecast	\$887,567,864	\$18,296,910	\$9,004,572	\$17,503,581	\$932,372,927
2029 Forecast	\$916,310,538	\$18,296,910	\$9,004,572	\$17,853,652	\$961,465,672
2030 Forecast	\$946,727,772	\$18,296,910	\$9,004,572	\$18,210,725	\$992,239,979
2031 Forecast	\$978,763,475	\$18,296,910	\$9,004,572	\$18,574,940	\$1,024,639,896
2032 Forecast	\$1,010,550,966	\$24,014,164	\$9,405,432	\$18,975,168	\$1,062,945,730
2033 Forecast	\$1,038,653,841	\$24,447,418	\$9,426,871	\$19,345,529	\$1,091,873,658
2034 Forecast	\$1,097,436,638	\$21,065,817	\$9,446,983	\$19,727,750	\$1,147,677,189

BUDGET NARRATIVE

SCHEDULE 5

Per Capita Sales of Distilled Spirits Oregon Liquor & Cannabis Commission

Fiscal Year	Distilled Spirits Revenue*	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	4,214,673	\$160.10
2020	\$734,375,183	4,243,959	\$173.04
2021	\$797,596,413	4,263,581	\$187.07
2022	\$842,709,594	4,281,851	\$196.81
2023	\$862,599,042	4,296,800	\$200.75
2024	\$844,417,829	4,310,400	\$195.90

2025 Forecast	\$843,514,805	4,337,600	\$194.47
2026 Forecast	\$842,509,068	4,361,900	\$197.60
2027 Forecast	\$869,723,690	4,386,400	\$202.70
2028 Forecast	\$896,533,196	4,411,100	\$207.64
2029 Forecast	\$925,566,200	4,436,000	\$213.02
2030 Forecast	\$956,290,679	4,461,400	\$218.69
2031 Forecast	\$988,649,974	4,486,900	\$224.66
2032 Forecast	\$1,020,758,551	4,512,400	\$230.51
2033 Forecast	\$1,049,145,294	4,539,500	\$234.22
2034 Forecast	\$1,079,495,269	4,564,640	\$242.32

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Oregon

Tina Kotek, Governor

Liquor & Cannabis Commission

9079 SE McLoughlin Blvd.
Portland, Oregon 97222-7355

503-872-5000

800-452-6522

www.oregon.gov/olcc

September 25, 2024

Stacey Chase, Policy & Budget Analyst
Department of Administrative Services-Chief Financial Office (DAS-CFO)
155 Cottage Street NE
Salem OR, 97301

Dear Stacey:

The Oregon Liquor and Cannabis Commission (OLCC) respectfully requests DAS-CFO recommend OLCC's annual Hemp Registration fee as authorized in HB 4121 (2024) as part of the 2025-27 Governor's Budget. HB 4121 (2024) gave the OLCC administrative rule authority regarding this fee. The agency will be requesting ratification of this fee during the 2025 legislative session.

HB 4121 (2024) authorized OLCC to establish a Hemp Registration fee. The fee amount would be \$420 per year. At this time, the agency estimates there will be approximately 4,116 hemp registrations fee payers who would be impacted by the fee. The biennial fee revenue in 2025-27 is projected to be \$3,457,440. However, until the Hemp Registration fee revenue is realized the OLCC will need to use Recreational Marijuana cash balances to pay for the initial costs of the agency's Hemp Registration program (POP 105). The Other Funds limitation and revenue for the fee were generally assumed in HB 4121, however the Hemp Registration fee was not specifically ratified when HB 4121 was passed during the 2024 legislative session. This fee will pay for the costs associated with Hemp Regulation program.

The effective date assumed in the bill regarding the fee was January 1, 2026. The bill also provided administrative rule authority to OLCC per section 11(2)(C), "Pay an annual registration fee established by the commission by rule."

The agency is submitting this request as part of our 2025-27 Agency Request Budget while seeking to have the fee ratified during the 2025 legislative session. Thank you for your consideration. If you have any questions or need any additional information please let me know.

Sincerely,

Kailean Kneeland
Chief Financial Officer
Oregon Liquor and Cannabis Commission

BUDGET NARRATIVE

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BUDGET NARRATIVE

Proposed For Increase/Establishment						
Purpose or Type of Fee, License or Assessment	Who Pays	2023-25 Estimated Revenue	2025-27 Agency Request	2025-27 Governor's Budget	2025-27 Legislatively Adopted	Explanation
Pay for Hemp Regulation, per HB 4121 (2024), through an annual registration fee.	Persons responsible for manufacture, packaging, or distribution of an industrial hemp product.	N/A, fee does not take effect until January 2026	\$3,457,440	N/A	N/A	Once established by OLCC admin rule and ratified, charge an annual fee of \$420 per registration fee payer to fund Hemp regulation program costs of approximately \$1.73 million annually.

BUDGET NARRATIVE

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

Oregon Liquor & Cannabis Comm
2025-27 Biennium

Agency Number: 84500

Cross Reference Number: 84500-000-00-00-00000

<i>Source</i>	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Privilege Taxes	38,874,337	42,177,219	42,177,219	39,113,744	38,244,064	-
Business Lic and Fees	49,603,370	50,350,350	50,350,350	57,230,969	60,688,812	-
Fines and Forfeitures	849,489	-	-	-	-	-
Dedicated Fund Oblig Bonds	145,455,048	16,500,000	16,500,000	11,761,657	8,090,000	-
Interest Income	1,552,138	-	-	-	-	-
Sales Income	-	1,000,000	1,000,000	1,000,000	1,000,000	-
Liquor Sales	1,687,800,425	1,964,374,605	1,964,374,605	1,772,035,246	1,729,787,104	-
Liquor Cost of Goods Sold	(828,567,381)	(972,951,464)	(972,951,464)	(900,671,528)	(900,671,528)	-
Cost of Goods Sold	(17,508,211)	(19,643,746)	(19,643,746)	(17,720,352)	(17,720,352)	-
Other Revenues	7,530,431	-	-	-	-	-
Transfer In - Intrafund	265,852,115	327,239,501	331,922,273	361,955,938	344,289,205	-
Transfer In - Indirect Cost	7,517,394	7,364,725	7,936,569	6,889,874	10,204,595	-
Tsfr From Revenue, Dept of	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	-
Tsfr From Oregon Health Authority	1,859,946	528,000	528,000	300,000	300,000	-
Transfer Out - Intrafund	(265,852,115)	(327,239,501)	(331,922,273)	(361,955,938)	(344,289,205)	-
Transfer Out - Indirect Cost	(7,517,394)	(7,364,725)	(7,936,569)	(6,889,874)	(10,204,595)	-
Transfer to Other	(666,069)	(777,009)	(777,009)	(780,560)	(745,142)	-
Transfer to General Fund	(362,803,505)	(401,822,146)	(399,199,794)	(296,723,373)	(282,169,409)	-
Transfer to Cities	(115,708,862)	(128,375,908)	(127,439,353)	(105,972,633)	(71,985,582)	-
Transfer to Counties	(57,854,429)	(64,187,954)	(63,719,677)	(52,986,317)	(50,387,395)	-
Tsfr To Administrative Svcs	(80,996,203)	(89,863,135)	(89,207,547)	(74,180,843)	(100,774,789)	-
Tsfr To Oregon Health Authority	(19,104,134)	(20,700,105)	(20,700,105)	(19,166,592)	(18,296,910)	-
Tsfr To Agriculture, Dept of	(793,072)	(2,599,681)	(2,599,681)	(1,109,247)	(1,109,247)	-
Total Other Funds	\$456,523,318	\$381,009,026	\$385,691,798	\$419,130,171	\$401,249,626	-

____ **Agency Request**
2025-27 Biennium

____ **Governor's Budget**
 Page _____

____ **Legislatively Adopted**
 Detail of LF, OF, and FF Revenues - BPR012

BUDGET NARRATIVE

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

Source	Fund	ORBITS Revenue Acct	2021-2023 Actual	2023-25 Legislatively Adopted	Legislatively Approved	2025-27		
						Agency Request	Governor's	Legislatively Adopted
ALL Sources	OTHER	Various	\$456,523,318	\$381,009,026	\$385,691,798	\$419,130,171	\$401,249,626	TBD

 X Agency Request

 X Governor's Budget

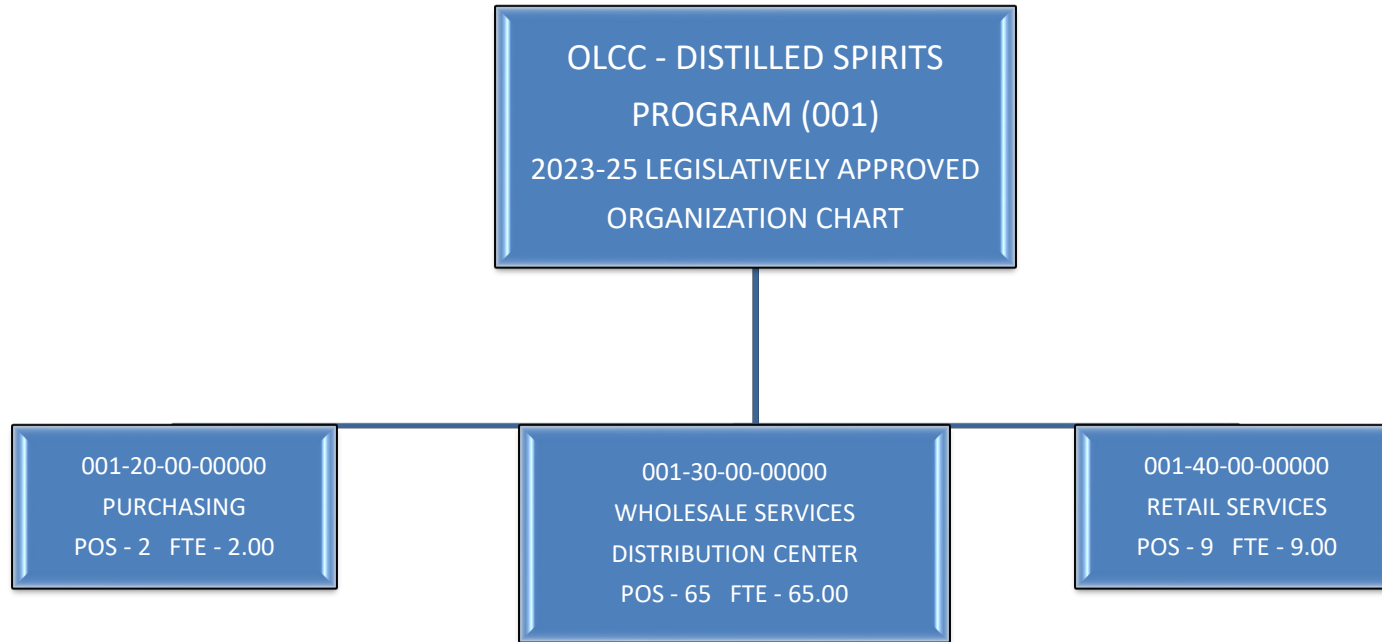
 Legislatively Adopted

Page 19

BUDGET NARRATIVE

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BUDGET NARRATIVE



21-23 CSL
POS - 77 FTE - 77.00

21-23 ARB
POS - 77 FTE - 77.00

21-23 GB
POS - 77 FTE - 77.00

21-23 LAB
POS - 77 FTE - 77.00

23-25 LAB
POS - 76 FTE - 76

☐ Agency Request ☒ Governor's Budget ☐ Legislatively Adopted Distilled Spirits Program

PAGE

1

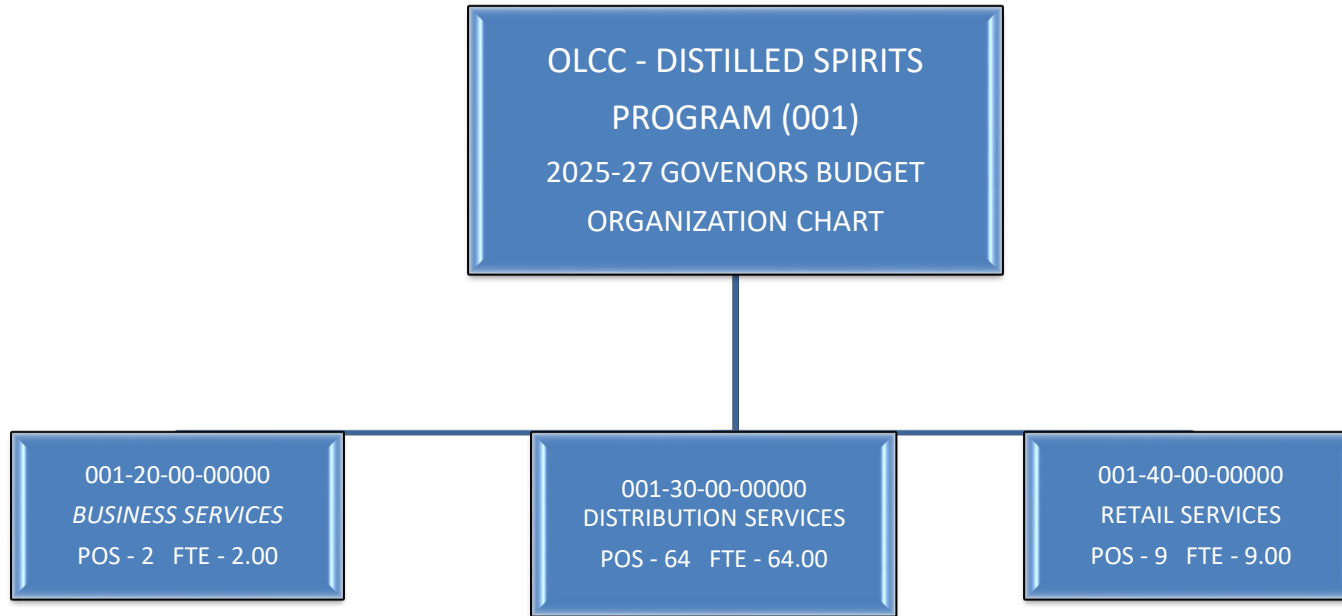
2025-27

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BUDGET NARRATIVE

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BUDGET NARRATIVE



23-25 ARB
POS - 76 FTE - 76.00

23-25 GB
POS - 76 FTE - 76.00

23-25 LAB
POS - 76 FTE - 76.00

25-27 CSL
POS - 75 FTE - 75.00

25-27 ARB
POS - 75 FTE - 75.00

BUDGET NARRATIVE

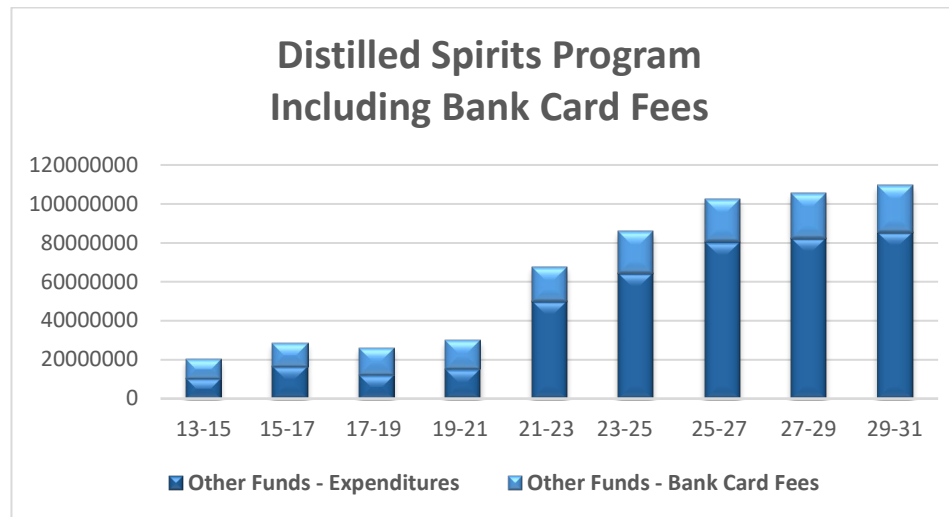
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BUDGET NARRATIVE

OLCC - DISTILLED SPIRITS PROGRAM 2025-27 BUDGET

DISTILLED SPIRITS DIVISION EXECUTIVE SUMMARY

- A. **PRIMARY OUTCOME AREA, PRIMARY DIVISION FOCUS, & ALIGNMENT with AGENCY STRATEGIC PLAN:**
Economy and Jobs, Implementation of the Agency's 2024 Strategic Plan – focusing on up to all four key strategic priorities outlined in the plan.
- B. **PROGRAM CONTACT:** Steve Robbins, Distilled Spirits Program Director, (971) 442-3135
- C. **OTHER 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).

BUDGET NARRATIVE

D. PROGRAM OVERVIEW

The Distilled Spirits Program centrally purchases, warehouses, and distributes bottled distilled spirits to 285 approved liquor outlets, making spirits available through OLCC appointed independent contractor retail liquor agents. 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, wholesale distributors, 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 208 Oregon distillery licenses issued, of which 85 distillers collectively operate 125 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 consumer demand. The Distilled Spirits Program is focused on specific results, including:

- **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 unit price formula designed to reduce access to deeply discounted distilled spirits.
- **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 year.
- **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.
- **Support the restaurant and hospitality economy:** Facilitate and support economic growth and recovery of Oregon’s vital restaurant and hospitality sector by facilitating investments in a streamlined supply chain, and maintaining responsiveness to business needs for products and services.

BUDGET NARRATIVE

- **Grow Oregon distilleries:** Work directly with distilleries in Oregon to get their products to statewide markets here in Oregon, and by partnering to support their vision for expanding and developing their export business.
- **Apply industry best business practices:** The program will utilize enhanced distribution technology to deliver products in a way that effectively manages costs.

A. PROGRAM FUNDING

The Governor's Budget is \$102,560,794 (including debt service and IT capital project modernization) Other Funds limitation for the 2025-27 biennium for this program, with 75.00 FTE and 75 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 operates its warehouse under a vendor managed inventory model called bailment. Liquor agents order inventory from the warehouse, who in turn distributes the liquor to the agent and then pays 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.

G. PROGRAM JUSTIFICATION

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

BUDGET NARRATIVE

OLCC distributes to the state general fund and local governments. The expected total revenue distribution to the general fund, counties, and cities in 2025-27 is \$524.8 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	\$2.59	\$2.67	\$1,183
2017-19	6.89	\$1.77	\$2.77	\$1,309
2019-21	7.69	\$1.98	\$2.65	\$1,582
2021-23	8.86	\$2.89	\$2.70	\$1,705
2023-25 est	7.7	\$3.41	\$2.70	\$1,706
2025-27 est	8.3	\$3.26	\$2.70	\$1,802

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 2023. Projections include the surcharge estimated to be approved by the Commission. In 2025-27 and future biennia, the OLCC’s rate of return is expected to dip due to bond payments for the construction of a new warehouse, material handling system, and IT modernization 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.

BUDGET NARRATIVE

- *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 Governor’s Budget forecasts \$1.73 billion in total gross liquor sales for 2025-27.

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 2025-27

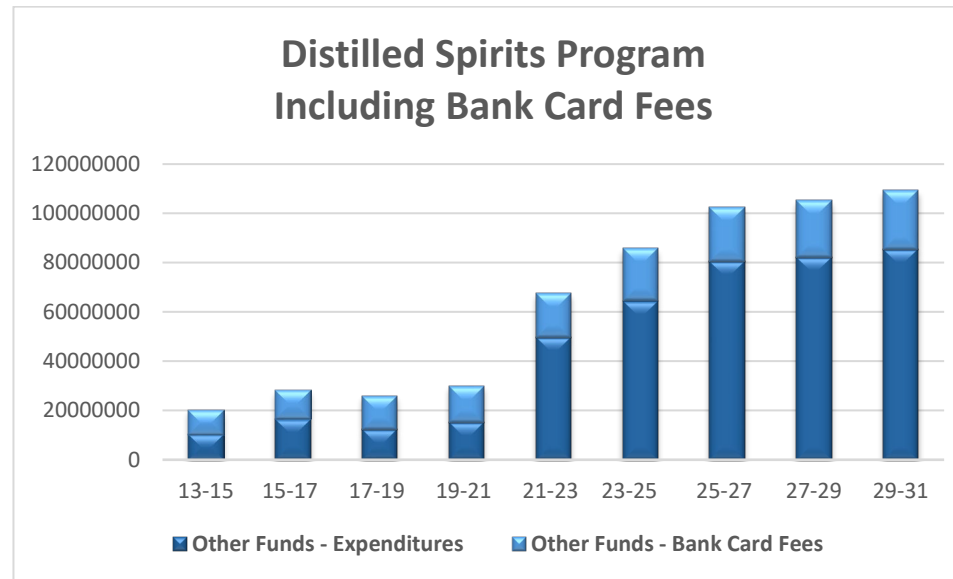
This program is engaged in a generational shift in all aspects of business operations. The Distilled Spirits Program will be strained as it manages a warehouse operating over capacity, participates in planning for a new warehouse operation with contractors, and works with IT services to ensure new operating systems that meet the needs for advanced inventory optimization, retail inventory management, ordering, and operational needs for the program’s future. Near the end of the 2025-27 biennium, the program will have to manage warehouses in both the new and old locations before services at the old 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.

BUDGET NARRATIVE

OLCC - DISTILLED SPIRITS PROGRAM - 001 2025-27 BUDGET

DIVISION SUMMARY

A OTHER FUNDS EXPENDITURES



B PROGRAM FUNDING REQUEST

The Governor's Budget is \$102,560,794 Other Funds limitation for the 2025-27 biennium for this program, with 75.00 FTE and 75 positions.

BUDGET NARRATIVE

C. PROGRAM OVERVIEW

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 2025-27 is \$549.8 million.

D. PROGRAM DESCRIPTION

Business Services (*subprogram 20*) staff works closely with the Distribution & Retail Services unit'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. In addition to regular stock listed items, in 2023 the OLCC Business Services unit dealt with 42,085 special orders of more than 2,500 additional products. 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, and 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. Since the 1993-95 biennium, when the OLCC converted to a bailment warehouse system, this unit manages the contracts with suppliers that operate under that unique model.

This unit 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.

OLCC Bank Cards (*subprogram 24*) is not a staffed unit, but accounts for the the credit card transaction fees and processing equipment rental charges in liquor stores. Customer bank card use continues to increase as a percentage of overall liquore sales. In fiscal year 2000, bank card sales were 28 percent of total consumer sales, but in the 2025-27 biennium, bank card sales are anticipated to exceed 90%. OLCC allows liquor stores to utilize the State credit card system for purchases of not only distilled spirist, but also non-distilled spirits items that compliment liquor sales in the stores (garnishes, mixers, chips, etc), but when retail agent compensation is calculated the State recovers the portion of credit card fees associated with non-distilled spirits sales from the agents.

BUDGET NARRATIVE

Distribution Services (*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 totalling approximately 228,000 square feet, creating inefficiencies for OLCC's centralized distribution and warehousing services. These inefficiencies will be mitigated by housing all distribution activities into one 350,000 square foot warehouse which is slated to be completed in the Fall of 2026 in Canby, Oregon.

The center manages the liquor shipments procured by Business Services; its crews receive and store the products, keep product secure, fill merchandise orders, and ship products coordinating with common carriers to receive and ship millions of cases of liquor a year. 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 (bailment) and state-owned inventory.

Retail Services (*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 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 balance the correct variety of products - including from Oregon distilleries. 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 associated with supporting operations, and expenditures are recorded in Liquor Sales Support (*subprogram 42*).

This unit is responsible for overseeing the selection, contracts, and operations of the 285 operating liquor stores located throughout Oregon and the onboarding of new liquor and distillery agents. In the 2025-27 biennium, no retail expansion is planned as a result of flattening Oregon population growth and the desire to focus on new warehouse construction and the implementation of the distilled spirits supply chain (DSSC) IT modernization efforts that include a new warehouse management system (WMS), enterprise resource planning (ERP), and point of sale (POS) systems across the retail network. Future expansion efforts are dependent on qualitative and quantitative metrics based on maintaining a ratio of about one store per 15,000 residents.

Liquor Sales Support (*subprogram 42*) 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 storese operated by independent contractor agents. OLCC supplies agents with bank deposit slips, signage and forms, and covers the cost of moving store fixtures and

BUDGET NARRATIVE

safes during store relocations – all of which fall into this section of the budget. Expenditures in this subprogram are anticipated to be reduced through IT modernization efforts, when paper-based processes will be reduced with systems enhancements.

In the 2025-27 biennium, the program will focus on the following strategic initiatives:

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

- Develop and implement plans for constructing a new warehouse
 - Tackling pressing capacity limitations on spirits distribution.
 - Improve warehouse operations through the redesign and installation and integration of a new material handling system that incorporates storage racking and an automated conveyance sortation system.
- Develop plans and execute a proven construction management general contractor (CMGC) model procurement to build a new warehouse.
- 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 new warehouse to support economic development.
- 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 that will be offset by the sale of the existing properties.

Distilled Spirits Supply Chain (DSSC) IT Modernization

- Modernize IT systems that support the distilled spirits operation, as well as financial integration across the agency through:
 - A warehouse management system (WMS) to control and facilitate product receiving, placement in the warehouse, facilitate picking, and providing inventory and replenishment planning across the over 5,000 stock keeping units (SKUs) available as regular stock for stores to order. This also includes the same processes for special orders and vendor allocated product that increase the SKU count to over 14,000.
 - Implement an enterprise resource planning (ERP) system that integrates data reporting, financial systems, agent compensation payment, and a whole host of other legacy systems that have been created over the past few decades.
 - Replace the current system of agent-leased point-of-sale (POS) systems that incorporate cash registers, scanners and other hardware and software that manage inventory, ordering, and claims for both distilled spirits and non-distilled spirits sales across the network.
- When taken as an integrated solution, these systems will increase efficiency, provide end-to-end product and sales visibility for distilled spirits, and drastically improve agent sales and claims activities that are currently done with pen, paper, and that require using the US Postal Service for document submission.
- Increase data analysis and dissemination to improve liquor profitability and increase revenue disbursements.

BUDGET NARRATIVE

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

See POP 101, 102 &103

BUDGET NARRATIVE

IT MODERNIZATION CAPITAL PROJECTS - BONDED **OLCC 2025-27 Budget, Policy Option Package (POP) No. 101, Agency POP 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 2025-27 for full implementation. OLCC had \$27 million approved in HB 5006 (2021) 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 DAS stage gate process, the OLCC has procured the solution vendor for the Cannabis and Alcohol Management Program (CAMP), formerly referred to as the Marijuana and Liquor Licensing and Compliance (MLLC) system. The agency is also currently working with DAS Procurement Services to negotiate a contract for the Distilled Spirits Supply Chain (DSSC) solution. This investment into OLCC's Information Technology (IT) modernization will increase the agency's efficiency and effectiveness 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 unused Other Funds bond limitation from the General Obligation Bond be carried over into the 2025-27 biennium, in the amount of \$6,758,712, plus an additional \$8,002,945 for DSSC point of sale hardware and other related project costs. The total amount being requested is \$14,761,657. This package also includes \$1,394,262 in debt service and cost of issuance related expenses.

B. How Achieved

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 and/or '25-27 biennia. The solution will be implemented in four

BUDGET NARRATIVE

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 negotiating a contract 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. Due to procurement delays, the anticipated contract execution has been moved from the end of the 21-23 biennium to the second half of the 2023-25 biennium. The agency is planning operational implementation of the DSSC to be complete within 20 months after the execution of the contract, to coincide as closely as possible 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. The 2023-25 Legislatively Adopted Budget Approved \$16,500,000 in bond funding limitation. At this time, the agency is requesting the remaining Other Funds limitation that was originally approved in 2021-23 along with the additional OF limitation needed for the point-of-sale hardware.

Division	Package Description	FTE	2025-27 One-time	2027-29 Ongoing
Distilled Spirits - Systems Bondable	Management Information Systems Bonded Costs (existing Bond Funds)		\$6,758,712	\$0
	Additional Bond funds needed		\$8,002,945	
		0.00	\$14,761,657	\$0
TOTALS - IT Modernization Bonded Costs - Package # 101		0.00	\$14,761,657	\$0

Division	Package Description	FTE	2025-27 One-time	2027-29 Ongoing
Distilled Spirits - Systems Bondable	Debt Service			\$0
	Principal		\$700,000	\$1,385,000
	Interest		\$607,207	\$656,849
	Cost of Issuance		\$87,055	\$0
		0.00	\$1,394,262	\$2,041,849
TOTALS - IT Modernization Bonded Costs - Package # 101		0.00	\$1,394,262	\$2,041,849

BUDGET NARRATIVE

C. Staffing Impact

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

D. Quantifying Results

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 475C.”

BUDGET NARRATIVE

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BUDGET NARRATIVE

BUILD, MOVE, MODERNIZE NON-BONDED COSTS **OLCC 2025-27 Budget, Policy Option Package (POP) No. 102, Agency Priority No. 2**

A. Package Purpose

The bond funding for the warehouse construction 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, preparing the current OLCC property for sale, furniture and fixtures, forklifts and other equipment for the new warehouse. While the entire request for this funding was requested in the 2023-25 policy option package 102 in the agency request budget (that also included IT modernization), what was eventually approved in the legislatively adopted budget was only a portion of that, acknowledging that some of the spending would occur in the 2023-25 biennium and some in the 2025-27 biennium. The request is to cover expenditures for the items that were not covered by the funding awarded in 2023-25. For example, the agency will purchase approximately 80% of the new warehouse equipment (e.g. forklifts, pickers, etc.) prior to the end of the 2023-25 biennium, but some needs could not be identified with any specificity before the 2023-25 budget was built, so this request is for the balance of that funding.

B. How Achieved

The anticipated costs associated with the relocation of the new warehouse and the move of OLCC headquarters from the current Milwaukie location to the Portland State Office Building (PSOB) are outlined below, and total \$2,435,530 in one-time costs for 2025-27, with and additional \$1,552,899 in 2027-29 in on-going and hold-over costs. Some costs are one-time, while others will be on-going. The following is a breakdown of costs associated with the project.

Moving Cost and Preparation of the Current OLCC Property for Sale

OLCC will incur the costs for moving both warehouse items from the old location to the new, but also to move equipment and furnishing from the existing headquarters to the PSOB. In addition, OLCC anticipates selling the current facilities after the 2025-27 biennium and will incur costs associated with that preparation.

BUDGET NARRATIVE

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 that will need to be disposed of in order to sell the facility. The agency will also need to incur the cost of some deferred maintenance in order to prepare the property for sale, to include general cleaning. OLCC had estimated an Other Funds limitation need of \$750,000 to cover these costs. This includes \$25,000 in one-time cost for the move of the Salem field office and the remainder for moving the headquarters and existing warehouse.

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

The new warehouse area is designed to be 350,000 square feet. The current warehouses at Milport and McLoughlin are approximately 228,000 square feet, combined. The new warehouse is also being designed to be 10 feet higher than the current warehouses, which incorporates 5-high pallet storage instead of the current 4-high. 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. Equipping the new warehouse with new equipment will make the operation as efficient as possible.

Selling the surplus old equipment will provide revenue to help offset some of the new costs. However, the timing of those revenues will not occur at the same time that the majority the new equipment purchases will be incurred. This is due, in part, to the need the agency will have to keep the old warehouse functioning until the new warehouse is fully operational and any related start-up issues have been resolved. OLCC has approximately 80% of the original request in its 2023-25 biennial budget, but the remaining Other Funds limitation needed for the last 20% of the equipment, or \$1,005,530, is being requested here. This includes the 20% remaining cost of \$966,000 (determined back in 2023) with 4% inflation added. In future biennia, OLCC anticipates a need of \$201,106 to cover future warehouse needs for equipment replacement.

Once the material handling system design and procurement plans are completed as a part of design development with the construction management general contractor (CMGC), an assessment will be completed at the individual vehicle level to determine which pieces of equipment will be able to transfer to the new location after the old location is closed. This will allow the agency to complete a gap analysis to finalize which pieces of equipment will be procured. The expected breakdown of costs to equip the new warehouse as originally requested in the 2023-25 biennium is shown below in Table 1. This original request was based on estimates from a pre-design phase of the construction, and while the individual line items are subject to change, the agency feels that that the original request, in total, remains accurate. Because of procurement timelines, delivery lead times, and the fact that existing equipment is currently in use and may or may not degrade to the point of needing replacement before the move, the agency is not able to delineate between which items will be procured in 2023-25 and which will have to wait until 2025-27, but the original request, in total, reflects the agency needs. As a result, the agency is requesting the remaining funding from the original request to complete the project.

BUDGET NARRATIVE

Table 1. Original Equipment Request in 2023-25 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

Leasing Costs

The existing headquarters will close with the construction of the new warehouse, and administrative function for the agency will move to DAS leased space in the Portland State Office Building (PSOB) in downtown Portland in the Lloyd District. DAS anticipates the new lease cost to be \$50,080 per month for the final 12 months of the 2025-27 biennium (\$600,962) and \$1,575 per month for reserved parking (\$18,900 for the final 12 months of the 2025-27 biennium). This equates to \$1,291,793 in 2027-29 for the full biennium, combined.

An additional \$60,000 on a biennial basis is anticipated to accommodate added lease costs associated with the new location for the Salem field office, as well.

BUDGET NARRATIVE

Build, Move, Modernize Non Bonded Costs. OLCC 2025-27 Budget Policy Option Package No. 102

Division	Package Description	FTE	2025-27	2027-29
			One-time	Ongoing
Distilled Spirits	Warehouse Equipment		\$1,005,530	\$201,106
Administration & Support	Office & Warehouse Move		\$750,000	\$0
Administration & Support	PSOB Lease		\$620,000	\$1,291,793
Public Safety	Additional Lease Costs for New Office		\$40,200	\$40,200
Recreational Marijuana	Additional Lease Costs for New Office		\$19,800	\$19,800
		0.00	\$2,435,530	\$1,552,899
TOTALS - Build, Move, Modernize Non Bonded Costs - Package # 102		0.00	\$2,435,530	\$1,552,899

C. Staffing Impact

The package will not add or reduce positions for OLCC.

D. Quantifying Results

Gross liquor sales are forecast to be \$1.7 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 475C.”

BUDGET NARRATIVE

IT MODERNIZATION NON - BONDED

OLCC 2025-27 Budget, Policy Option Package (POP) No. 103, Agency POP Priority No. 3

A. Package Purpose

The bond funding for 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 licensing and warehouse IT software solution hosting costs, support, licensing, and training. The purpose of this request is to request funding for the items that will not be covered by the General Obligation Bonds for OLCC's IT Modernization capital projects in 2025-27. OLCC anticipates non-bondable training and Information Technology (IT) system maintenance expenses related to the Cannabis Alcohol Management Program (CAMP), formerly known as the Marijuana Liquor Licensing Compliance (MLLC) program along with the Distilled Spirits Supply Chain (DSSC) program in 2025-27. The estimated biennial IT Modernization costs for non-bondable DSSC maintenance/support costs in 2025-27 are the following:

DSSC Maintenance/Support Biennial Estimate	Fiscal Year 2025-26	Fiscal Year 2026-27	2025-27 Biennial Estimate
Tier 1 & Tier 2 Support	\$ 1,283,543	\$ 3,314,910	\$ 4,598,453
Support Delivery - Tier 1 & 2 Retail Hardware Support	\$ 237,500	\$ 730,000	\$ 967,500
Tier 3 Support	\$ 443,475	\$ 1,326,394	\$ 1,769,869
DSSC Transition Services by vendor	\$ 1,523,779	\$ -	\$ 1,523,779
Software Licenses	\$ 1,104,871	\$ 1,275,685	\$ 2,380,556
Other Costs - DAS- EIS, Treasury costs, etc.	\$ 200,000	\$ 559,843	\$ 759,843
TOTAL MAINT. COST ESTIMATE	\$ 4,793,168	\$ 7,206,832	\$ 12,000,000

OLCC anticipates being able to manage the estimated maintenance/support costs related to DSSC, based upon the \$12,000,000 Other Funds limitation recommended in the Governor's Budget in relation to this Policy Option Package.

B. How Achieved

Unused (empty) Other Funds limitation related to Agent Compensation will be reduced by \$12,000,000 to offset the anticipated costs noted in the table above.

BUDGET NARRATIVE

For the Cannabis Alcohol Management Program (CAMP), formerly known as 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, Alcohol Licensing and special events, Marijuana Worker Permits and Alcohol Service Permits, and Enforcement and Hearings.

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 2023-25.

As previously mentioned, the agency is in the process of negotiating a contract for the Distilled Spirits Supply Chain (DSSC) solution vendor. 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. 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 completed in 2025-27 to coincide as closely as possible with the opening of OLCC's new warehouse facility.

BUDGET NARRATIVE

Division	Package Description	FTE	2025-27 One-time	2027-29 Ongoing
Distilled Spirits	DSSC Maintenance & Subscription Costs		\$12,000,000	\$12,000,000
		0.00	\$12,000,000	\$12,000,000
TOTALS - IT Modernization Non Bonded Costs - Package # 103		0.00	\$12,000,000	\$12,000,000

C. Staffing Impact

The non-bonded Information Technology items will not add any staff to OLCC.

D. Quantifying Results

The OLCC has the revenue through the General Obligation Bonds to design, develop and implement the systems. However, state-wide General Fund impacts are a consideration in our conversations with DAS-CFO.

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 475C.”

BUDGET NARRATIVE

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	14,886	-	-	-	14,886
Overtime Payments	-	-	9,370	-	-	-	9,370
Shift Differential	-	-	108	-	-	-	108
All Other Differential	-	-	390	-	-	-	390
Public Employees' Retire Cont	-	-	2,191	-	-	-	2,191
Pension Obligation Bond	-	-	(19,142)	-	-	-	(19,142)
Social Security Taxes	-	-	1,894	-	-	-	1,894
Unemployment Assessments	-	-	289	-	-	-	289
Paid Family Medical Leave Insurance	-	-	39	-	-	-	39
Mass Transit Tax	-	-	11,898	-	-	-	11,898
Vacancy Savings	-	-	(295,948)	-	-	-	(295,948)
Total Personal Services	-	-	(\$274,025)	-	-	-	(\$274,025)
Total Expenditures							
Total Expenditures	-	-	(274,025)	-	-	-	(274,025)
Total Expenditures	-	-	(\$274,025)	-	-	-	(\$274,025)
Ending Balance							
Ending Balance	-	-	274,025	-	-	-	274,025
Total Ending Balance	-	-	\$274,025	-	-	-	\$274,025

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 022 - Phase-out Pgm & One-time Costs

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Dispute Resolution Services	-	-	-	-	-	-	-
Other Services and Supplies	-	-	(1,614,441)	-	-	-	(1,614,441)
Total Services & Supplies	-	-	(\$1,614,441)	-	-	-	(\$1,614,441)
Capital Outlay							
Industrial and Heavy Equipment	-	-	(3,185,614)	-	-	-	(3,185,614)
Data Processing Software	-	-	(16,500,000)	-	-	-	(16,500,000)
Total Capital Outlay	-	-	(\$19,685,614)	-	-	-	(\$19,685,614)
Total Expenditures							
Total Expenditures	-	-	(21,300,055)	-	-	-	(21,300,055)
Total Expenditures	-	-	(\$21,300,055)	-	-	-	(\$21,300,055)
Ending Balance							
Ending Balance	-	-	21,300,055	-	-	-	21,300,055
Total Ending Balance	-	-	\$21,300,055	-	-	-	\$21,300,055

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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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	2,581	-	-	-	2,581
Out of State Travel	-	-	237	-	-	-	237
Employee Training	-	-	229	-	-	-	229
Office Expenses	-	-	792,880	-	-	-	792,880
Telecommunications	-	-	2,850	-	-	-	2,850
State Gov. Service Charges	-	-	155,654	-	-	-	155,654
Data Processing	-	-	3,758	-	-	-	3,758
Publicity and Publications	-	-	800	-	-	-	800
Professional Services	-	-	1,140	-	-	-	1,140
IT Professional Services	-	-	390	-	-	-	390
Employee Recruitment and Develop	-	-	418	-	-	-	418
Dues and Subscriptions	-	-	103	-	-	-	103
Facilities Rental and Taxes	-	-	3,687	-	-	-	3,687
Fuels and Utilities	-	-	10,340	-	-	-	10,340
Facilities Maintenance	-	-	1,350	-	-	-	1,350
Agency Program Related S and S	-	-	5,956	-	-	-	5,956
Other Services and Supplies	-	-	155,060	-	-	-	155,060
IT Expendable Property	-	-	1,646	-	-	-	1,646
Total Services & Supplies	-	-	\$1,139,079	-	-	-	\$1,139,079

Capital Outlay

Industrial and Heavy Equipment	-	-	1,064	-	-	-	1,064
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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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Data Processing Hardware	-	-	716	-	-	-	716
Total Capital Outlay	-	-	\$1,780	-	-	-	\$1,780
Total Expenditures							
Total Expenditures	-	-	1,140,859	-	-	-	1,140,859
Total Expenditures	-	-	\$1,140,859	-	-	-	\$1,140,859
Ending Balance							
Ending Balance	-	-	(1,140,859)	-	-	-	(1,140,859)
Total Ending Balance	-	-	(\$1,140,859)	-	-	-	(\$1,140,859)

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Office Expenses	-	-	29,186	-	-	-	29,186
Fuels and Utilities	-	-	13,541	-	-	-	13,541
Total Services & Supplies	-	-	\$42,727	-	-	-	\$42,727
Total Expenditures							
Total Expenditures	-	-	42,727	-	-	-	42,727
Total Expenditures	-	-	\$42,727	-	-	-	\$42,727
Ending Balance							
Ending Balance	-	-	(42,727)	-	-	-	(42,727)
Total Ending Balance	-	-	(\$42,727)	-	-	-	(\$42,727)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 060 - Technical Adjustments

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Office Expenses	-	-	2,670,369	-	-	-	2,670,369
S and S - BAM Analyst Adjustment	-	-	(2,670,369)	-	-	-	(2,670,369)
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: 090 - Analyst Adjustments

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(820,889)	-	-	-	(820,889)
Total Revenues	-	-	(\$820,889)	-	-	-	(\$820,889)
Ending Balance							
Ending Balance	-	-	(820,889)	-	-	-	(820,889)
Total Ending Balance	-	-	(\$820,889)	-	-	-	(\$820,889)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 093 - Statewide Adjustment DAS Chgs

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(18,943)	-	-	-	(18,943)
Total Revenues	-	-	(\$18,943)	-	-	-	(\$18,943)
Services & Supplies							
State Gov. Service Charges	-	-	3,643	-	-	-	3,643
Facilities Rental and Taxes	-	-	(22,586)	-	-	-	(22,586)
Total Services & Supplies	-	-	(\$18,943)	-	-	-	(\$18,943)
Total Expenditures							
Total Expenditures	-	-	(18,943)	-	-	-	(18,943)
Total Expenditures	-	-	(\$18,943)	-	-	-	(\$18,943)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Dedicated Fund Oblig Bonds	-	-	8,090,000	-	-	-	8,090,000
Transfer In - Intrafund	-	-	1,307,207	-	-	-	1,307,207
Total Revenues	-	-	\$9,397,207	-	-	-	\$9,397,207
Services & Supplies							
Other Services and Supplies	-	-	87,055	-	-	-	87,055
Total Services & Supplies	-	-	\$87,055	-	-	-	\$87,055
Capital Outlay							
Data Processing Software	-	-	14,761,657	-	-	-	14,761,657
C.O. - BAM Analyst Adjustment	-	-	-	-	-	-	-
Total Capital Outlay	-	-	\$14,761,657	-	-	-	\$14,761,657
Debt Service							
Principal - Bonds	-	-	700,000	-	-	-	700,000
Interest - Bonds	-	-	607,207	-	-	-	607,207
Total Debt Service	-	-	\$1,307,207	-	-	-	\$1,307,207
Total Expenditures							
Total Expenditures	-	-	16,155,919	-	-	-	16,155,919
Total Expenditures	-	-	\$16,155,919	-	-	-	\$16,155,919

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(6,758,712)	-	-	-	(6,758,712)
Total Ending Balance	-	-	(\$6,758,712)	-	-	-	(\$6,758,712)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 102 - Warehouse & Office Build, Move & Modernization

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Capital Outlay							
Industrial and Heavy Equipment	-	-	1,005,530	-	-	-	1,005,530
Total Capital Outlay	-	-	\$1,005,530	-	-	-	\$1,005,530
Total Expenditures							
Total Expenditures	-	-	1,005,530	-	-	-	1,005,530
Total Expenditures	-	-	\$1,005,530	-	-	-	\$1,005,530
Ending Balance							
Ending Balance	-	-	(1,005,530)	-	-	-	(1,005,530)
Total Ending Balance	-	-	(\$1,005,530)	-	-	-	(\$1,005,530)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 103 - IT Modernization - Non Bonded

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	10,863,475	-	-	-	10,863,475
Total Revenues	-	-	\$10,863,475	-	-	-	\$10,863,475
Services & Supplies							
Professional Services	-	-	10,935,530	-	-	-	10,935,530
IT Professional Services	-	-	1,064,470	-	-	-	1,064,470
Total Services & Supplies	-	-	\$12,000,000	-	-	-	\$12,000,000
Total Expenditures							
Total Expenditures	-	-	12,000,000	-	-	-	12,000,000
Total Expenditures	-	-	\$12,000,000	-	-	-	\$12,000,000
Ending Balance							
Ending Balance	-	-	(1,136,525)	-	-	-	(1,136,525)
Total Ending Balance	-	-	(\$1,136,525)	-	-	-	(\$1,136,525)

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

Oregon Liquor & Cannabis Comm
2025-27 Biennium

Agency Number: 84500

Cross Reference Number: 84500-001-00-00-00000

<i>Source</i>	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Dedicated Fund Oblig Bonds	-	16,500,000	16,500,000	11,761,657	8,090,000	-
Other Revenues	4,299,828	-	-	-	-	-
Transfer In - Intrafund	37,174,245	68,060,864	69,259,304	76,381,232	87,712,082	-
Total Other Funds	\$41,474,073	\$84,560,864	\$85,759,304	\$88,142,889	\$95,802,082	-

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Detail of LF, OF, and FF Revenues - BPR012

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

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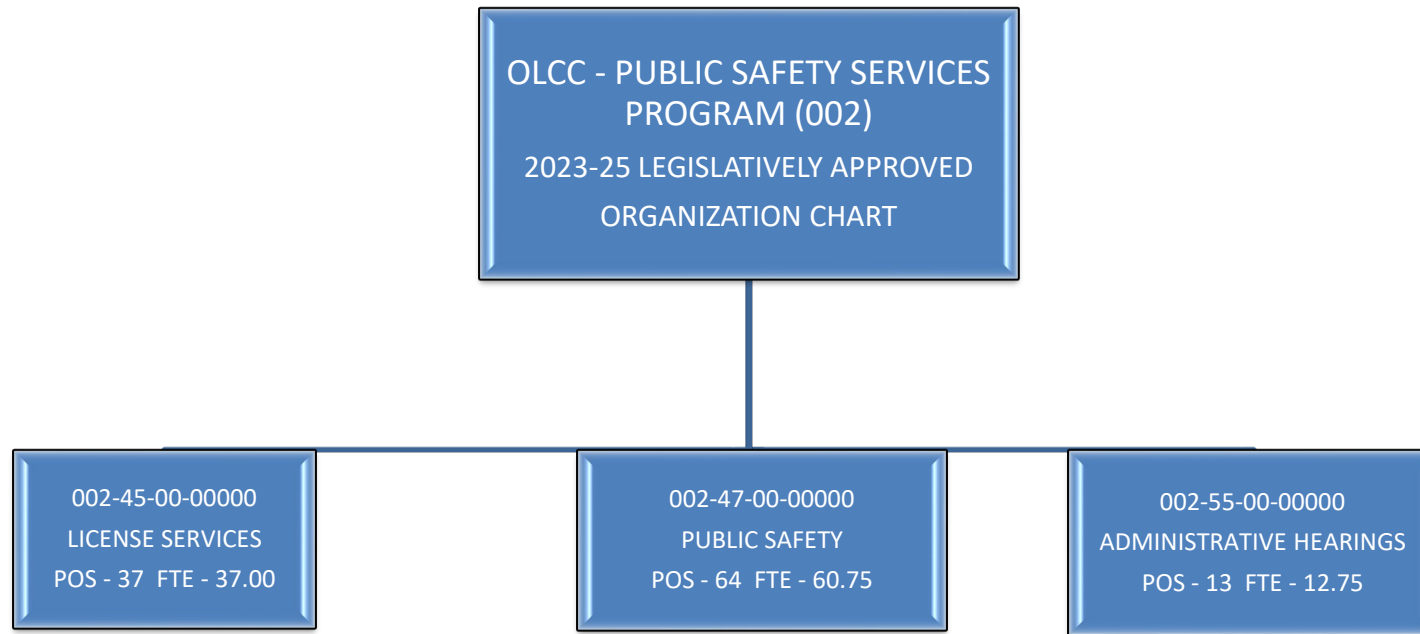
☐ Agency Request

☒ Governor's Budget

☐ Legislatively Adopted

Budget Page 42

BUDGET NARRATIVE



21 - 23 LAB
POS - 117 FTE - 114.58

23 - 25 CSL
POS - 115 FTE - 113.00

23 - 25 ARB
POS - 132 FTE - 137.22

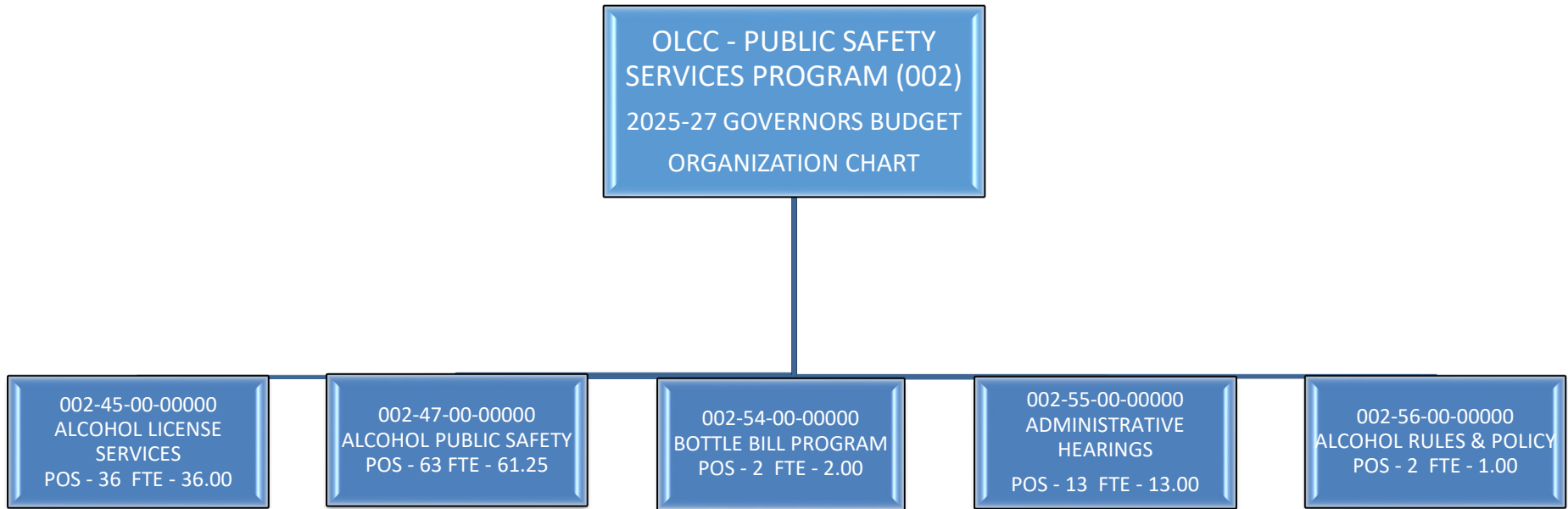
23 - 25 GB
POS - 119 FTE - 115.93

23 - 25 LAB
POS - 114 FTE - 110.50

BUDGET NARRATIVE

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BUDGET NARRATIVE



23 - 25 ARB
POS - 132 FTE - 127.22

23 - 25 GB
POS - 119 FTE - 115.93

23 - 25 LAB
POS - 114 FTE - 110.50

25 - 27 CSL
POS - 113 FTE - 111.00

25 - 27 ARB
POS - 115 FTE - 113.25

BUDGET NARRATIVE

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BUDGET NARRATIVE

OLCC, PUBLIC SAFETY-ALCOHOL SERVICES PROGRAM 2025-27 BUDGET

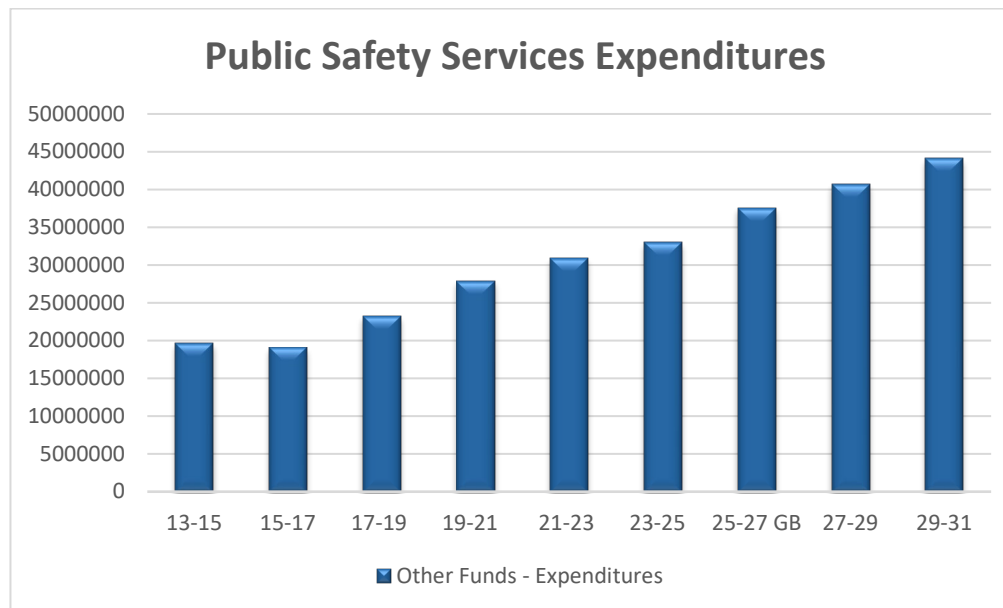
PROGRAM UNIT EXECUTIVE SUMMARY

A. **PRIMARY OUTCOME AREA, PRIMARY DIVISION FOCUS, & ALIGNMENT with AGENCY STRATEGIC**

PLAN: Economy and Jobs, Implementation of the Agency's 2024 Strategic Plan – focusing on the four key strategic priorities outlined in the plan.

B. **PROGRAM CONTACT:** Rich Evans, Senior Director of Licensing & Compliance, (503) 872-5108

C. **OTHER FUNDS BUDGET AND PERFORMANCE**



BUDGET NARRATIVE

D. PROGRAM OVERVIEW

The OLCC Public Safety-Alcohol 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 Governor's Budget is \$37,528,071 Other Funds limitation for the 2025-27 biennium, including 116 positions and 113.25 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 programs (Administrative Hearings, Licensing, and Public Safety-Alcohol) within this Division 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.

G. PROGRAM JUSTIFICATION AND PERFORMANCE

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 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.

BUDGET NARRATIVE

Licensing policies

Community-based regulatory plans

Education first

Licensee visits

Workload design

Technology development

Economic development and community livability

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 indicate 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

BUDGET NARRATIVE

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 establishment 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.

H. 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.

I. 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, marijuana license fees and fines, and inter-agency transfers.

J. SIGNIFICANT PROPOSED PROGRAM CHANGES FROM 2023-25:

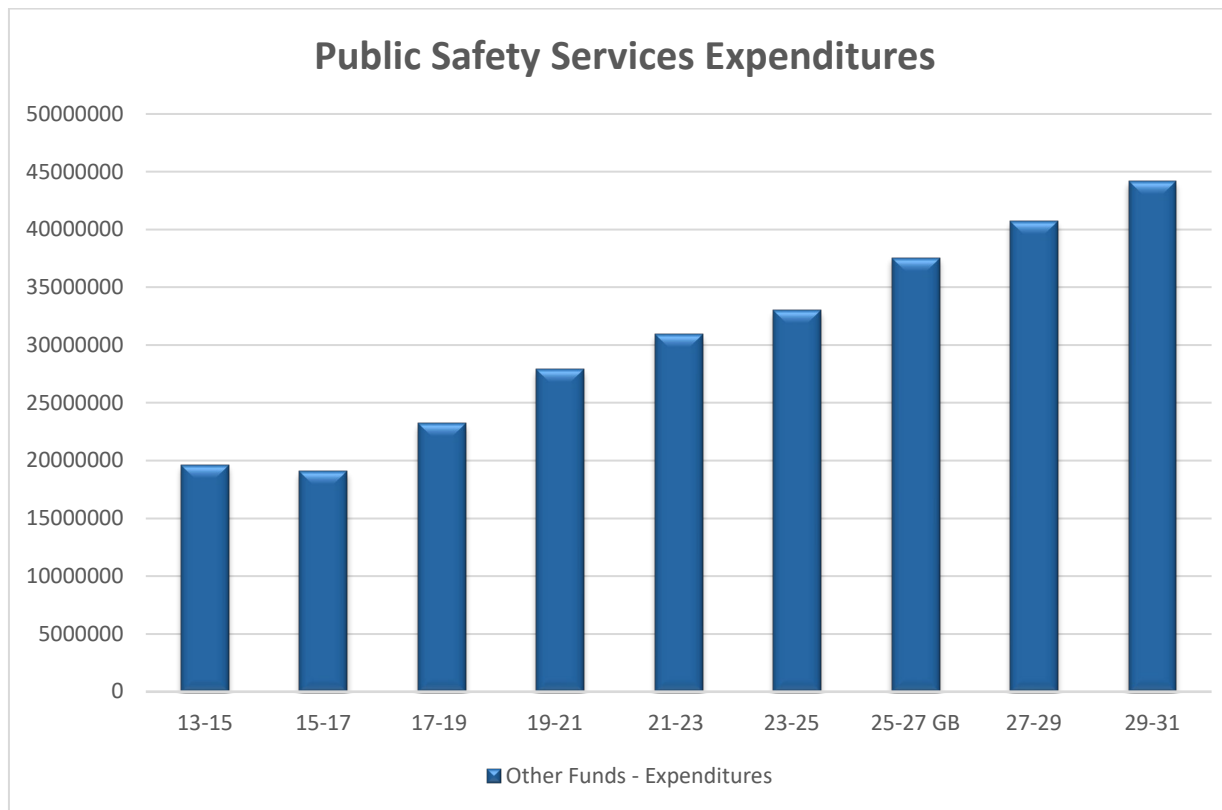
None

BUDGET NARRATIVE

OLCC, PUBLIC SAFETY-ALCOHOL SERVICES PROGRAM 2025-27 BUDGET

DIVISION SUMMARY

A. OTHER FUNDS EXPENDITURES



BUDGET NARRATIVE

B. PROGRAM FUNDING REQUEST

The Governor's Budget is \$37,528,071 Other Funds limitation for the 2025-27 biennium, including 116 positions and 113.25 FTE.

C. 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.

D. 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.

BUDGET NARRATIVE

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 284 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 2,861 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

BUDGET NARRATIVE

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.

The Division's licensing unit 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

BUDGET NARRATIVE

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.

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.

BUDGET NARRATIVE

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 Astoria.
- 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.

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 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.

F. PROPOSED LEGISLATIVE CHANGES

N/A

BUDGET NARRATIVE

BUILD, MOVE, MODERNIZE NON-BONDED COSTS **OLCC 2025-27 Budget, Policy Option Package (POP) No. 102, Agency Priority No. 2**

A. Package Purpose

The bond funding for the warehouse construction 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, preparing the current OLCC property for sale, furniture and fixtures, forklifts and other equipment for the new warehouse. While the entire request for this funding was requested in the 2023-25 policy option package 102 in the agency request budget (that also included IT modernization), what was eventually approved in the legislatively adopted budget was only a portion of that, acknowledging that some of the spending would occur in the 2023-25 biennium and some in the 2025-27 biennium. The request is to cover expenditures for the items that were not covered by the funding awarded in 2023-25. For example, the agency will purchase approximately 80% of the new warehouse equipment (e.g. forklifts, pickers, etc.) prior to the end of the 2023-25 biennium, but some needs could not be identified with any specificity before the 2023-25 budget was built, so this request is for the balance of that funding.

B. How Achieved

The anticipated costs associated with the relocation of the new warehouse and the move of OLCC headquarters from the current Milwaukie location to the Portland State Office Building (PSOB) are outlined below, and total \$2,435,530 in one-time costs for 2025-27, with and additional \$1,552,899 in 2027-29 in on-going and hold-over costs. Some costs are one-time, while others will be on-going. The following is a breakdown of costs associated with the project.

Moving Cost and Preparation of the Current OLCC Property for Sale

OLCC will incur the costs for moving both warehouse items from the old location to the new, but also to move equipment and furnishing from the existing headquarters to the PSOB. In addition, OLCC anticipates selling the current facilities after the 2025-27 biennium and will incur costs associated with that preparation.

BUDGET NARRATIVE

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 that will need to be disposed of in order to sell the facility. The agency will also need to incur the cost of some deferred maintenance in order to prepare the property for sale, to include general cleaning. OLCC had estimated an Other Funds limitation need of \$750,000 to cover these costs. This includes \$25,000 in one-time cost for the move of the Salem field office and the remainder for moving the headquarters and existing warehouse.

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

The new warehouse area is designed to be 350,000 square feet. The current warehouses at Milport and McLoughlin are approximately 228,000 square feet, combined. The new warehouse is also being designed to be 10 feet higher than the current warehouses, which incorporates 5-high pallet storage instead of the current 4-high. 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. Equipping the new warehouse with new equipment will make the operation as efficient as possible.

Selling the surplus old equipment will provide revenue to help offset some of the new costs. However, the timing of those revenues will not occur at the same time that the majority the new equipment purchases will be incurred. This is due, in part, to the need the agency will have to keep the old warehouse functioning until the new warehouse is fully operational and any related start-up issues have been resolved. OLCC has approximately 80% of the original request in its 2023-25 biennial budget, but the remaining Other Funds limitation needed for the last 20% of the equipment, or \$1,005,530, is being requested here. This includes the 20% remaining cost of \$966,000 (determined back in 2023) with 4% inflation added. In future biennia, OLCC anticipates a need of \$201,106 to cover future warehouse needs for equipment replacement.

Once the material handling system design and procurement plans are completed as a part of design development with the construction management general contractor (CMGC), an assessment will be completed at the individual vehicle level to determine which pieces of equipment will be able to transfer to the new location after the old location is closed. This will allow the agency to complete a gap analysis to finalize which pieces of equipment will be procured. The expected breakdown of costs to equip the new warehouse as originally requested in the 2023-25 biennium is shown below in Table 1. This original request was based on estimates from a pre-design phase of the construction, and while the individual line items are subject to change, the agency feels that that the original request, in total, remains accurate. Because of procurement timelines, delivery lead times, and the fact that existing equipment is currently in use and may or may not degrade to the point of needing replacement before the move, the agency is not able to delineate between which items will be procured in 2023-25 and which will have to wait until 2025-27, but the original request, in total, reflects the agency needs. As a result, the agency is requesting the remaining funding from the original request to complete the project.

BUDGET NARRATIVE

Table 1. Original Equipment Request in 2023-25 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

Leasing Costs

The existing headquarters will close with the construction of the new warehouse, and administrative function for the agency will move to DAS leased space in the Portland State Office Building (PSOB) in downtown Portland in the Lloyd District. DAS anticipates the new lease cost to be \$50,080 per month for the final 12 months of the 2025-27 biennium (\$600,962) and \$1,575 per month for reserved parking (\$18,900 for the final 12 months of the 2025-27 biennium). This equates to \$1,291,793 in 2027-29 for the full biennium, combined.

An additional \$60,000 on a biennial basis is anticipated to accommodate added lease costs associated with the new location for the Salem field office, as well.

BUDGET NARRATIVE

Build, Move, Modernize Non Bonded Costs. OLCC 2025-27 Budget Policy Option Package No. 102

Division	Package Description	FTE	2025-27	2027-29
			One-time	Ongoing
Distilled Spirits	Warehouse Equipment		\$1,005,530	\$201,106
Administration & Support	Office & Warehouse Move		\$750,000	\$0
Administration & Support	PSOB Lease		\$620,000	\$1,291,793
Public Safety	Additional Lease Costs for New Office		\$40,200	\$40,200
Recreational Marijuana	Additional Lease Costs for New Office		\$19,800	\$19,800
		0.00	\$2,435,530	\$1,552,899
TOTALS - Build, Move, Modernize Non Bonded Costs - Package # 102		0.00	\$2,435,530	\$1,552,899

C. Staffing Impact

The package will not add or reduce positions for OLCC.

D. Quantifying Results

Gross liquor sales are forecast to be \$1.7 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 475C.”

BUDGET NARRATIVE

AGENCY REALIGNMENT & COST ALLOCATION
OLCC 2025-27 Budget, Policy Option Package (POP) No. 106, Agency POP Priority No. 6

A. Package Purpose

The agency received the following Budget Note in Senate Bill 5519 (2023):

OLCC Workload, Staffing, and Management Analysis:

“By December 2024, the Oregon Liquor and Cannabis Commission shall provide to the Legislative Fiscal Office an analysis of workload and staffing in the areas of licensing, public safety, financial administration, contested cases/disciplinary proceedings, policy development, and communications. The analysis shall be for purposes of determining the extent to which positions devote time to matters related to liquor vs. cannabis, allocating staff to appropriate funding streams, and developing a cost allocation model for shared administrative and program functions to inform future investment decisions.

The OLCC shall also perform a review of its organizational management structure, specifically evaluating the classifications, functions, division of responsibilities, and oversight authority of Division Directors and Executive Team members. The agency will report on the results of this review to the Legislative Fiscal Office.”

The purpose of this package is to provide a summary of the organizational review and re-alignment the agency has implemented along with the results of the agency’s cost allocation model review.

B. How Achieved

The agency began this work during the 2023 legislative session when the agency developed a plan to move from a two Deputy Director model to a single Deputy Director model. This first step of the plan was approved in Senate Bill 5519 (2023). The agency then began a larger review of our organizational management structure in 2023-25. The guiding principle for the agency’s realignment were the following:

BUDGET NARRATIVE

- ensure the agency structure was designed to support the two main operating functions: Public Safety and Distilled Spirits,
- be fiscally responsible and clarify lines of authority and accountability to allow for improved customer service and communication,
- where possible provide better opportunities for employee career advancement,
- be better positioned for the agency to focus on operational excellence,
- and remove silos between policy innovations and regulatory and compliance functions.

The agency has begun moving forward with this re-alignment during the 2023-25 biennium and stayed within our existing resources by utilizing the ability to pay for any classification changes needed through a Permanent Finance Plan. The organizational changes that could not be done through a 2023-25 Permanent Finance Plan or when developing the agency's 2025-27 Current Service Level Budget are being requested as part of the OLCC's 2025-27 Agency Request Budget. These agency position re-alignments have been done in a cost neutral manner which also allowed the agency to resolve a long-standing unbudgeted Public Safety Director position. The primary change in the agency re-alignment is the Policy, Analytics, Communication, and Education (PACE) program area has been dissolved. The PACE positions have been either moved through a reorganization or abolished in line with the previously stated principles.

The details of the cost allocation plan review have been shared with the Department of Administrative Services-Chief Financial Office and the Legislative Fiscal Office. Through 2023-25, the agency's cost allocation plan was based on comparing Administrative & Agency Support FTE to the other authorized positions across the agency. This purely FTE comparison was then used as a basis to allocate Administrative & Agency Support costs to the other Divisions using FTE as the only allocation factor. The OLCC conducted a more comprehensive analysis that included factoring non-limited Other Fund expenditures with limited Other Fund expenditures along with allocation factors that were more applicable than just FTE. For example, the agency's Fleet program was allocated using vehicles instead of FTE and the agency's Liquor Store and Privilege Tax auditors were allocated 100% to alcohol revenues since those auditing programs do not conduct any work related to marijuana. In addition, the agency's Public Safety-Administrative Hearings Division was allocated evenly between alcohol and Recreational Marijuana in the updated cost allocation plan. In the prior plan the Public Safety-Administrative Hearings Division was charged entirely to alcohol. The updated cost allocation plan indicated that Medical Marijuana should pay about \$670,000 per biennium less in indirect administrative costs than it has been and Recreational Marijuana should pay about \$2.9 million more per

BUDGET NARRATIVE

biennium. At this time the Recreational Marijuana program revenues and cash balances would be challenged to pay for increased agency costs of \$2.9 million per biennium. Therefore, the OLCC is planning to work with our stakeholders to plan for adjusting fees in the 2027-29 biennium in accordance with the information available under the updated cost allocation plan.

Division	Package Description	FTE	2025-27	2027-29
			One time	Ongoing
Public Safety	Agency Staff Realignment	2.25	\$ 700,626	\$ 700,626
Administration & Support Services	Agency Staff Realignment	(2.00)	\$(851,871)	\$(851,871)
Recreational Marijuana	Agency Staff Realignment	(0.29)	\$ 130,322	\$ 130,322
Medical Marijuana	Agency Staff Realignment	0.04	\$ 20,923	\$ 20,923
		0.00	\$ -	\$ -
TOTALS - Agency Realignment & Cost Allocation - Package 106		0.00	0.00	0.00

C. Staffing Impact

This Policy Option Package will not add any staff to OLCC.

D. Quantifying Results

The previously mentioned cost allocation plan update and agency re-alignment reflect measurable improvements the OLCC has made in administering the agency more effectively. The re-alignment changes will be completed in 2025-27. The agency's assumption related to our 2025-27 Agency Request Budget is fully implementing the updated cost allocation plan will be a 2027-29 budget item.

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 475C.”

BUDGET NARRATIVE

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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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	5,605	-	-	-	5,605
Overtime Payments	-	-	4,696	-	-	-	4,696
Shift Differential	-	-	2,729	-	-	-	2,729
All Other Differential	-	-	1,835	-	-	-	1,835
Public Employees' Retire Cont	-	-	2,056	-	-	-	2,056
Pension Obligation Bond	-	-	(23,162)	-	-	-	(23,162)
Social Security Taxes	-	-	1,138	-	-	-	1,138
Unemployment Assessments	-	-	438	-	-	-	438
Paid Family Medical Leave Insurance	-	-	37	-	-	-	37
Mass Transit Tax	-	-	21,817	-	-	-	21,817
Vacancy Savings	-	-	(649,641)	-	-	-	(649,641)
Total Personal Services	-	-	(\$632,452)	-	-	-	(\$632,452)
Total Expenditures							
Total Expenditures	-	-	(632,452)	-	-	-	(632,452)
Total Expenditures	-	-	(\$632,452)	-	-	-	(\$632,452)
Ending Balance							
Ending Balance	-	-	632,452	-	-	-	632,452
Total Ending Balance	-	-	\$632,452	-	-	-	\$632,452

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 021 - Phase-in

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	(7,548)	-	-	-	(7,548)
Employee Training	-	-	2,711	-	-	-	2,711
Office Expenses	-	-	2,261	-	-	-	2,261
Telecommunications	-	-	2,611	-	-	-	2,611
Data Processing	-	-	3,751	-	-	-	3,751
Other Services and Supplies	-	-	6,502	-	-	-	6,502
Expendable Prop 250 - 5000	-	-	6,527	-	-	-	6,527
IT Expendable Property	-	-	2,851	-	-	-	2,851
Total Services & Supplies	-	-	\$19,666	-	-	-	\$19,666
Total Expenditures							
Total Expenditures	-	-	19,666	-	-	-	19,666
Total Expenditures	-	-	\$19,666	-	-	-	\$19,666
Ending Balance							
Ending Balance	-	-	(19,666)	-	-	-	(19,666)
Total Ending Balance	-	-	(\$19,666)	-	-	-	(\$19,666)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
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: 031 - Standard Inflation

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	10,364	-	-	-	10,364
Out of State Travel	-	-	594	-	-	-	594
Employee Training	-	-	4,367	-	-	-	4,367
Office Expenses	-	-	15,222	-	-	-	15,222
Telecommunications	-	-	46,435	-	-	-	46,435
State Gov. Service Charges	-	-	233,874	-	-	-	233,874
Data Processing	-	-	2,475	-	-	-	2,475
Publicity and Publications	-	-	2,867	-	-	-	2,867
Professional Services	-	-	26,269	-	-	-	26,269
IT Professional Services	-	-	4,287	-	-	-	4,287
Employee Recruitment and Develop	-	-	410	-	-	-	410
Dues and Subscriptions	-	-	433	-	-	-	433
Facilities Rental and Taxes	-	-	35,051	-	-	-	35,051
Fuels and Utilities	-	-	1,058	-	-	-	1,058
Facilities Maintenance	-	-	848	-	-	-	848
Agency Program Related S and S	-	-	1,951	-	-	-	1,951
Other Services and Supplies	-	-	1,252	-	-	-	1,252
IT Expendable Property	-	-	1,571	-	-	-	1,571
Total Services & Supplies	-	-	\$389,328	-	-	-	\$389,328

Capital Outlay

Office Furniture and Fixtures	-	-	338	-	-	-	338
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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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Technical Equipment	-	-	1,685	-	-	-	1,685
Total Capital Outlay	-	-	\$2,023	-	-	-	\$2,023
Total Expenditures							
Total Expenditures	-	-	391,351	-	-	-	391,351
Total Expenditures	-	-	\$391,351	-	-	-	\$391,351
Ending Balance							
Ending Balance	-	-	(391,351)	-	-	-	(391,351)
Total Ending Balance	-	-	(\$391,351)	-	-	-	(\$391,351)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Office Expenses	-	-	43,761	-	-	-	43,761
Fuels and Utilities	-	-	1,386	-	-	-	1,386
Total Services & Supplies	-	-	\$45,147	-	-	-	\$45,147
Total Expenditures							
Total Expenditures	-	-	45,147	-	-	-	45,147
Total Expenditures	-	-	\$45,147	-	-	-	\$45,147
Ending Balance							
Ending Balance	-	-	(45,147)	-	-	-	(45,147)
Total Ending Balance	-	-	(\$45,147)	-	-	-	(\$45,147)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 093 - Statewide Adjustment DAS Chgs

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(13,193)	-	-	-	(13,193)
Total Revenues	-	-	(\$13,193)	-	-	-	(\$13,193)
Services & Supplies							
State Gov. Service Charges	-	-	(10,409)	-	-	-	(10,409)
Facilities Rental and Taxes	-	-	(2,784)	-	-	-	(2,784)
Total Services & Supplies	-	-	(\$13,193)	-	-	-	(\$13,193)
Total Expenditures							
Total Expenditures	-	-	(13,193)	-	-	-	(13,193)
Total Expenditures	-	-	(\$13,193)	-	-	-	(\$13,193)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 102 - Warehouse & Office Build, Move & Modernization

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Services & Supplies							
Facilities Rental and Taxes	-	-	40,200	-	-	-	40,200
Total Services & Supplies	-	-	\$40,200	-	-	-	\$40,200
Total Expenditures							
Total Expenditures	-	-	40,200	-	-	-	40,200
Total Expenditures	-	-	\$40,200	-	-	-	\$40,200
Ending Balance							
Ending Balance	-	-	(40,200)	-	-	-	(40,200)
Total Ending Balance	-	-	(\$40,200)	-	-	-	(\$40,200)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 104 - Marijuana Staffing & Vehicles

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	164,024	-	-	-	164,024
Total Revenues	-	-	\$164,024	-	-	-	\$164,024
Capital Outlay							
Automotive and Aircraft	-	-	164,024	-	-	-	164,024
Total Capital Outlay	-	-	\$164,024	-	-	-	\$164,024
Total Expenditures							
Total Expenditures	-	-	164,024	-	-	-	164,024
Total Expenditures	-	-	\$164,024	-	-	-	\$164,024
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 106 - Agency Realignment & Cost Allocation

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	434,412	-	-	-	434,412
Empl. Rel. Bd. Assessments	-	-	162	-	-	-	162
Public Employees' Retire Cont	-	-	96,484	-	-	-	96,484
Pension Obligation Bond	-	-	27,474	-	-	-	27,474
Social Security Taxes	-	-	33,233	-	-	-	33,233
Paid Family Medical Leave Insurance	-	-	1,737	-	-	-	1,737
Worker's Comp. Assess. (WCD)	-	-	94	-	-	-	94
Mass Transit Tax	-	-	4,195	-	-	-	4,195
Flexible Benefits	-	-	95,418	-	-	-	95,418
Vacancy Savings	-	-	(34,954)	-	-	-	(34,954)
Total Personal Services	-	-	\$658,255	-	-	-	\$658,255
Services & Supplies							
Instate Travel	-	-	1,444	-	-	-	1,444
Out of State Travel	-	-	435	-	-	-	435
Employee Training	-	-	218	-	-	-	218
Office Expenses	-	-	7,433	-	-	-	7,433
Telecommunications	-	-	2,350	-	-	-	2,350
State Gov. Service Charges	-	-	22,786	-	-	-	22,786
Data Processing	-	-	750	-	-	-	750

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 106 - Agency Realignment & Cost Allocation

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Publicity and Publications	-	-	44	-	-	-	44
Dues and Subscriptions	-	-	443	-	-	-	443
Facilities Rental and Taxes	-	-	3,553	-	-	-	3,553
Agency Program Related S and S	-	-	41	-	-	-	41
Other Services and Supplies	-	-	218	-	-	-	218
IT Expendable Property	-	-	983	-	-	-	983
Total Services & Supplies	-	-	\$40,698	-	-	-	\$40,698
Capital Outlay							
Office Furniture and Fixtures	-	-	1,673	-	-	-	1,673
Total Capital Outlay	-	-	\$1,673	-	-	-	\$1,673
Total Expenditures							
Total Expenditures	-	-	700,626	-	-	-	700,626
Total Expenditures	-	-	\$700,626	-	-	-	\$700,626
Ending Balance							
Ending Balance	-	-	(700,626)	-	-	-	(700,626)
Total Ending Balance	-	-	(\$700,626)	-	-	-	(\$700,626)
Total Positions							
Total Positions							3
Total Positions	-	-	-	-	-	-	3

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 106 - Agency Realignment & Cost Allocation

Cross Reference Name: Public Safety Services Program
Cross Reference Number: 84500-002-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							2.25
Total FTE	-	-	-	-	-	-	2.25

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

Oregon Liquor & Cannabis Comm
2025-27 Biennium

Agency Number: 84500

Cross Reference Number: 84500-002-00-00-00000

<i>Source</i>	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Transfer In - Intrafund	25,132,576	30,845,680	32,995,709	37,377,240	37,528,071	-
Total Other Funds	\$25,132,576	\$30,845,680	\$32,995,709	\$37,377,240	\$37,528,071	-

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Detail of LF, OF, and FF Revenues - BPR012

BUDGET NARRATIVE

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

Source	Fund	ORBITS Revenue Acct	2021-2023 Actual	2023-25 Legislatively Adopted	Legislatively Approved	2025-27		
						Agency Request	Governor's	Legislatively Adopted
ALL Sources	OTHER	Various	\$25,132,576	\$30,845,680	\$32,995,709	\$37,377,240	\$37,528,071	TBD

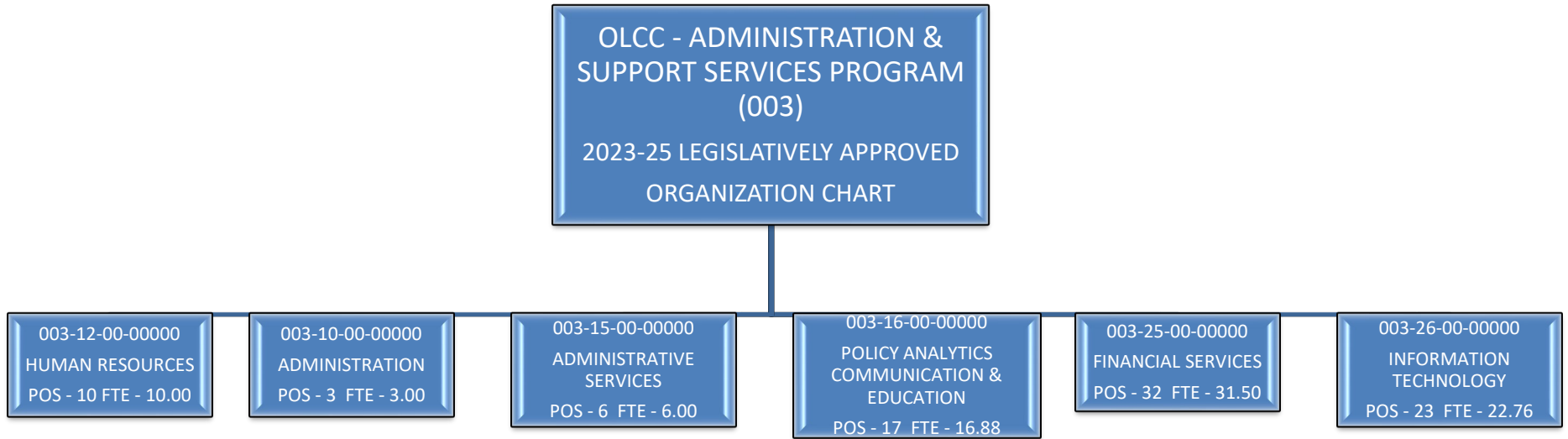
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21-23 LAB
POS - 91 FTE - 90.33

23-25 CSL
POS - 92 FTE - 92.00

23-25 ARB
POS - 104 FTE - 102.56

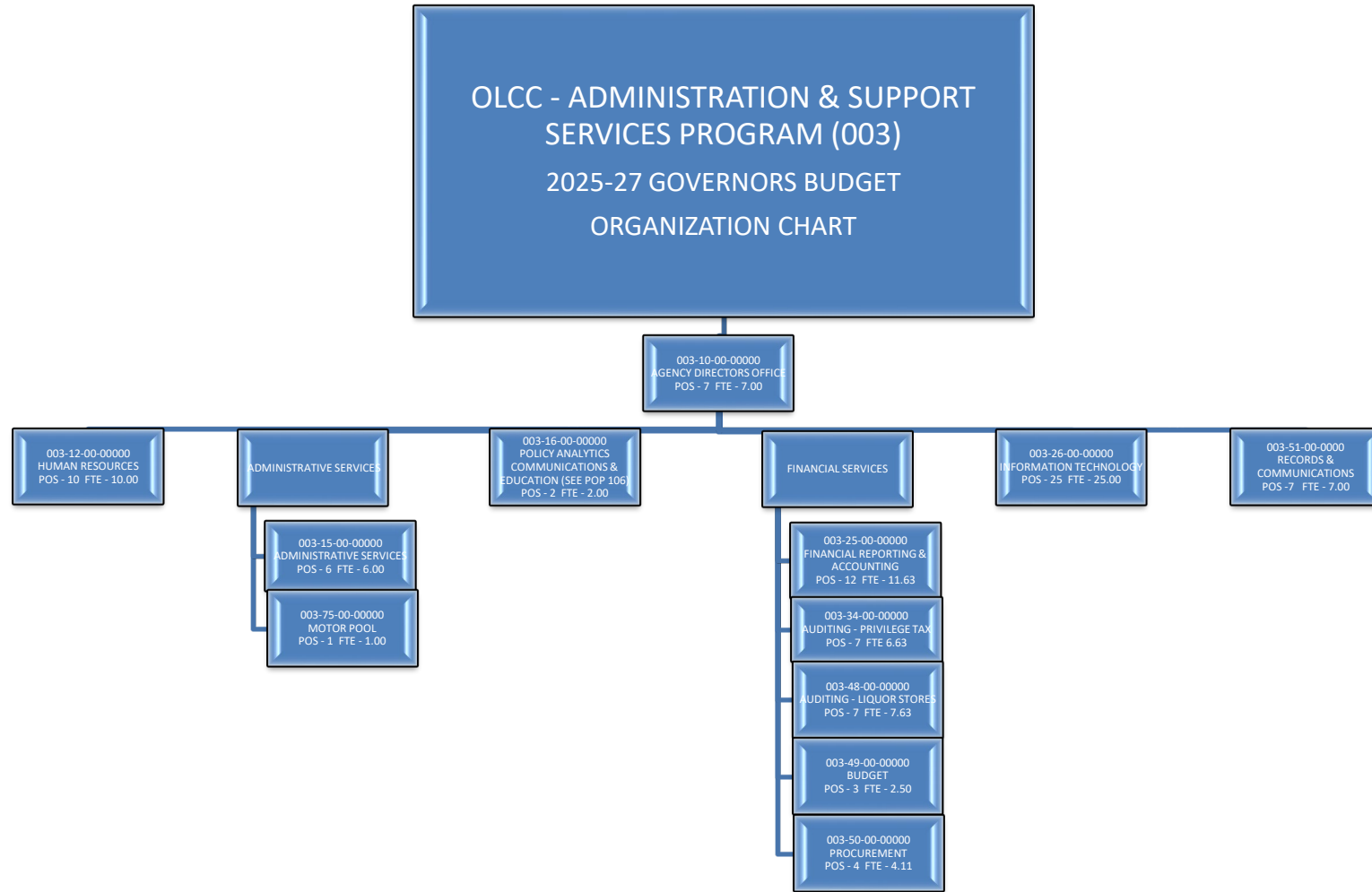
23-25 GB
POS - 98 FTE - 97.28

23-25 LAB
POS - 91 FTE - 90.14

BUDGET NARRATIVE

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23-25 ARB
POS - 104 FTE - 102.56

23-25 GB
POS - 98 FTE - 97.28

23-25 LAB
POS - 91 FTE - 90.14

25-27 CSL
POS - 93 FTE - 92.50

25-27 ARB
POS - 91 FTE - 90.50

BUDGET NARRATIVE

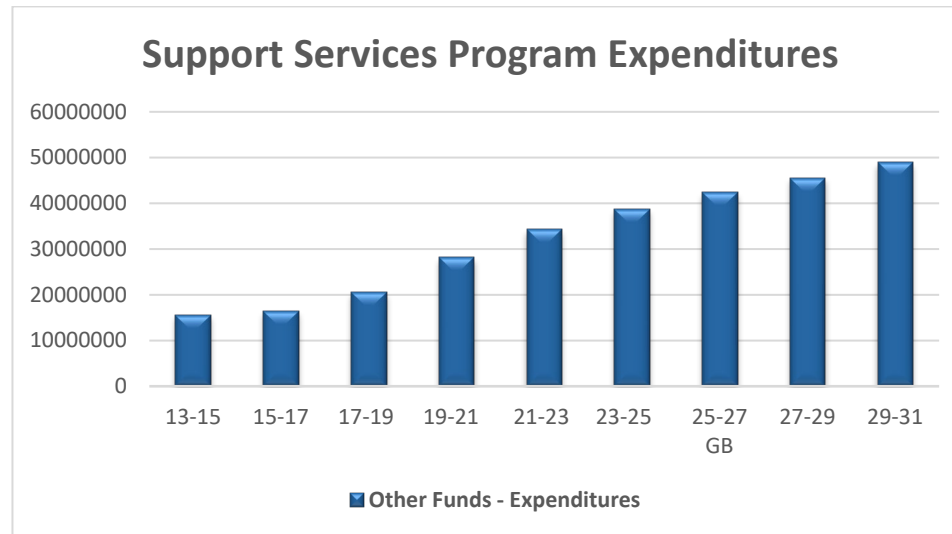
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BUDGET NARRATIVE

OLCC - ADMINISTRATION AND SUPPORT SERVICES PROGRAM 2025-27 BUDGET

ADMIN. & SUPPORT SERVICES DIVISION EXECUTIVE SUMMARY

- A. **PRIMARY OUTCOME AREA, PRIMARY DIVISION FOCUS, & ALIGNMENT with AGENCY STRATEGIC PLAN:** Economy and Jobs, Implementation of the Agency's 2024 Strategic Plan – focusing on three key strategic priorities outlined in the plan.
- B. **PROGRAM CONTACT** : Kailean Kneeland, Chief Financial Officer, (971) 413-4131
- C. **OTHER FUNDS BUDGET AND PERFORMANCE:**



The bars on the graph show historical and projected total expenditures for the support services program.

BUDGET NARRATIVE

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, Medical Marijuana Program 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 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. The agency has also responded to a 2023 Budget Note related to the agency's organizational structure by realigning agency resources to be more efficient and effective.

E. PROGRAM FUNDING

The Governor's Budget is \$42,401,578 Other Funds limitation for the 2025-27 biennium for this program, with 91 positions and 90.50 FTEs.

Revenue transfers have been established from the Recreational Marijuana and Medical Marijuana programs to fund a portion of Support Services program costs. The 2025-27 transfers are estimated at ~\$9 million from the Recreational Marijuana program, and ~\$1 million from the Medical Marijuana program for total Support Services funding of ~\$10 million.

BUDGET NARRATIVE

F. PROGRAM DESCRIPTION

In the current biennium the workload of every department increased – from increased agency capital projects related work to managing the Bottle Bill– all this added to the agency’s already heavy workload to develop rules, procure computers, recruit and interview staff, analyze data for decision-making, track budgets, and implement planning for new information systems. The Administrative and Support Services Program’s emphasis on delivering services effectively and efficiently is key to the success of every Division in the agency and to our stakeholders

G. PROGRAM JUSTIFICATION

The Administration and Support Services Division provides essential infrastructure to the other Divisions within the agency. The ability to effectively engage with our employees, make sound financial decisions, implement proper internal controls, collect privilege tax revenues, administer contracts/purchasing in accordance with state statutes, administrative rules, and executive orders, properly manage agency facilities and vehicles, pay Agents and vendors appropriately, respond to public record requests, and more reflect the critical roles the Administration and Support Services Division is responsible for across the agency.

H. PROGRAM PERFORMANCE

The Administration and Support Services Division played a key role in the agency being able to distribute more than \$637 million to the state General Fund, cities, counties, mental health and drug services, and the OWB during the last 2021-23 biennium.

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; 475C, Cannabis Regulation; and Administrative Rules Chapter 845.

J. FUNDING STREAMS

All OLCC alcoholic beverage programs are funded by OLCC-generated revenue. All revenues received by the OLCC are classified as “Other Funds.” Revenues that are derived 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. OLCC’s Medical Marijuana Program is funded through a transfer from the Department of Revenue.

K. SIGNIFICANT PROPOSED PROGRAM CHANGES FROM 2023-25

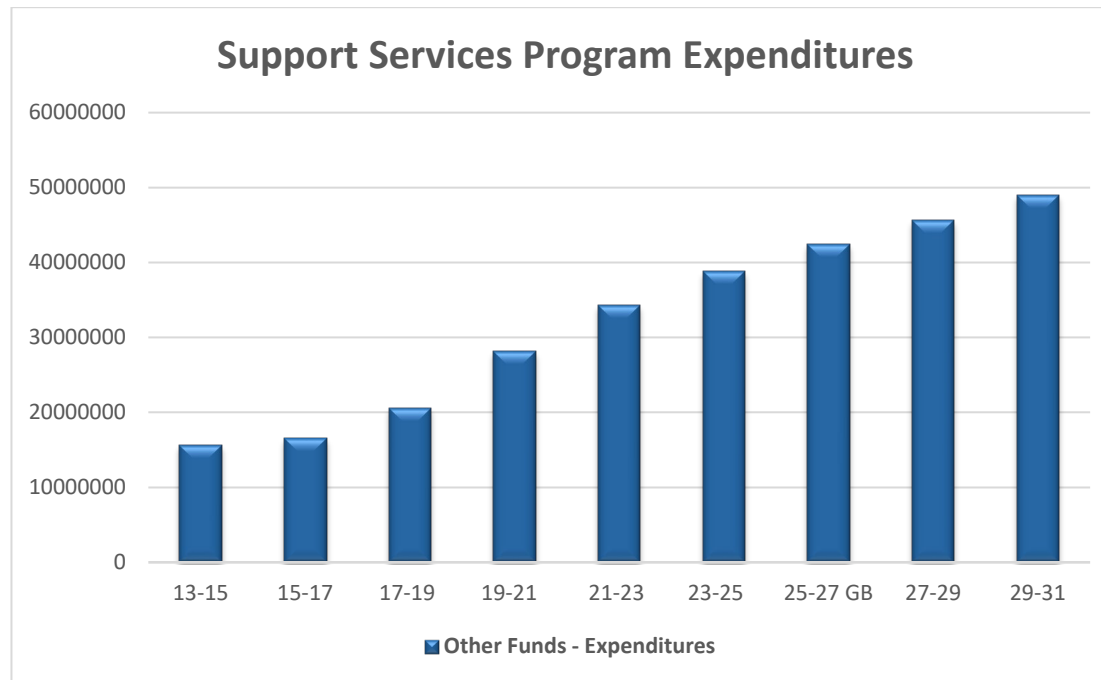
In the 2025-27 Governor’s Budget the agency is realigning the Policy Analytics Communication Education (PACE) program to reposition the resources within this program area more directly in support of the Divisions that were served by these administrative areas. In addition, the agency has developed a revised indirect administrative cost allocation plan. These items are detailed in POP 106.

BUDGET NARRATIVE

OLCC - ADMINISTRATION AND SUPPORT SERVICES PROGRAM 2025-27 BUDGET

ADMIN. & SUPPORT SERVICES DIVISION SUMMARY

A. OTHER FUNDS EXPENDITURES



B. PROGRAM FUNDING REQUEST

The Governor's Budget is \$42,401,578 Other Funds limitation for the 2025-27 biennium, including 91 positions and 90.50 FTE.

BUDGET NARRATIVE

C. 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.

BUDGET NARRATIVE

BUILD, MOVE, MODERNIZE NON-BONDED COSTS **OLCC 2025-27 Budget, Policy Option Package (POP) No. 102, Agency Priority No. 2**

A. Package Purpose

The bond funding for the warehouse construction 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, preparing the current OLCC property for sale, furniture and fixtures, forklifts and other equipment for the new warehouse. While the entire request for this funding was requested in the 2023-25 policy option package 102 in the agency request budget (that also included IT modernization), what was eventually approved in the legislatively adopted budget was only a portion of that, acknowledging that some of the spending would occur in the 2023-25 biennium and some in the 2025-27 biennium. The request is to cover expenditures for the items that were not covered by the funding awarded in 2023-25. For example, the agency will purchase approximately 80% of the new warehouse equipment (e.g. forklifts, pickers, etc.) prior to the end of the 2023-25 biennium, but some needs could not be identified with any specificity before the 2023-25 budget was built, so this request is for the balance of that funding.

B. How Achieved

The anticipated costs associated with the relocation of the new warehouse and the move of OLCC headquarters from the current Milwaukie location to the Portland State Office Building (PSOB) are outlined below, and total \$2,435,530 in one-time costs for 2025-27, with and additional \$1,552,899 in 2027-29 in on-going and hold-over costs. Some costs are one-time, while others will be on-going. The following is a breakdown of costs associated with the project.

Moving Cost and Preparation of the Current OLCC Property for Sale

OLCC will incur the costs for moving both warehouse items from the old location to the new, but also to move equipment and furnishing from the existing headquarters to the PSOB. In addition, OLCC anticipates selling the current facilities after the 2025-27 biennium and will incur costs associated with that preparation.

BUDGET NARRATIVE

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 that will need to be disposed of in order to sell the facility. The agency will also need to incur the cost of some deferred maintenance in order to prepare the property for sale, to include general cleaning. OLCC had estimated an Other Funds limitation need of \$750,000 to cover these costs. This includes \$25,000 in one-time cost for the move of the Salem field office and the remainder for moving the headquarters and existing warehouse.

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

The new warehouse area is designed to be 350,000 square feet. The current warehouses at Milport and McLoughlin are approximately 228,000 square feet, combined. The new warehouse is also being designed to be 10 feet higher than the current warehouses, which incorporates 5-high pallet storage instead of the current 4-high. 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. Equipping the new warehouse with new equipment will make the operation as efficient as possible.

Selling the surplus old equipment will provide revenue to help offset some of the new costs. However, the timing of those revenues will not occur at the same time that the majority the new equipment purchases will be incurred. This is due, in part, to the need the agency will have to keep the old warehouse functioning until the new warehouse is fully operational and any related start-up issues have been resolved. OLCC has approximately 80% of the original request in its 2023-25 biennial budget, but the remaining Other Funds limitation needed for the last 20% of the equipment, or \$1,005,530, is being requested here. This includes the 20% remaining cost of \$966,000 (determined back in 2023) with 4% inflation added. In future biennia, OLCC anticipates a need of \$201,106 to cover future warehouse needs for equipment replacement.

Once the material handling system design and procurement plans are completed as a part of design development with the construction management general contractor (CMGC), an assessment will be completed at the individual vehicle level to determine which pieces of equipment will be able to transfer to the new location after the old location is closed. This will allow the agency to complete a gap analysis to finalize which pieces of equipment will be procured. The expected breakdown of costs to equip the new warehouse as originally requested in the 2023-25 biennium is shown below in Table 1. This original request was based on estimates from a pre-design phase of the construction, and while the individual line items are subject to change, the agency feels that that the original request, in total, remains accurate. Because of procurement timelines, delivery lead times, and the fact that existing equipment is currently in use and may or may not degrade to the point of needing replacement before the move, the agency is not able to delineate between which items will be procured in 2023-25 and which will have to wait until 2025-27, but the original request, in total, reflects the agency needs. As a result, the agency is requesting the remaining funding from the original request to complete the project.

BUDGET NARRATIVE

Table 1. Original Equipment Request in 2023-25 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

Leasing Costs

The existing headquarters will close with the construction of the new warehouse, and administrative function for the agency will move to DAS leased space in the Portland State Office Building (PSOB) in downtown Portland in the Lloyd District. DAS anticipates the new lease cost to be \$50,080 per month for the final 12 months of the 2025-27 biennium (\$600,962) and \$1,575 per month for reserved parking (\$18,900 for the final 12 months of the 2025-27 biennium). This equates to \$1,291,793 in 2027-29 for the full biennium, combined.

An additional \$60,000 on a biennial basis is anticipated to accommodate added lease costs associated with the new location for the Salem field office, as well.

BUDGET NARRATIVE

Build, Move, Modernize Non Bonded Costs. OLCC 2025-27 Budget Policy Option Package No. 102

Division	Package Description	FTE	2025-27	2027-29
			One-time	Ongoing
Distilled Spirits	Warehouse Equipment		\$1,005,530	\$201,106
Administration & Support	Office & Warehouse Move		\$750,000	\$0
Administration & Support	PSOB Lease		\$620,000	\$1,291,793
Public Safety	Additional Lease Costs for New Office		\$40,200	\$40,200
Recreational Marijuana	Additional Lease Costs for New Office		\$19,800	\$19,800
		0.00	\$2,435,530	\$1,552,899
TOTALS - Build, Move, Modernize Non Bonded Costs - Package # 102		0.00	\$2,435,530	\$1,552,899

C. Staffing Impact

The package will not add or reduce positions for OLCC.

D. Quantifying Results

Gross liquor sales are forecast to be \$1.7 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 475C.”

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AGENCY REALIGNMENT & COST ALLOCATION OLCC 2025-27 Budget, Policy Option Package (POP) No. 106, Agency POP Priority No. 6

A. Package Purpose

The agency received the following Budget Note in Senate Bill 5519 (2023):

OLCC Workload, Staffing, and Management Analysis:

“By December 2024, the Oregon Liquor and Cannabis Commission shall provide to the Legislative Fiscal Office an analysis of workload and staffing in the areas of licensing, public safety, financial administration, contested cases/disciplinary proceedings, policy development, and communications. The analysis shall be for purposes of determining the extent to which positions devote time to matters related to liquor vs. cannabis, allocating staff to appropriate funding streams, and developing a cost allocation model for shared administrative and program functions to inform future investment decisions.

The OLCC shall also perform a review of its organizational management structure, specifically evaluating the classifications, functions, division of responsibilities, and oversight authority of Division Directors and Executive Team members. The agency will report on the results of this review to the Legislative Fiscal Office.”

The purpose of this package is to provide a summary of the organizational review and re-alignment the agency has implemented along with the results of the agency’s cost allocation model review.

B. How Achieved

The agency began this work during the 2023 legislative session when the agency developed a plan to move from a two Deputy Director model to a single Deputy Director model. This first step of the plan was approved in Senate Bill 5519 (2023). The agency then began a larger review of our organizational management structure in 2023-25. The guiding principle for the agency’s realignment were the following:

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- ensure the agency structure was designed to support the two main operating functions: Public Safety and Distilled Spirits,
- be fiscally responsible and clarify lines of authority and accountability to allow for improved customer service and communication,
- where possible provide better opportunities for employee career advancement,
- be better positioned for the agency to focus on operational excellence,
- and remove silos between policy innovations and regulatory and compliance functions.

The agency has begun moving forward with this re-alignment during the 2023-25 biennium and stayed within our existing resources by utilizing the ability to pay for any classification changes needed through a Permanent Finance Plan. The organizational changes that could not be done through a 2023-25 Permanent Finance Plan or when developing the agency's 2025-27 Current Service Level Budget are being requested as part of the OLCC's 2025-27 Agency Request Budget. These agency position re-alignments have been done in a cost neutral manner which also allowed the agency to resolve a long-standing unbudgeted Public Safety Director position. The primary change in the agency re-alignment is the Policy, Analytics, Communication, and Education (PACE) program area has been dissolved. The PACE positions have been either moved through a reorganization or abolished in line with the previously stated principles.

The details of the cost allocation plan review have been shared with the Department of Administrative Services-Chief Financial Office and the Legislative Fiscal Office. Through 2023-25, the agency's cost allocation plan was based on comparing Administrative & Agency Support FTE to the other authorized positions across the agency. This purely FTE comparison was then used as a basis to allocate Administrative & Agency Support costs to the other Divisions using FTE as the only allocation factor. The OLCC conducted a more comprehensive analysis that included factoring non-limited Other Fund expenditures with limited Other Fund expenditures along with allocation factors that were more applicable than just FTE. For example, the agency's Fleet program was allocated using vehicles instead of FTE and the agency's Liquor Store and Privilege Tax auditors were allocated 100% to alcohol revenues since those auditing programs do not conduct any work related to marijuana. In addition, the agency's Public Safety-Administrative Hearings Division was allocated evenly between alcohol and Recreational Marijuana in the updated cost allocation plan. In the prior plan the Public Safety-Administrative Hearings Division was charged entirely to alcohol. The updated cost allocation plan indicated that Medical Marijuana should pay about \$670,000 per biennium less in indirect administrative costs than it has been and Recreational Marijuana should pay about \$2.9 million more per

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biennium. At this time the Recreational Marijuana program revenues and cash balances would be challenged to pay for increased agency costs of \$2.9 million per biennium. Therefore, the OLCC is planning to work with our stakeholders to plan for adjusting fees in the 2027-29 biennium in accordance with the information available under the updated cost allocation plan.

Division	Package Description	FTE	2025-27	2027-29
			One time	Ongoing
Public Safety	Agency Staff Realignment	2.25	\$ 700,626	\$ 700,626
Administration & Support Services	Agency Staff Realignment	(2.00)	\$(851,871)	\$(851,871)
Recreational Marijuana	Agency Staff Realignment	(0.29)	\$ 130,322	\$ 130,322
Medical Marijuana	Agency Staff Realignment	0.04	\$ 20,923	\$ 20,923
		0.00	\$ -	\$ -
TOTALS - Agency Realignment & Cost Allocation - Package 106		0.00	0.00	0.00

C. Staffing Impact

This Policy Option Package will not add any staff to OLCC.

D. Quantifying Results

The previously mentioned cost allocation plan update and agency re-alignment reflect measurable improvements the OLCC has made in administering the agency more effectively. The re-alignment changes will be completed in 2025-27. The agency's assumption related to our 2025-27 Agency Request Budget is fully implementing the updated cost allocation plan will be a 2027-29 budget item.

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 475C.”

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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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	322	-	-	-	322
Overtime Payments	-	-	2,151	-	-	-	2,151
Shift Differential	-	-	133	-	-	-	133
All Other Differential	-	-	541	-	-	-	541
Public Employees' Retire Cont	-	-	628	-	-	-	628
Pension Obligation Bond	-	-	(47,845)	-	-	-	(47,845)
Social Security Taxes	-	-	240	-	-	-	240
Unemployment Assessments	-	-	618	-	-	-	618
Paid Family Medical Leave Insurance	-	-	11	-	-	-	11
Mass Transit Tax	-	-	17,688	-	-	-	17,688
Vacancy Savings	-	-	(654,818)	-	-	-	(654,818)
Total Personal Services	-	-	(\$680,331)	-	-	-	(\$680,331)
Services & Supplies							
State Gov. Service Charges	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	(680,331)	-	-	-	(680,331)
Total Expenditures	-	-	(\$680,331)	-	-	-	(\$680,331)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	680,331	-	-	-	680,331
Total Ending Balance	-	-	\$680,331	-	-	-	\$680,331

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Reconciliation Adjustment	-	-	-	-	-	-	-
Total Personal Services	-	-	-	-	-	-	-
Services & Supplies							
IT Professional Services	-	-	(175,000)	-	-	-	(175,000)
Total Services & Supplies	-	-	(\$175,000)	-	-	-	(\$175,000)
Capital Outlay							
Office Furniture and Fixtures	-	-	(11,800)	-	-	-	(11,800)
Automotive and Aircraft	-	-	(385,000)	-	-	-	(385,000)
Total Capital Outlay	-	-	(\$396,800)	-	-	-	(\$396,800)
Total Expenditures							
Total Expenditures	-	-	(571,800)	-	-	-	(571,800)
Total Expenditures	-	-	(\$571,800)	-	-	-	(\$571,800)
Ending Balance							
Ending Balance	-	-	571,800	-	-	-	571,800
Total Ending Balance	-	-	\$571,800	-	-	-	\$571,800

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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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Total Personal Services	-	-	-	-	-	-	-
Services & Supplies							
Instate Travel	-	-	4,768	-	-	-	4,768
Out of State Travel	-	-	1,273	-	-	-	1,273
Employee Training	-	-	3,322	-	-	-	3,322
Office Expenses	-	-	22,285	-	-	-	22,285
Telecommunications	-	-	5,778	-	-	-	5,778
State Gov. Service Charges	-	-	1,157,968	-	-	-	1,157,968
Data Processing	-	-	37,292	-	-	-	37,292
Publicity and Publications	-	-	512	-	-	-	512
Professional Services	-	-	11,092	-	-	-	11,092
IT Professional Services	-	-	118,819	-	-	-	118,819
Attorney General	-	-	151,461	-	-	-	151,461
Employee Recruitment and Develop	-	-	363	-	-	-	363
Dues and Subscriptions	-	-	603	-	-	-	603
Facilities Rental and Taxes	-	-	10,351	-	-	-	10,351
Fuels and Utilities	-	-	16,344	-	-	-	16,344
Facilities Maintenance	-	-	10,045	-	-	-	10,045
Agency Program Related S and S	-	-	617	-	-	-	617
Other Services and Supplies	-	-	8,817	-	-	-	8,817

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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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	18,699	-	-	-	18,699
Total Services & Supplies	-	-	\$1,580,409	-	-	-	\$1,580,409
Capital Outlay							
Office Furniture and Fixtures	-	-	391	-	-	-	391
Technical Equipment	-	-	795	-	-	-	795
Automotive and Aircraft	-	-	5,314	-	-	-	5,314
Total Capital Outlay	-	-	\$6,500	-	-	-	\$6,500
Total Expenditures							
Total Expenditures	-	-	1,586,909	-	-	-	1,586,909
Total Expenditures	-	-	\$1,586,909	-	-	-	\$1,586,909
Ending Balance							
Ending Balance	-	-	(1,586,909)	-	-	-	(1,586,909)
Total Ending Balance	-	-	(\$1,586,909)	-	-	-	(\$1,586,909)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Total Personal Services	-	-	-	-	-	-	-
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	37,365	-	-	-	37,365
Fuels and Utilities	-	-	21,403	-	-	-	21,403
Total Services & Supplies	-	-	\$58,768	-	-	-	\$58,768
Total Expenditures							
Total Expenditures	-	-	58,768	-	-	-	58,768
Total Expenditures	-	-	\$58,768	-	-	-	\$58,768
Ending Balance							
Ending Balance	-	-	(58,768)	-	-	-	(58,768)
Total Ending Balance	-	-	(\$58,768)	-	-	-	(\$58,768)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 060 - Technical Adjustments

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Out of State Travel	-	-	-	-	-	-	-
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Publicity and Publications	-	-	-	-	-	-	-
Employee Recruitment and Develop	-	-	-	-	-	-	-
Dues and Subscriptions	-	-	-	-	-	-	-
Facilities Rental and Taxes	-	-	-	-	-	-	-
Facilities Maintenance	-	-	-	-	-	-	-
Agency Program Related S and S	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Capital Outlay							
Office Furniture and Fixtures	-	-	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 060 - Technical Adjustments

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 092 - Statewide AG Adjustment

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(59,956)	-	-	-	(59,956)
Total Revenues	-	-	(\$59,956)	-	-	-	(\$59,956)
Services & Supplies							
Attorney General	-	-	(59,956)	-	-	-	(59,956)
Total Services & Supplies	-	-	(\$59,956)	-	-	-	(\$59,956)
Total Expenditures							
Total Expenditures	-	-	(59,956)	-	-	-	(59,956)
Total Expenditures	-	-	(\$59,956)	-	-	-	(\$59,956)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 093 - Statewide Adjustment DAS Chgs

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(305,567)	-	-	-	(305,567)
Total Revenues	-	-	(\$305,567)	-	-	-	(\$305,567)
Services & Supplies							
State Gov. Service Charges	-	-	(308,031)	-	-	-	(308,031)
Facilities Rental and Taxes	-	-	2,464	-	-	-	2,464
Total Services & Supplies	-	-	(\$305,567)	-	-	-	(\$305,567)
Total Expenditures							
Total Expenditures	-	-	(305,567)	-	-	-	(305,567)
Total Expenditures	-	-	(\$305,567)	-	-	-	(\$305,567)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 102 - Warehouse & Office Build, Move & Modernization

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Services & Supplies							
Professional Services	-	-	750,000	-	-	-	750,000
Facilities Rental and Taxes	-	-	620,000	-	-	-	620,000
Total Services & Supplies	-	-	\$1,370,000	-	-	-	\$1,370,000
Total Expenditures							
Total Expenditures	-	-	1,370,000	-	-	-	1,370,000
Total Expenditures	-	-	\$1,370,000	-	-	-	\$1,370,000
Ending Balance							
Ending Balance	-	-	(1,370,000)	-	-	-	(1,370,000)
Total Ending Balance	-	-	(\$1,370,000)	-	-	-	(\$1,370,000)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 106 - Agency Realignment & Cost Allocation

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(3,314,721)	-	-	-	(3,314,721)
Transfer In - Indirect Cost	-	-	3,314,721	-	-	-	3,314,721
Total Revenues	-	-	-	-	-	-	-
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	(559,992)	-	-	-	(559,992)
Empl. Rel. Bd. Assessments	-	-	(144)	-	-	-	(144)
Public Employees' Retire Cont	-	-	(124,375)	-	-	-	(124,375)
Pension Obligation Bond	-	-	(22,008)	-	-	-	(22,008)
Social Security Taxes	-	-	(41,788)	-	-	-	(41,788)
Paid Family Medical Leave Insurance	-	-	(2,171)	-	-	-	(2,171)
Worker's Comp. Assess. (WCD)	-	-	(84)	-	-	-	(84)
Mass Transit Tax	-	-	(3,360)	-	-	-	(3,360)
Flexible Benefits	-	-	(84,816)	-	-	-	(84,816)
Vacancy Savings	-	-	28,000	-	-	-	28,000
Total Personal Services	-	-	(\$810,738)	-	-	-	(\$810,738)
Services & Supplies							
Instate Travel	-	-	(1,446)	-	-	-	(1,446)
Out of State Travel	-	-	(438)	-	-	-	(438)
Employee Training	-	-	(216)	-	-	-	(216)
Office Expenses	-	-	(6,189)	-	-	-	(6,189)
Telecommunications	-	-	(2,352)	-	-	-	(2,352)
State Gov. Service Charges	-	-	(22,788)	-	-	-	(22,788)

____ Agency Request
2025-27 Biennium

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 106 - Agency Realignment & Cost Allocation

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	(753)	-	-	-	(753)
Publicity and Publications	-	-	(42)	-	-	-	(42)
Dues and Subscriptions	-	-	(444)	-	-	-	(444)
Facilities Rental and Taxes	-	-	(3,552)	-	-	-	(3,552)
Agency Program Related S and S	-	-	(42)	-	-	-	(42)
Other Services and Supplies	-	-	(216)	-	-	-	(216)
IT Expendable Property	-	-	(984)	-	-	-	(984)
Total Services & Supplies	-	-	(\$39,462)	-	-	-	(\$39,462)
Capital Outlay							
Office Furniture and Fixtures	-	-	(1,671)	-	-	-	(1,671)
Total Capital Outlay	-	-	(\$1,671)	-	-	-	(\$1,671)
Total Expenditures							
Total Expenditures	-	-	(851,871)	-	-	-	(851,871)
Total Expenditures	-	-	(\$851,871)	-	-	-	(\$851,871)
Ending Balance							
Ending Balance	-	-	851,871	-	-	-	851,871
Total Ending Balance	-	-	\$851,871	-	-	-	\$851,871

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 106 - Agency Realignment & Cost Allocation

Cross Reference Name: Administration and Support
Cross Reference Number: 84500-003-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Positions							
Total Positions							(2)
Total Positions	-	-	-	-	-	-	(2)
Total FTE							
Total FTE							(2.00)
Total FTE	-	-	-	-	-	-	(2.00)

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

Oregon Liquor & Cannabis Comm
2025-27 Biennium

Agency Number: 84500

Cross Reference Number: 84500-003-00-00-00000

<i>Source</i>	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Other Revenues	23,496	-	-	-	-	-
Transfer In - Intrafund	27,954,533	29,519,192	30,853,495	35,877,227	32,196,983	-
Transfer In - Indirect Cost	7,517,394	7,364,725	7,936,569	6,889,874	10,204,595	-
Total Other Funds	\$35,495,423	\$36,883,917	\$38,790,064	\$42,767,101	\$42,401,578	-

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2025-27 Biennium

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Detail of LF, OF, and FF Revenues - BPR012

BUDGET NARRATIVE

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

Source	Fund	ORBITS Revenue Acct	2021-2023 Actual	2023-25 Legislatively Adopted	Legislatively Approved	2025-27		
						Agency Request	Governor's	Legislatively Adopted
ALL Sources	OTHER	Various	\$35,495,423	\$36,883,917	\$38,790,064	\$42,767,101	\$42,401,578	TBD

☐ Agency Request

☒ Governor's Budget

☐ Legislatively Adopted

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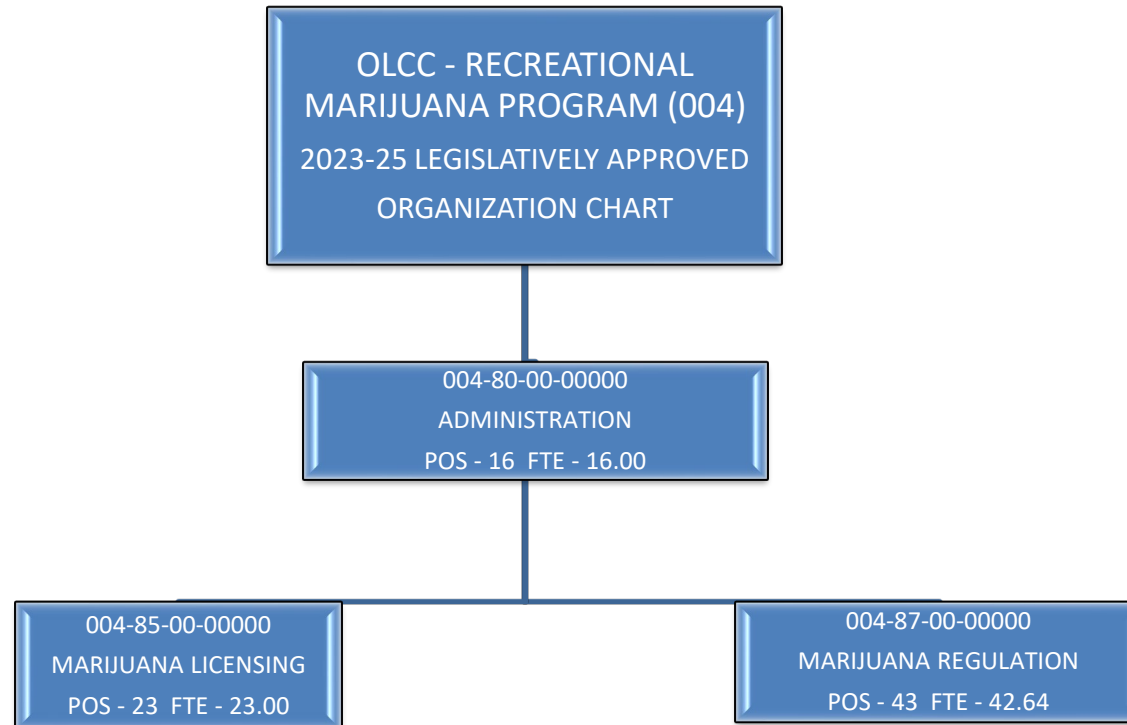
☐ Agency Request

☒ Governor's Budget

☐ Legislatively Adopted

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BUDGET NARRATIVE



21-23 LAB
POS - 80 FTE - 79.25

23-25 CSL
POS - 80 FTE - 80.00

23-25 ARB
POS - 92 FTE - 90.18

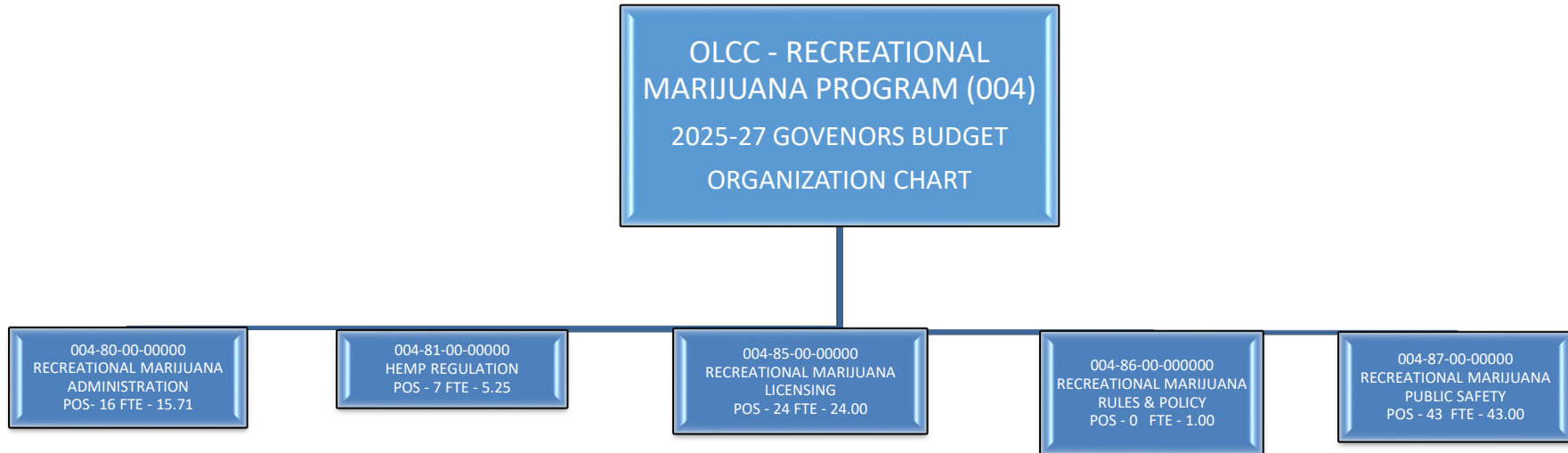
23-25 GB
POS - 83 FTE - 82.64

23-25 LAB
POS :82 FTE - 81.64

BUDGET NARRATIVE

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BUDGET NARRATIVE



23-25 ARB
POS - 92 FTE - 90.18

23-25 GB
POS - 83 FTE - 82.64

23-25 LAB
POS - 82 FTE - 81.64

25-27 CSL
POS - 82 FTE - 82.00

25-27 ARB
POS - 91 FTE - 90.5

BUDGET NARRATIVE

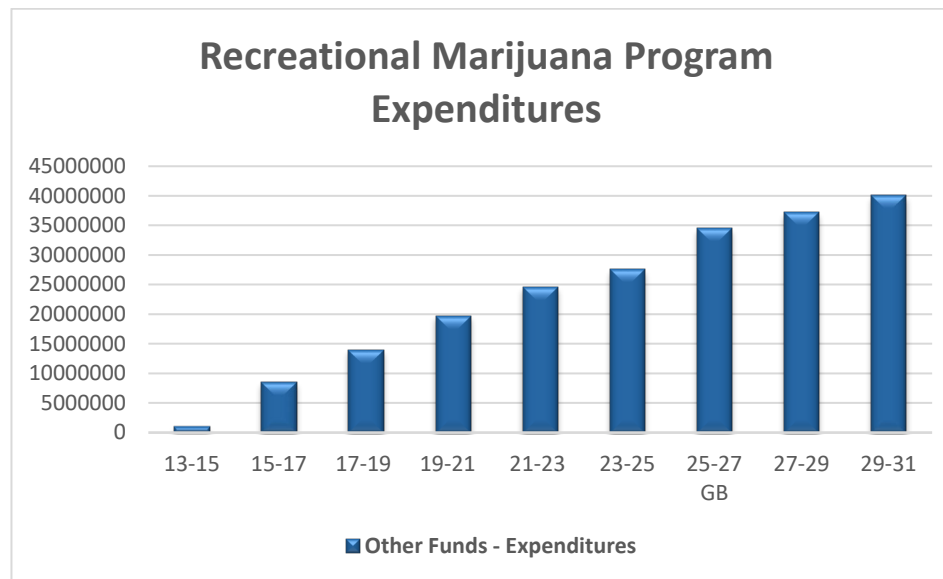
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BUDGET NARRATIVE

OLCC, PUBLIC SAFETY - RECREATIONAL MARIJUANA REGULATION PROGRAM 2025-27 BUDGET

PROGRAM UNIT EXECUTIVE SUMMARY

- A. **PRIMARY OUTCOME AREA, PRIMARY DIVISION FOCUS, & ALIGNMENT with AGENCY STRATEGIC PLAN:**
Economy and Jobs, Implementation of the Agency's 2024 Strategic Plan – focusing on the four key strategic priorities outlined in the plan
- B. **PROGRAM CONTACT:** Rich Evans, Senior Director of Licensing & Compliance, (503) 872-5108
- C. **OTHER FUNDS BUDGET AND PERFORMANCE**



The bars on the graph show historical and projected total expenditures for Recreational Marijuana.

BUDGET NARRATIVE

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 2025-27 Governor's Budget is \$34,511,032 Other Funds limitation, with 90 positions and 88.96 FTEs. In 2025-27 the Marijuana Program is expected to generate \$320.3 million net 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 agencies 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.

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

BUDGET NARRATIVE

- 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 PERFORMANCE

OLCC is currently in a legislatively passed recreational licensing moratorium. Even though the moratorium exists, licensing activities outpace the agency's staff ability to complete renewals, change of ownerships, alterations 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. Oregon's licensed marijuana businesses 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 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
2023	2,861	63,878

BUDGET NARRATIVE

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.

H. ENABLING LEGISLATION/PROGRAM AUTHORIZATION

The OLCC's authority to regulate marijuana is derived from ORS Chapter 475C.

I. FUNDING STREAMS

OLCC's Marijuana Program will be fully funded by license and application fees during the 2025-27 biennium as mandated in HB 3400 from the 2015 session.

J. SIGNIFICANT PROPOSED PROGRAM CHANGES FROM 2023-25

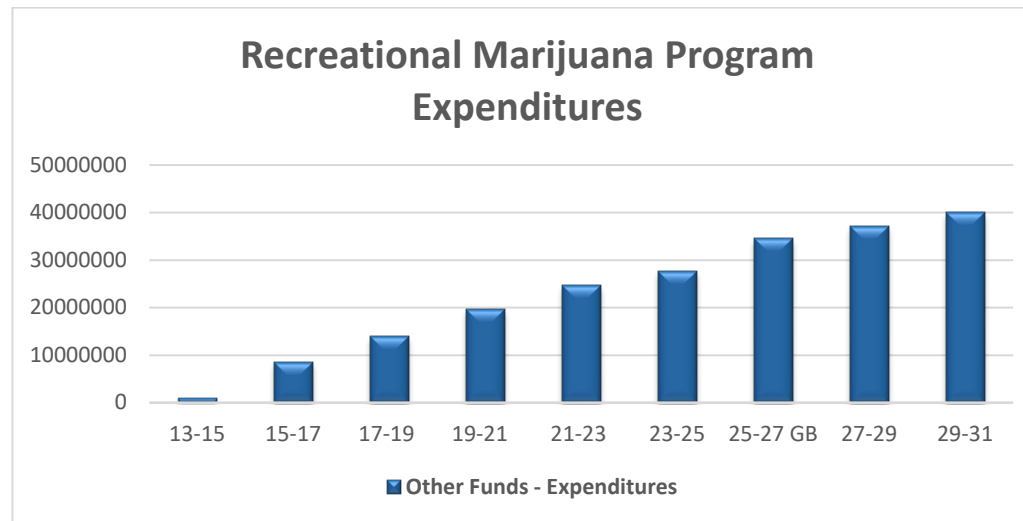
See POP 104 and 105

BUDGET NARRATIVE

OLCC, PUBLIC SAFETY - RECREATIONAL MARIJUANA REGULATION PROGRAM 2025-27 BUDGET

DIVISION SUMMARY

A. OTHER FUNDS EXPENDITURES



The bars on the graph show historical and projected total expenditures for Recreational Marijuana.

B. PROGRAM FUNDING REQUEST

The 2025-27 Governor's Budget is \$34,511,032 Other Funds limitation, with 90 positions and 88.96 FTEs.

BUDGET NARRATIVE

C. 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.

D. PROGRAM DESCRIPTION

OLCC's Marijuana Program will be fully funded by license and application fees during the 2025-27 biennium as mandated in HB 3400 from the 2015 session.

The Marijuana Licensing Division is responsible for the licensing of all recreational marijuana businesses in Oregon. As of June 2023 active licenses include 1,409 producers, 326 processors, 831 retailers, 273 wholesalers, 21 Laboratories, 1 research certificate and 63,878 marijuana handler permittees.

The Recreational Marijuana Regulation Program is continuing to grow to regulate the production and sale of marijuana in Oregon. 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.

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. 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.

BUDGET NARRATIVE

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.

The Marijuana Regulation Program 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 2023, OLCC has 2,861 active marijuana licensees with additional applications under review.

As noted in the following Policy Option Package 105, Hemp regulation approved in House Bill (HB) 4121 during the 2024 legislative session will be a significant issue for the Division in 2025-27.

E. 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.

F. PROPOSED LEGISLATIVE CHANGES

See POP 102, 104, 105 & 106

BUDGET NARRATIVE

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BUDGET NARRATIVE

BUILD, MOVE, MODERNIZE NON-BONDED COSTS **OLCC 2025-27 Budget, Policy Option Package (POP) No. 102, Agency Priority No. 2**

A. Package Purpose

The bond funding for the warehouse construction 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, preparing the current OLCC property for sale, furniture and fixtures, forklifts and other equipment for the new warehouse. While the entire request for this funding was requested in the 2023-25 policy option package 102 in the agency request budget (that also included IT modernization), what was eventually approved in the legislatively adopted budget was only a portion of that, acknowledging that some of the spending would occur in the 2023-25 biennium and some in the 2025-27 biennium. The request is to cover expenditures for the items that were not covered by the funding awarded in 2023-25. For example, the agency will purchase approximately 80% of the new warehouse equipment (e.g. forklifts, pickers, etc.) prior to the end of the 2023-25 biennium, but some needs could not be identified with any specificity before the 2023-25 budget was built, so this request is for the balance of that funding.

B. How Achieved

The anticipated costs associated with the relocation of the new warehouse and the move of OLCC headquarters from the current Milwaukie location to the Portland State Office Building (PSOB) are outlined below, and total \$2,435,530 in one-time costs for 2025-27, with and additional \$1,552,899 in 2027-29 in on-going and hold-over costs. Some costs are one-time, while others will be on-going. The following is a breakdown of costs associated with the project.

Moving Cost and Preparation of the Current OLCC Property for Sale

OLCC will incur the costs for moving both warehouse items from the old location to the new, but also to move equipment and furnishing from the existing headquarters to the PSOB. In addition, OLCC anticipates selling the current facilities after the 2025-27 biennium and will incur costs associated with that preparation.

BUDGET NARRATIVE

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 that will need to be disposed of in order to sell the facility. The agency will also need to incur the cost of some deferred maintenance in order to prepare the property for sale, to include general cleaning. OLCC had estimated an Other Funds limitation need of \$750,000 to cover these costs. This includes \$25,000 in one-time cost for the move of the Salem field office and the remainder for moving the headquarters and existing warehouse.

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

The new warehouse area is designed to be 350,000 square feet. The current warehouses at Milport and McLoughlin are approximately 228,000 square feet, combined. The new warehouse is also being designed to be 10 feet higher than the current warehouses, which incorporates 5-high pallet storage instead of the current 4-high. 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. Equipping the new warehouse with new equipment will make the operation as efficient as possible.

Selling the surplus old equipment will provide revenue to help offset some of the new costs. However, the timing of those revenues will not occur at the same time that the majority the new equipment purchases will be incurred. This is due, in part, to the need the agency will have to keep the old warehouse functioning until the new warehouse is fully operational and any related start-up issues have been resolved. OLCC has approximately 80% of the original request in its 2023-25 biennial budget, but the remaining Other Funds limitation needed for the last 20% of the equipment, or \$1,005,530, is being requested here. This includes the 20% remaining cost of \$966,000 (determined back in 2023) with 4% inflation added. In future biennia, OLCC anticipates a need of \$201,106 to cover future warehouse needs for equipment replacement.

Once the material handling system design and procurement plans are completed as a part of design development with the construction management general contractor (CMGC), an assessment will be completed at the individual vehicle level to determine which pieces of equipment will be able to transfer to the new location after the old location is closed. This will allow the agency to complete a gap analysis to finalize which pieces of equipment will be procured. The expected breakdown of costs to equip the new warehouse as originally requested in the 2023-25 biennium is shown below in Table 1. This original request was based on estimates from a pre-design phase of the construction, and while the individual line items are subject to change, the agency feels that that the original request, in total, remains accurate. Because of procurement timelines, delivery lead times, and the fact that existing equipment is currently in use and may or may not degrade to the point of needing replacement before the move, the agency is not able to delineate between which items will be procured in 2023-25 and which will have to wait until 2025-27, but the original request, in total, reflects the agency needs. As a result, the agency is requesting the remaining funding from the original request to complete the project.

BUDGET NARRATIVE

Table 1. Original Equipment Request in 2023-25 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

Leasing Costs

The existing headquarters will close with the construction of the new warehouse, and administrative function for the agency will move to DAS leased space in the Portland State Office Building (PSOB) in downtown Portland in the Lloyd District. DAS anticipates the new lease cost to be \$50,080 per month for the final 12 months of the 2025-27 biennium (\$600,962) and \$1,575 per month for reserved parking (\$18,900 for the final 12 months of the 2025-27 biennium). This equates to \$1,291,793 in 2027-29 for the full biennium, combined.

An additional \$60,000 on a biennial basis is anticipated to accommodate added lease costs associated with the new location for the Salem field office, as well.

BUDGET NARRATIVE

Build, Move, Modernize Non Bonded Costs. OLCC 2025-27 Budget Policy Option Package No. 102

Division	Package Description	FTE	2025-27	2027-29
			One-time	Ongoing
Distilled Spirits	Warehouse Equipment		\$1,005,530	\$201,106
Administration & Support	Office & Warehouse Move		\$750,000	\$0
Administration & Support	PSOB Lease		\$620,000	\$1,291,793
Public Safety	Additional Lease Costs for New Office		\$40,200	\$40,200
Recreational Marijuana	Additional Lease Costs for New Office		\$19,800	\$19,800
		0.00	\$2,435,530	\$1,552,899
TOTALS - Build, Move, Modernize Non Bonded Costs - Package # 102		0.00	\$2,435,530	\$1,552,899

C. Staffing Impact

The package will not add or reduce positions for OLCC.

D. Quantifying Results

Gross liquor sales are forecast to be \$1.7 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 475C.”

BUDGET NARRATIVE

Marijuana Staffing and Vehicles

OLCC 2025-27 Budget, Policy Option Package (POP) No. 104, Agency POP Priority No. 4

A. Package Purpose

OLCC license requests for the recreational marijuana program continue to grow and OLCC's backlog in many categories of licensing activity needs effective and timely supervision. Recreational marijuana, which is now seven years since its inception, continues to evolve both on its own and 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, the maintenance of licenses permits, and the related 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 by establishing two management positions and requesting Other Funds limitation for 13 marijuana funded vehicles. It is also worth noting establishing one of these positions will resolve a long standing double-fill for the agency.

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 was extended under House Bill (HB) 4121 during the 2024 legislative session. 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. The positions requested provide the necessary management and leadership to enable 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 the cost of these positions.

BUDGET NARRATIVE

B. How Achieved

OLCC requests the establishment of one Marijuana Compliance & Regulatory Director position to ... This position will be funded as a recreational marijuana position.

OLCC requests the establishment of one Marijuana Licensing & Permitting Director position to ... This position will be funded as a recreational marijuana position.

OLCC requests an increase in Other Funds capital outlay to purchase 7 recreational marijuana related vehicles and address the significant shortfall in the agency's Recreational Marijuana Division's base capital outlay budget of \$8,360. This package also includes an additional 6 vehicles to be shared across the agency's alcohol and cannabis Public Safety programs (48% to Rec. MJ, 12 % Med. MJ, 40% Public Safety-Alcohol). The Recreational Marijuana Division has approximately 40 authorized Regulatory Specialist positions. The agency has roughly the same number in our Public Safety-Alcohol Division. It is untenable for the agency to continue with a capital outlay budget that cannot support replacing the vehicles needed each biennium. This request will provide the necessary ongoing capital expenditure Other Funds limitation that is needed to begin addressing this shortfall and providing the equipment needed to support the agency's recreational marijuana and alcohol public safety programs.

Division	Package Description	FTE	25-27 One-time	27-29 Ongoing
Recreational Marijuana Licensing	Licensing & Permitting Manager 3	1.00	342,202	342,202
	Services & Supplies		12,815	14,088
		1.00	355,017	356,290
Recreational Marijuana Administration	Compliance & Regulatory Manager 3	1.00	342,202	342,202
	Services & Supplies		12,815	14,088
		1.00	355,017	356,290
Recreational Marijuana Public Safety	Fleet - 13 New Recreational Marijuana Vehicles		\$648,736	
	Services & Supplies		\$76,074	\$76,074
Public Safety	Annual Maintenance & Fuel		\$164,024	\$164,024
			\$888,834	\$240,098
TOTALS - Marijuana Staffing & Vehicles - Package 104		2.00	\$1,598,868	\$952,678
*Personal Services calculated at Step 3 for all new positions				

*Personal Services calculated at Step 3 for all new positions

BUDGET NARRATIVE

C. Staffing Impact

For the OLCC, this package adds 2 positions (2.00 FTE) to the agency's 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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Hemp Staffing - HB 4121 (2024 Session)

OLCC 2025-27 Budget, Policy Option Package (POP) No. 105, Agency POP Priority No. 5

A. Package Purpose:

The amount of THC in HEMP is becoming an issue impacting the cannabis industry. The legislative staff measure summary regarding House Bill (HB) 4121 from the 2024 legislative session noted the following:

HB 4121 (2024) directed the Oregon Liquor and Cannabis Commission (OLCC) and the Oregon Department of Agriculture (ODA) to:

- Map licensed industrial hemp and marijuana operations.
- Conduct rulemaking related to differentiating marijuana from industrial hemp; allowing for law enforcement to accompany ODA on regulatory site visits to industrial hemp operations; and approving industrial hemp products with artificial cannabinoids.

Starting January 1, 2025, OLCC is directed to:

- Cap certain marijuana licenses based on state resident population.
- Develop standards for minor decoy operations related to industrial hemp products that contain cannabinoids.
- Begin issuance of temporary permits for marijuana retail or laboratory workers.

As of January 1, 2026, the bill directed OLCC to:

- Establish a registration program for certain industrial hemp products, as well as an annual registration fee that is to be established by rule.
 - At the time HB 4121 was passed OLCC was not able to estimate what the annual registration fee would need to be. The agency has used the time between February 2024 to September 2024 to determine there would be approximately 4,116 hemp fee payers subject to the annual registration fee in Oregon. These growers will be required to pay for the costs of the HB 4121 hemp regulation program. In order to do that, the annual registration fee is estimated to be \$420 per hemp fee payer per year.
- Issue and enforce orders for hemp products that violate registration, packaging, and other quality standards outlined in this measure, and to impose civil penalties not in excess of \$10,000 per violation for deposit in the General Fund.

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HB 4121, sections 10-14, created registration and labeling requirements which OLCC will need to regulate and enforce. Accordingly, OLCC projected a fiscal impact need of 5 Regulatory Specialist positions (1 in Portland, 1 in Salem, 1 in Eugene, 1 in Medford, and 1 in Bend) to carry out those regulatory responsibilities. The agency also assumed 1 Compliance Specialist position for packaging/labeling regulation, and 1 Admin. Specialist. position to help manage administrative hearings and work through issues with stakeholders, as needed, through that administrative process. The S&S and vehicle capital outlay included is related to those positions. These fiscal impacts were approved in HB 4121 which was passed during the 2024 session.

B. How Achieved

OLCC requests the establishment of five Regulatory Specialists, 1 Compliance Specialist, and 1 Administrative Specialists positions to regulate and enforce the requirements contained in HB 4121 (2024). These positions will be funded as hemp regulatory positions. However, until the hemp regulatory fee has provided enough revenue to support the program the OLCC plans to use existing marijuana cash balances to start up the hemp regulatory program.

Division	Package Description	FTE	25-27 One-time	27-29 Ongoing
Hemp Program	Five (5) Regulatory Specialist	3.75	894,720	1,192,960
	Services & Supplies		58,840	237,485
	Vehicles		289,750	
		3.75	1,243,310	1,430,445
Hemp Program	One (1) Compliance Specialist 2	0.75	165,918	221,224
	Services & Supplies		11,768	14,088
		0.75	177,686	235,312
Hemp Program	One (1) Administrative Specialist 2	0.75	137,789	183,725
	Services & Supplies		11,768	14,088
		0.75	149,557	197,813
Hemp Program	Minor Decoys Temp (450 hours)		9,040	9,040
Hemp Program	Contract for IT Software reprogramming		100,000	-
TOTALS - HEMP Staffing - HB 4121 (2024) - Package 105		5.25	1,679,593	1,872,610

*Personal Services calculated at Step 3 for all new positions

BUDGET NARRATIVE

C. Staffing Impact

For the OLCC, this package adds 7 positions (5.25 FTE) to the agency’s Hemp Regulation Program.

D. Quantifying Results

N/A

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. In addition, HB 4121(2024) section 11(2)(C) authorizes the OLCC to charge an annual registration fee established by the Commission by rule.

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AGENCY REALIGNMENT & COST ALLOCATION OLCC 2025-27 Budget, Policy Option Package (POP) No. 106, Agency POP Priority No. 6

A. Package Purpose

The agency received the following Budget Note in Senate Bill 5519 (2023):

OLCC Workload, Staffing, and Management Analysis:

“By December 2024, the Oregon Liquor and Cannabis Commission shall provide to the Legislative Fiscal Office an analysis of workload and staffing in the areas of licensing, public safety, financial administration, contested cases/disciplinary proceedings, policy development, and communications. The analysis shall be for purposes of determining the extent to which positions devote time to matters related to liquor vs. cannabis, allocating staff to appropriate funding streams, and developing a cost allocation model for shared administrative and program functions to inform future investment decisions.

The OLCC shall also perform a review of its organizational management structure, specifically evaluating the classifications, functions, division of responsibilities, and oversight authority of Division Directors and Executive Team members. The agency will report on the results of this review to the Legislative Fiscal Office.”

The purpose of this package is to provide a summary of the organizational review and re-alignment the agency has implemented along with the results of the agency’s cost allocation model review.

B. How Achieved

The agency began this work during the 2023 legislative session when the agency developed a plan to move from a two Deputy Director model to a single Deputy Director model. This first step of the plan was approved in Senate Bill 5519 (2023). The agency then began a larger review of our organizational management structure in 2023-25. The guiding principle for the agency’s realignment were the following:

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- ensure the agency structure was designed to support the two main operating functions: Public Safety and Distilled Spirits,
- be fiscally responsible and clarify lines of authority and accountability to allow for improved customer service and communication,
- where possible provide better opportunities for employee career advancement,
- be better positioned for the agency to focus on operational excellence,
- and remove silos between policy innovations and regulatory and compliance functions.

The agency has begun moving forward with this re-alignment during the 2023-25 biennium and stayed within our existing resources by utilizing the ability to pay for any classification changes needed through a Permanent Finance Plan. The organizational changes that could not be done through a 2023-25 Permanent Finance Plan or when developing the agency's 2025-27 Current Service Level Budget are being requested as part of the OLCC's 2025-27 Agency Request Budget. These agency position re-alignments have been done in a cost neutral manner which also allowed the agency to resolve a long-standing unbudgeted Public Safety Director position. The primary change in the agency re-alignment is the Policy, Analytics, Communication, and Education (PACE) program area has been dissolved. The PACE positions have been either moved through a reorganization or abolished in line with the previously stated principles.

The details of the cost allocation plan review have been shared with the Department of Administrative Services-Chief Financial Office and the Legislative Fiscal Office. Through 2023-25, the agency's cost allocation plan was based on comparing Administrative & Agency Support FTE to the other authorized positions across the agency. This purely FTE comparison was then used as a basis to allocate Administrative & Agency Support costs to the other Divisions using FTE as the only allocation factor. The OLCC conducted a more comprehensive analysis that included factoring non-limited Other Fund expenditures with limited Other Fund expenditures along with allocation factors that were more applicable than just FTE. For example, the agency's Fleet program was allocated using vehicles instead of FTE and the agency's Liquor Store and Privilege Tax auditors were allocated 100% to alcohol revenues since those auditing programs do not conduct any work related to marijuana. In addition, the agency's Public Safety-Administrative Hearings Division was allocated evenly between alcohol and Recreational Marijuana in the updated cost allocation plan. In the prior plan the Public Safety-Administrative Hearings Division was charged entirely to alcohol. The updated cost allocation plan indicated that Medical Marijuana should pay about \$670,000 per biennium less in indirect administrative costs than it has been and Recreational Marijuana should pay about \$2.9 million more per

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biennium. At this time the Recreational Marijuana program revenues and cash balances would be challenged to pay for increased agency costs of \$2.9 million per biennium. Therefore, the OLCC is planning to work with our stakeholders to plan for adjusting fees in the 2027-29 biennium in accordance with the information available under the updated cost allocation plan.

Division	Package Description	FTE	2025-27	2027-29
			One time	Ongoing
Public Safety	Agency Staff Realignment	2.25	\$ 700,626	\$ 700,626
Administration & Support Services	Agency Staff Realignment	(2.00)	\$(851,871)	\$(851,871)
Recreational Marijuana	Agency Staff Realignment	(0.29)	\$ 130,322	\$ 130,322
Medical Marijuana	Agency Staff Realignment	0.04	\$ 20,923	\$ 20,923
		0.00	\$ -	\$ -
TOTALS - Agency Realignment & Cost Allocation - Package 106		0.00	0.00	0.00

C. Staffing Impact

This Policy Option Package will not add any staff to OLCC.

D. Quantifying Results

The previously mentioned cost allocation plan update and agency re-alignment reflect measurable improvements the OLCC has made in administering the agency more effectively. The re-alignment changes will be completed in 2025-27. The agency's assumption related to our 2025-27 Agency Request Budget is fully implementing the updated cost allocation plan will be a 2027-29 budget item.

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 475C.”

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Temporary Appointments	-	-	-	-	-	-	-
Overtime Payments	-	-	3,476	-	-	-	3,476
Public Employees' Retire Cont	-	-	772	-	-	-	772
Pension Obligation Bond	-	-	(13,358)	-	-	-	(13,358)
Social Security Taxes	-	-	266	-	-	-	266
Unemployment Assessments	-	-	9	-	-	-	9
Paid Family Medical Leave Insurance	-	-	14	-	-	-	14
Mass Transit Tax	-	-	19,073	-	-	-	19,073
Vacancy Savings	-	-	(465,670)	-	-	-	(465,670)
Total Personal Services	-	-	(\$455,418)	-	-	-	(\$455,418)
Total Expenditures							
Total Expenditures	-	-	(455,418)	-	-	-	(455,418)
Total Expenditures	-	-	(\$455,418)	-	-	-	(\$455,418)
Ending Balance							
Ending Balance	-	-	455,418	-	-	-	455,418
Total Ending Balance	-	-	\$455,418	-	-	-	\$455,418

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Tsfr To Agriculture, Dept of	-	-	1,750,000	-	-	-	1,750,000
Total Transfers Out	-	-	\$1,750,000	-	-	-	\$1,750,000
Services & Supplies							
Publicity and Publications	-	-	(450,000)	-	-	-	(450,000)
Agency Program Related S and S	-	-	(9,660)	-	-	-	(9,660)
Total Services & Supplies	-	-	(\$459,660)	-	-	-	(\$459,660)
Capital Outlay							
Office Furniture and Fixtures	-	-	(17,700)	-	-	-	(17,700)
Automotive and Aircraft	-	-	(33,600)	-	-	-	(33,600)
Total Capital Outlay	-	-	(\$51,300)	-	-	-	(\$51,300)
Total Expenditures							
Total Expenditures	-	-	(510,960)	-	-	-	(510,960)
Total Expenditures	-	-	(\$510,960)	-	-	-	(\$510,960)
Ending Balance							
Ending Balance	-	-	2,260,960	-	-	-	2,260,960
Total Ending Balance	-	-	\$2,260,960	-	-	-	\$2,260,960

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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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	5,281	-	-	-	5,281
Out of State Travel	-	-	724	-	-	-	724
Employee Training	-	-	4,617	-	-	-	4,617
Office Expenses	-	-	9,378	-	-	-	9,378
Telecommunications	-	-	18,312	-	-	-	18,312
State Gov. Service Charges	-	-	174,193	-	-	-	174,193
Data Processing	-	-	5,829	-	-	-	5,829
Publicity and Publications	-	-	141	-	-	-	141
Professional Services	-	-	33,110	-	-	-	33,110
IT Professional Services	-	-	194,256	-	-	-	194,256
Attorney General	-	-	123,998	-	-	-	123,998
Employee Recruitment and Develop	-	-	3,402	-	-	-	3,402
Dues and Subscriptions	-	-	141	-	-	-	141
Facilities Rental and Taxes	-	-	31,624	-	-	-	31,624
Facilities Maintenance	-	-	33,848	-	-	-	33,848
Agency Program Related S and S	-	-	17,548	-	-	-	17,548
Other Services and Supplies	-	-	4,113	-	-	-	4,113
Expendable Prop 250 - 5000	-	-	3,652	-	-	-	3,652
IT Expendable Property	-	-	707	-	-	-	707
Total Services & Supplies	-	-	\$664,874	-	-	-	\$664,874

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Oregon Liquor & Cannabis Comm
Pkg: 031 - Standard Inflation

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Office Furniture and Fixtures	-	-	337	-	-	-	337
Total Capital Outlay	-	-	\$337	-	-	-	\$337
Total Expenditures							
Total Expenditures	-	-	665,211	-	-	-	665,211
Total Expenditures	-	-	\$665,211	-	-	-	\$665,211
Ending Balance							
Ending Balance	-	-	(665,211)	-	-	-	(665,211)
Total Ending Balance	-	-	(\$665,211)	-	-	-	(\$665,211)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Office Expenses	-	-	33,244	-	-	-	33,244
Total Services & Supplies	-	-	\$33,244	-	-	-	\$33,244
Total Expenditures							
Total Expenditures	-	-	33,244	-	-	-	33,244
Total Expenditures	-	-	\$33,244	-	-	-	\$33,244
Ending Balance							
Ending Balance	-	-	(33,244)	-	-	-	(33,244)
Total Ending Balance	-	-	(\$33,244)	-	-	-	(\$33,244)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 092 - Statewide AG Adjustment

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Attorney General	-	-	(49,085)	-	-	-	(49,085)
Total Services & Supplies	-	-	(\$49,085)	-	-	-	(\$49,085)
Total Expenditures							
Total Expenditures	-	-	(49,085)	-	-	-	(49,085)
Total Expenditures	-	-	(\$49,085)	-	-	-	(\$49,085)
Ending Balance							
Ending Balance	-	-	49,085	-	-	-	49,085
Total Ending Balance	-	-	\$49,085	-	-	-	\$49,085

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 093 - Statewide Adjustment DAS Chgs

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
State Gov. Service Charges	-	-	34,938	-	-	-	34,938
Facilities Rental and Taxes	-	-	(77,316)	-	-	-	(77,316)
Total Services & Supplies	-	-	(\$42,378)	-	-	-	(\$42,378)
Total Expenditures							
Total Expenditures	-	-	(42,378)	-	-	-	(42,378)
Total Expenditures	-	-	(\$42,378)	-	-	-	(\$42,378)
Ending Balance							
Ending Balance	-	-	42,378	-	-	-	42,378
Total Ending Balance	-	-	\$42,378	-	-	-	\$42,378

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 102 - Warehouse & Office Build, Move & Modernization

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Facilities Rental and Taxes	-	-	19,800	-	-	-	19,800
Total Services & Supplies	-	-	\$19,800	-	-	-	\$19,800
Total Expenditures							
Total Expenditures	-	-	19,800	-	-	-	19,800
Total Expenditures	-	-	\$19,800	-	-	-	\$19,800
Ending Balance							
Ending Balance	-	-	(19,800)	-	-	-	(19,800)
Total Ending Balance	-	-	(\$19,800)	-	-	-	(\$19,800)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 104 - Marijuana Staffing & Vehicles

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Transfer Out - Intrafund	-	-	-	-	-	-	-
Total Transfers Out	-	-	-	-	-	-	-
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	458,016	-	-	-	458,016
Overtime Payments	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	144	-	-	-	144
Public Employees' Retire Cont	-	-	101,726	-	-	-	101,726
Social Security Taxes	-	-	35,038	-	-	-	35,038
Paid Family Medical Leave Insurance	-	-	1,832	-	-	-	1,832
Worker's Comp. Assess. (WCD)	-	-	84	-	-	-	84
Mass Transit Tax	-	-	2,748	-	-	-	2,748
Flexible Benefits	-	-	84,816	-	-	-	84,816
Total Personal Services	-	-	\$684,404	-	-	-	\$684,404
Services & Supplies							
Instate Travel	-	-	1,050	-	-	-	1,050
Employee Training	-	-	1,042	-	-	-	1,042
Office Expenses	-	-	9,794	-	-	-	9,794
Telecommunications	-	-	3,752	-	-	-	3,752
Other Services and Supplies	-	-	76,074	-	-	-	76,074
IT Expendable Property	-	-	9,992	-	-	-	9,992
Total Services & Supplies	-	-	\$101,704	-	-	-	\$101,704

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 104 - Marijuana Staffing & Vehicles

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Automotive and Aircraft	-	-	648,736	-	-	-	648,736
Total Capital Outlay	-	-	\$648,736	-	-	-	\$648,736
Total Expenditures							
Total Expenditures	-	-	1,434,844	-	-	-	1,434,844
Total Expenditures	-	-	\$1,434,844	-	-	-	\$1,434,844
Ending Balance							
Ending Balance	-	-	(1,434,844)	-	-	-	(1,434,844)
Total Ending Balance	-	-	(\$1,434,844)	-	-	-	(\$1,434,844)
Total Positions							
Total Positions							2
Total Positions	-	-	-	-	-	-	2
Total FTE							
Total FTE							2.00
Total FTE	-	-	-	-	-	-	2.00

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 105 - Hemp Staffing - HB 4121 (2024 Session)

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Business Lic and Fees	-	-	3,457,843	-	-	-	3,457,843
Total Revenues	-	-	\$3,457,843	-	-	-	\$3,457,843
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	745,218	-	-	-	745,218
Temporary Appointments	-	-	8,398	-	-	-	8,398
Empl. Rel. Bd. Assessments	-	-	378	-	-	-	378
Public Employees' Retire Cont	-	-	165,511	-	-	-	165,511
Social Security Taxes	-	-	57,653	-	-	-	57,653
Paid Family Medical Leave Insurance	-	-	2,979	-	-	-	2,979
Worker's Comp. Assess. (WCD)	-	-	217	-	-	-	217
Mass Transit Tax	-	-	4,471	-	-	-	4,471
Flexible Benefits	-	-	222,642	-	-	-	222,642
Total Personal Services	-	-	\$1,207,467	-	-	-	\$1,207,467
Services & Supplies							
Instate Travel	-	-	16,475	-	-	-	16,475
Employee Training	-	-	16,475	-	-	-	16,475
Office Expenses	-	-	16,475	-	-	-	16,475
Telecommunications	-	-	16,475	-	-	-	16,475
IT Expendable Property	-	-	16,476	-	-	-	16,476
Total Services & Supplies	-	-	\$82,376	-	-	-	\$82,376

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 105 - Hemp Staffing - HB 4121 (2024 Session)

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Automotive and Aircraft	-	-	289,750	-	-	-	289,750
Data Processing Software	-	-	100,000	-	-	-	100,000
Total Capital Outlay	-	-	\$389,750	-	-	-	\$389,750
Total Expenditures							
Total Expenditures	-	-	1,679,593	-	-	-	1,679,593
Total Expenditures	-	-	\$1,679,593	-	-	-	\$1,679,593
Ending Balance							
Ending Balance	-	-	1,778,250	-	-	-	1,778,250
Total Ending Balance	-	-	\$1,778,250	-	-	-	\$1,778,250
Total Positions							
Total Positions							7
Total Positions	-	-	-	-	-	-	7
Total FTE							
Total FTE							5.25
Total FTE	-	-	-	-	-	-	5.25

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 106 - Agency Realignment & Cost Allocation

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Transfer Out - Indirect Cost	-	-	(3,173,112)	-	-	-	(3,173,112)
Total Transfers Out	-	-	(\$3,173,112)	-	-	-	(\$3,173,112)
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	110,824	-	-	-	110,824
Empl. Rel. Bd. Assessments	-	-	(21)	-	-	-	(21)
Public Employees' Retire Cont	-	-	24,615	-	-	-	24,615
Pension Obligation Bond	-	-	(6,046)	-	-	-	(6,046)
Social Security Taxes	-	-	8,477	-	-	-	8,477
Paid Family Medical Leave Insurance	-	-	443	-	-	-	443
Worker's Comp. Assess. (WCD)	-	-	(12)	-	-	-	(12)
Mass Transit Tax	-	-	(923)	-	-	-	(923)
Flexible Benefits	-	-	(12,369)	-	-	-	(12,369)
Other OPE	-	-	(1,120)	-	-	-	(1,120)
Vacancy Savings	-	-	7,692	-	-	-	7,692
Total Personal Services	-	-	\$131,560	-	-	-	\$131,560
Services & Supplies							
Instate Travel	-	-	2	-	-	-	2
Out of State Travel	-	-	3	-	-	-	3
Employee Training	-	-	(2)	-	-	-	(2)
Office Expenses	-	-	(1,244)	-	-	-	(1,244)
Telecommunications	-	-	2	-	-	-	2
State Gov. Service Charges	-	-	2	-	-	-	2

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 106 - Agency Realignment & Cost Allocation

Cross Reference Name: Recreational Marijuana Program
Cross Reference Number: 84500-004-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	3	-	-	-	3
Publicity and Publications	-	-	(2)	-	-	-	(2)
Dues and Subscriptions	-	-	1	-	-	-	1
Facilities Rental and Taxes	-	-	(1)	-	-	-	(1)
Agency Program Related S and S	-	-	1	-	-	-	1
Other Services and Supplies	-	-	(2)	-	-	-	(2)
IT Expendable Property	-	-	1	-	-	-	1
Total Services & Supplies	-	-	(\$1,236)	-	-	-	(\$1,236)
Capital Outlay							
Office Furniture and Fixtures	-	-	(2)	-	-	-	(2)
Total Capital Outlay	-	-	(\$2)	-	-	-	(\$2)
Total Expenditures							
Total Expenditures	-	-	130,322	-	-	-	130,322
Total Expenditures	-	-	\$130,322	-	-	-	\$130,322
Ending Balance							
Ending Balance	-	-	(3,303,434)	-	-	-	(3,303,434)
Total Ending Balance	-	-	(\$3,303,434)	-	-	-	(\$3,303,434)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 106 - Agency Realignment & Cost Allocation

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
Total Positions							
Total Positions							(1)
Total Positions	-	-	-	-	-	-	(1)
Total FTE							
Total FTE							(0.29)
Total FTE	-	-	-	-	-	-	(0.29)

BUDGET NARRATIVE

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

Oregon Liquor & Cannabis Comm
2025-27 Biennium

Agency Number: 84500

Cross Reference Number: 84500-004-00-00-00000

<i>Source</i>	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	32,716,290	32,341,206	32,341,206	39,221,825	42,679,668	-
Fines and Forfeitures	383,254	-	-	-	-	-
Other Revenues	18,137	-	-	-	-	-
Transfer Out - Indirect Cost	(5,889,918)	(5,770,836)	(6,216,874)	(6,216,874)	(9,389,986)	-
Tsfr To Agriculture, Dept of	(793,072)	(2,599,681)	(2,599,681)	(1,109,247)	(1,109,247)	-
Total Other Funds	\$26,434,691	\$23,970,689	\$23,524,651	\$31,895,704	\$32,180,435	-

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Detail of LF, OF, and FF Revenues - BPR012

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

Source	Fund	ORBITS Revenue Acct	2021-2023 Actual	2023-25 Legislatively Adopted	Legislatively Approved	2025-27		
						Agency Request	Governor's	Legislatively Adopted
ALL Sources	OTHER	Various	\$26,434,691	\$23,970,689	\$23,524,651	\$31,895,704	\$32,180,435	TBD

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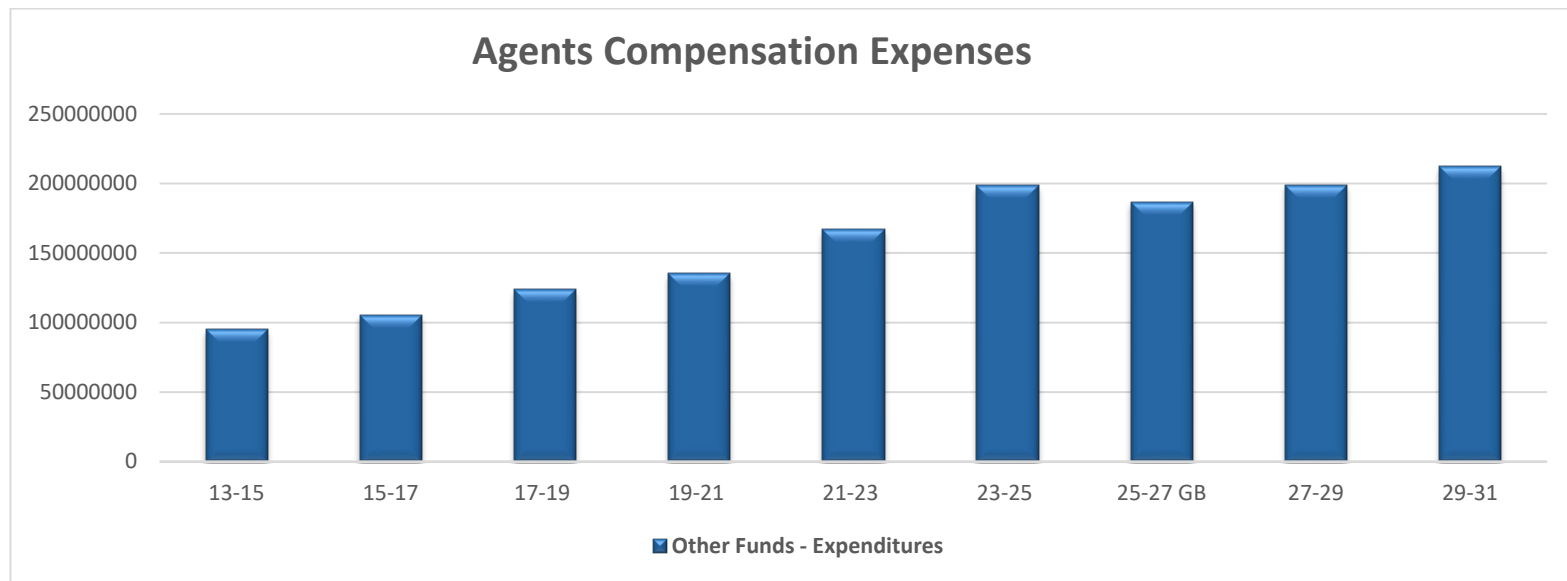
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BUDGET NARRATIVE

OLCC - STORE OPERATING EXPENSES / AGENTS COMPENSATION PROGRAM 2025-27 BUDGET

LIQUOR STORE & DISTILLERY AGENTS EXECUTIVE SUMMARY

- A. **PRIMARY OUTCOME AREA, PRIMARY DIVISION FOCUS, & ALIGNMENT with AGENCY STRATEGIC PLAN:**
Economy and Jobs, Implementation of the Agency's 2024 Strategic Plan – focusing on up to all four of the strategic priorities outlined in the plan.
- B. **PROGRAM CONTACT:** Kailean Kneeland, Chief Financial Officer, (971) 413-4131
- C. **OTHER FUNDS BUDGET AND PERFORMANCE:**



The bars show the Store Operating Expenses Program's expenditures. All are funded by Other Funds (liquor revenues).

BUDGET NARRATIVE

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. In 2021 legislation was passed (HB 2740) which established the compensation for liquor stores in statute under ORS 471.53. 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 and the Liquor Control Model, per ORS 471.030.

E. PROGRAM FUNDING REQUEST

The Governor's Budget is \$175,646,824 Other Funds limitation for the 2025-27 biennium for Store Operating Expense and \$10,947,086 Other Funds Limitation for Distillery Agent Operating Expense. No FTE or positions are requested.

F. PROGRAM DESCRIPTION

In 2025-27 the Store Operating Expenses Program funds sales compensation for more than 284 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 inventory in the stores. Also, the program funds sales compensation for 149 distilleries that do direct sales through 199 distillery retail outlets.

G. PROGRAM JUSTIFICATION

The Liquor Store Store Agents liquor store and Distiller Agents distillery tasting room operations supports economic development and the creation of jobs in Oregon. These Agents play an important role to help effectively implement the state's Liquor Control Model while also providing more than \$637 million in distributions to the state General Fund, cities, counties, and mental health in the last biennium.

BUDGET NARRATIVE

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.

Biennium	Number of Operating Liquor Stores	Cost 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 \$ 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

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 2023-25

There are no proposed legislative changes.

BUDGET NARRATIVE

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Agents Compensation Program
Cross Reference Number: 84500-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Professional Services	-	-	-	-	-	-	-
S and S - BAM Analyst Adjustment	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Professional Services	-	-	13,502,080	-	-	-	13,502,080
Total Services & Supplies	-	-	\$13,502,080	-	-	-	\$13,502,080
Total Expenditures							
Total Expenditures	-	-	13,502,080	-	-	-	13,502,080
Total Expenditures	-	-	\$13,502,080	-	-	-	\$13,502,080
Ending Balance							
Ending Balance	-	-	(13,502,080)	-	-	-	(13,502,080)
Total Ending Balance	-	-	(\$13,502,080)	-	-	-	(\$13,502,080)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 060 - Technical Adjustments

Cross Reference Name: Agents Compensation Program
Cross Reference Number: 84500-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Professional Services	-	-	16,988,084	-	-	-	16,988,084
S and S - BAM Analyst Adjustment	-	-	(16,988,084)	-	-	-	(16,988,084)
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Agents Compensation Program
Cross Reference Number: 84500-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(13,466,209)	-	-	-	(13,466,209)
Total Revenues	-	-	(\$13,466,209)	-	-	-	(\$13,466,209)
Services & Supplies							
Professional Services	-	-	(11,050,479)	-	-	-	(11,050,479)
Total Services & Supplies	-	-	(\$11,050,479)	-	-	-	(\$11,050,479)
Total Expenditures							
Total Expenditures	-	-	(11,050,479)	-	-	-	(11,050,479)
Total Expenditures	-	-	(\$11,050,479)	-	-	-	(\$11,050,479)
Ending Balance							
Ending Balance	-	-	(2,415,730)	-	-	-	(2,415,730)
Total Ending Balance	-	-	(\$2,415,730)	-	-	-	(\$2,415,730)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 093 - Statewide Adjustment DAS Chgs

Cross Reference Name: Agents Compensation Program
Cross Reference Number: 84500-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(1,961)	-	-	-	(1,961)
Total Revenues	-	-	(\$1,961)	-	-	-	(\$1,961)
Services & Supplies							
Professional Services	-	-	(1,961)	-	-	-	(1,961)
Total Services & Supplies	-	-	(\$1,961)	-	-	-	(\$1,961)
Total Expenditures							
Total Expenditures	-	-	(1,961)	-	-	-	(1,961)
Total Expenditures	-	-	(\$1,961)	-	-	-	(\$1,961)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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Essential and Policy Package Fiscal Impact Summary - BPR013

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 102 - Warehouse & Office Build, Move & Modernization

Cross Reference Name: Agents Compensation Program
Cross Reference Number: 84500-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-
Services & Supplies							
Professional Services	-	-	(2,415,730)	-	-	-	(2,415,730)
Total Services & Supplies	-	-	(\$2,415,730)	-	-	-	(\$2,415,730)
Total Expenditures							
Total Expenditures	-	-	(2,415,730)	-	-	-	(2,415,730)
Total Expenditures	-	-	(\$2,415,730)	-	-	-	(\$2,415,730)
Ending Balance							
Ending Balance	-	-	2,415,730	-	-	-	2,415,730
Total Ending Balance	-	-	\$2,415,730	-	-	-	\$2,415,730

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 103 - IT Modernization - Non Bonded

Cross Reference Name: Agents Compensation Program
Cross Reference Number: 84500-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(12,000,000)	-	-	-	(12,000,000)
Total Revenues	-	-	(\$12,000,000)	-	-	-	(\$12,000,000)
Services & Supplies							
Professional Services	-	-	(12,000,000)	-	-	-	(12,000,000)
Total Services & Supplies	-	-	(\$12,000,000)	-	-	-	(\$12,000,000)
Total Expenditures							
Total Expenditures	-	-	(12,000,000)	-	-	-	(12,000,000)
Total Expenditures	-	-	(\$12,000,000)	-	-	-	(\$12,000,000)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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

Oregon Liquor & Cannabis Comm
2025-27 Biennium

Agency Number: 84500

Cross Reference Number: 84500-005-00-00-00000

<i>Source</i>	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Transfer In - Intrafund	175,304,852	198,560,000	198,560,000	212,062,080	186,593,910	-
Total Other Funds	\$175,304,852	\$198,560,000	\$198,560,000	\$212,062,080	\$186,593,910	-

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Detail of LF, OF, and FF Revenues - BPR012

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

Source	Fund	ORBITS Revenue Acct	2021-2023 Actual	2023-25 Legislatively Adopted	Legislatively Approved	2025-27		
						Agency Request	Governor's	Legislatively Adopted
ALL Sources	OTHER	Various	\$175,304,852	\$198,560,000	\$198,560,000	\$212,062,080	\$186,593,910	TBD

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21-23 LAB
POS - 23 FTE - 23.00

23-25 CSL
POS - 21 FTE - 21.00

23-25 ARB
POS - 21 FTE - 21.00

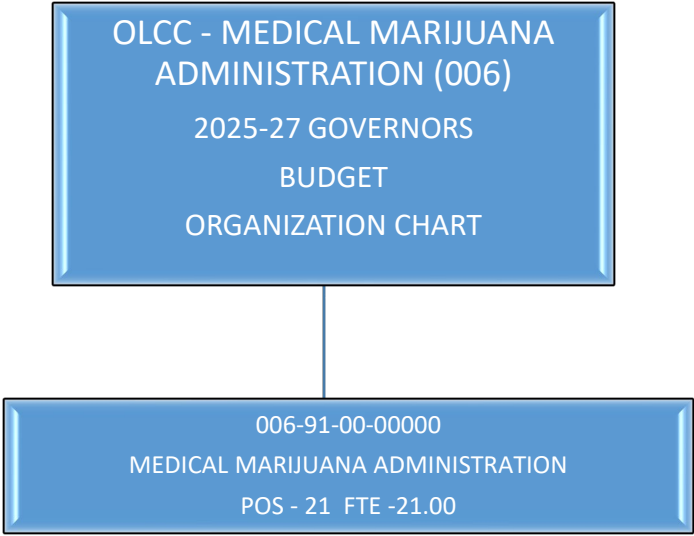
23-25 GB
POS - 21 FTE - 21.00

23-25 LAB
POS - 21 FTE - 21.00

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23-25 ARB
POS - 21 FTE - 21.00

23-25 GB
POS - 21 FTE - 21.00

23-25 LAB
POS - 21 FTE - 21.00

25-27 CSL
POS - 21 FTE - 21.00

25-27 LAB
POS - 21 FTE - 21.00

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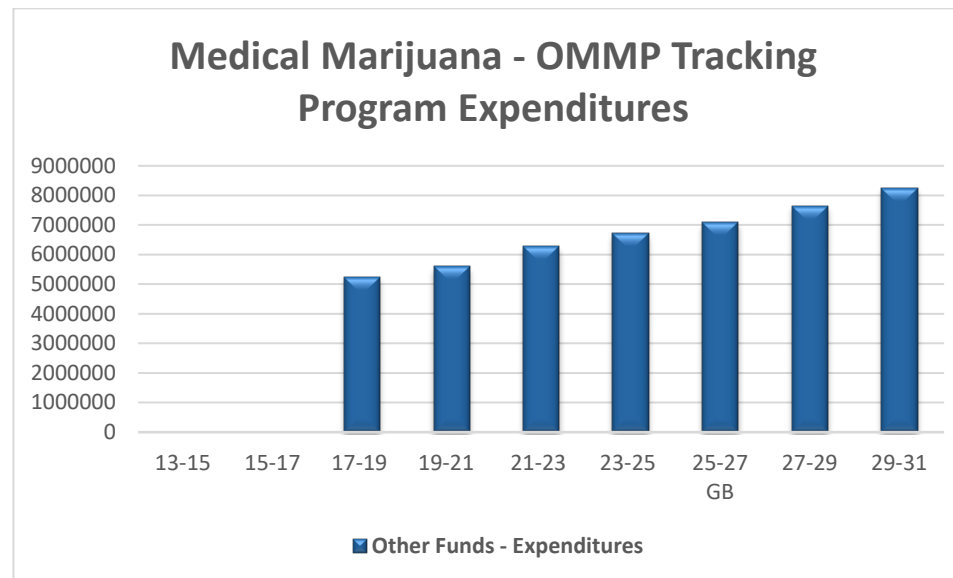
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BUDGET NARRATIVE

OLCC, MEDICAL MARIJUANA-OMMP TRACKING PROGRAM 2025-27 BUDGET

PROGRAM UNIT EXECUTIVE SUMMARY

- A. **PRIMARY OUTCOME AREA, PRIMARY DIVISION FOCUS, & ALIGNMENT with AGENCY STRATEGIC PLAN:**
Economy and Jobs, Implementation of the Agency's 2024 Strategic Plan – focusing on the four key strategic priorities outlined in the plan.
- B. **PROGRAM CONTACT:** Rich Evans, Senior Director of Licensing & Compliance, (503) 872-5108
- C. **OTHER FUNDS BUDGET AND PERFORMANCE**



BUDGET NARRATIVE

D. 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 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.

E. PROGRAM FUNDING REQUEST

The 2025-27 Governor's Budget is \$7,091,629 Other Funds, with 21 positions and 21.04 FTE. 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.

F. 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.

BUDGET NARRATIVE

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 PERFORMANCE

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.

Currently there are 377 OMMP grow sites with 3 or more OMMP patients being tracked and inspected by the program.

H. ENABLING LEGISLATION/PROGRAM AUTHORIZATION

The OLCC's authority to regulate medical marijuana is derived from ORS 475C.

I. 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

BUDGET NARRATIVE

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.

K. SIGNIFICANT PROPOSED PROGRAM CHANGES FROM 2023-25:

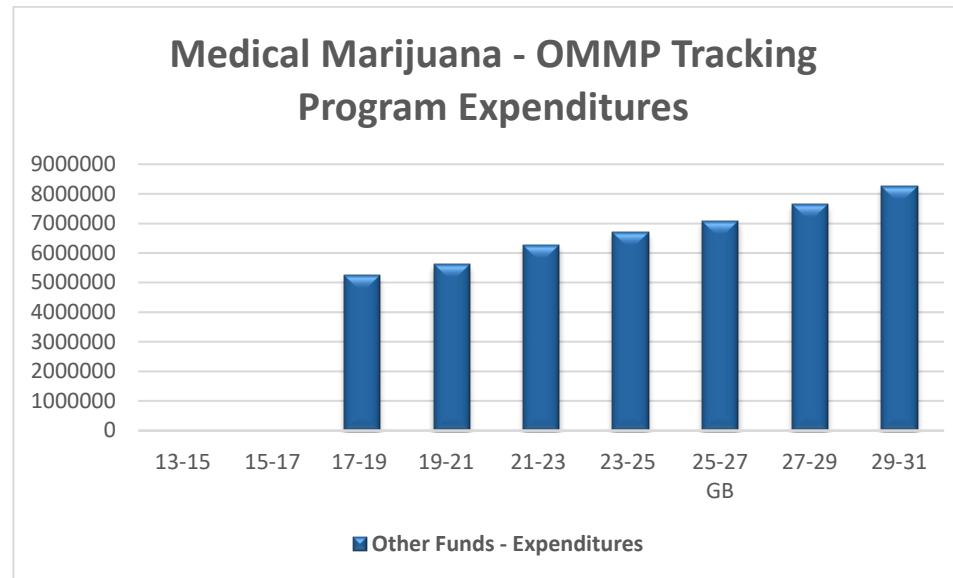
None

BUDGET NARRATIVE

OLCC, MEDICAL MARIJUANA OMMP TRACKING PROGRAM 2025-27 BUDGET

DIVISION SUMMARY

A. OTHER FUNDS EXPENDITURES



B. PROGRAM FUNDING REQUEST

The Governor's Budget is \$7,091,629 Other Funds limitation, with 21 positions and 21.04 FTEs.

BUDGET NARRATIVE

C. 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 transfer 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.

D. 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.

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)

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E. REVENUE SOURCE

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 are 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.

F. PROPOSED LEGISLATIVE CHANGES

N/A

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BUDGET NARRATIVE

AGENCY REALIGNMENT & COST ALLOCATION OLCC 2025-27 Budget, Policy Option Package (POP) No. 106, Agency POP Priority No. 6

A. Package Purpose

The agency received the following Budget Note in Senate Bill 5519 (2023):

OLCC Workload, Staffing, and Management Analysis:

“By December 2024, the Oregon Liquor and Cannabis Commission shall provide to the Legislative Fiscal Office an analysis of workload and staffing in the areas of licensing, public safety, financial administration, contested cases/disciplinary proceedings, policy development, and communications. The analysis shall be for purposes of determining the extent to which positions devote time to matters related to liquor vs. cannabis, allocating staff to appropriate funding streams, and developing a cost allocation model for shared administrative and program functions to inform future investment decisions.

The OLCC shall also perform a review of its organizational management structure, specifically evaluating the classifications, functions, division of responsibilities, and oversight authority of Division Directors and Executive Team members. The agency will report on the results of this review to the Legislative Fiscal Office.”

The purpose of this package is to provide a summary of the organizational review and re-alignment the agency has implemented along with the results of the agency’s cost allocation model review.

B. How Achieved

The agency began this work during the 2023 legislative session when the agency developed a plan to move from a two Deputy Director model to a single Deputy Director model. This first step of the plan was approved in Senate Bill 5519 (2023). The agency then began a larger review of our organizational management structure in 2023-25. The guiding principle for the agency’s realignment were the following:

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- ensure the agency structure was designed to support the two main operating functions: Public Safety and Distilled Spirits,
- be fiscally responsible and clarify lines of authority and accountability to allow for improved customer service and communication,
- where possible provide better opportunities for employee career advancement,
- be better positioned for the agency to focus on operational excellence,
- and remove silos between policy innovations and regulatory and compliance functions.

The agency has begun moving forward with this re-alignment during the 2023-25 biennium and stayed within our existing resources by utilizing the ability to pay for any classification changes needed through a Permanent Finance Plan. The organizational changes that could not be done through a 2023-25 Permanent Finance Plan or when developing the agency's 2025-27 Current Service Level Budget are being requested as part of the OLCC's 2025-27 Agency Request Budget. These agency position re-alignments have been done in a cost neutral manner which also allowed the agency to resolve a long-standing unbudgeted Public Safety Director position. The primary change in the agency re-alignment is the Policy, Analytics, Communication, and Education (PACE) program area has been dissolved. The PACE positions have been either moved through a reorganization or abolished in line with the previously stated principles.

The details of the cost allocation plan review have been shared with the Department of Administrative Services-Chief Financial Office and the Legislative Fiscal Office. Through 2023-25, the agency's cost allocation plan was based on comparing Administrative & Agency Support FTE to the other authorized positions across the agency. This purely FTE comparison was then used as a basis to allocate Administrative & Agency Support costs to the other Divisions using FTE as the only allocation factor. The OLCC conducted a more comprehensive analysis that included factoring non-limited Other Fund expenditures with limited Other Fund expenditures along with allocation factors that were more applicable than just FTE. For example, the agency's Fleet program was allocated using vehicles instead of FTE and the agency's Liquor Store and Privilege Tax auditors were allocated 100% to alcohol revenues since those auditing programs do not conduct any work related to marijuana. In addition, the agency's Public Safety-Administrative Hearings Division was allocated evenly between alcohol and Recreational Marijuana in the updated cost allocation plan. In the prior plan the Public Safety-Administrative Hearings Division was charged entirely to alcohol. The updated cost allocation plan indicated that Medical Marijuana should pay about \$670,000 per biennium less in indirect administrative costs than it has been and Recreational Marijuana should pay about \$2.9 million more per

BUDGET NARRATIVE

biennium. At this time the Recreational Marijuana program revenues and cash balances would be challenged to pay for increased agency costs of \$2.9 million per biennium. Therefore, the OLCC is planning to work with our stakeholders to plan for adjusting fees in the 2027-29 biennium in accordance with the information available under the updated cost allocation plan.

Division	Package Description	FTE	2025-27	2027-29
			One time	Ongoing
Public Safety	Agency Staff Realignment	2.25	\$ 700,626	\$ 700,626
Administration & Support Services	Agency Staff Realignment	(2.00)	\$(851,871)	\$(851,871)
Recreational Marijuana	Agency Staff Realignment	(0.29)	\$ 130,322	\$ 130,322
Medical Marijuana	Agency Staff Realignment	0.04	\$ 20,923	\$ 20,923
		0.00	\$ -	\$ -
TOTALS - Agency Realignment & Cost Allocation - Package 106		0.00	0.00	0.00

C. Staffing Impact

This Policy Option Package will not add any staff to OLCC.

D. Quantifying Results

The previously mentioned cost allocation plan update and agency re-alignment reflect measurable improvements the OLCC has made in administering the agency more effectively. The re-alignment changes will be completed in 2025-27. The agency's assumption related to our 2025-27 Agency Request Budget is fully implementing the updated cost allocation plan will be a 2027-29 budget item.

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 475C.”

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 010 - Vacancy Factor and Non-ORPICS Personal Services

Cross Reference Name: Medical Marijuana Program
Cross Reference Number: 84500-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Pension Obligation Bond	-	-	(12,571)	-	-	-	(12,571)
Unemployment Assessments	-	-	32	-	-	-	32
Mass Transit Tax	-	-	2,848	-	-	-	2,848
Vacancy Savings	-	-	(95,907)	-	-	-	(95,907)
Total Personal Services	-	-	(\$105,598)	-	-	-	(\$105,598)
Total Expenditures							
Total Expenditures	-	-	(105,598)	-	-	-	(105,598)
Total Expenditures	-	-	(\$105,598)	-	-	-	(\$105,598)
Ending Balance							
Ending Balance	-	-	105,598	-	-	-	105,598
Total Ending Balance	-	-	\$105,598	-	-	-	\$105,598

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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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Instate Travel	-	-	2,211	-	-	-	2,211
Office Expenses	-	-	1,090	-	-	-	1,090
Telecommunications	-	-	8,053	-	-	-	8,053
State Gov. Service Charges	-	-	49,955	-	-	-	49,955
Data Processing	-	-	43,480	-	-	-	43,480
Professional Services	-	-	45	-	-	-	45
Employee Recruitment and Develop	-	-	66	-	-	-	66
Facilities Rental and Taxes	-	-	7,013	-	-	-	7,013
Other Services and Supplies	-	-	1,333	-	-	-	1,333
Total Services & Supplies	-	-	\$113,246	-	-	-	\$113,246
Total Expenditures							
Total Expenditures	-	-	113,246	-	-	-	113,246
Total Expenditures	-	-	\$113,246	-	-	-	\$113,246
Ending Balance							
Ending Balance	-	-	(113,246)	-	-	-	(113,246)
Total Ending Balance	-	-	(\$113,246)	-	-	-	(\$113,246)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Medical Marijuana Program
Cross Reference Number: 84500-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Office Expenses	-	-	8,293	-	-	-	8,293
Total Services & Supplies	-	-	\$8,293	-	-	-	\$8,293
Total Expenditures							
Total Expenditures	-	-	8,293	-	-	-	8,293
Total Expenditures	-	-	\$8,293	-	-	-	\$8,293
Ending Balance							
Ending Balance	-	-	(8,293)	-	-	-	(8,293)
Total Ending Balance	-	-	(\$8,293)	-	-	-	(\$8,293)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 093 - Statewide Adjustment DAS Chgs

Cross Reference Name: Medical Marijuana Program
Cross Reference Number: 84500-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
State Gov. Service Charges	-	-	1,024	-	-	-	1,024
Other Services and Supplies	-	-	(1,024)	-	-	-	(1,024)
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: 106 - Agency Realignment & Cost Allocation

Cross Reference Name: Medical Marijuana Program
Cross Reference Number: 84500-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Transfers Out							
Transfer Out - Indirect Cost	-	-	(141,609)	-	-	-	(141,609)
Total Transfers Out	-	-	(\$141,609)	-	-	-	(\$141,609)
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	14,756	-	-	-	14,756
Empl. Rel. Bd. Assessments	-	-	3	-	-	-	3
Public Employees' Retire Cont	-	-	3,277	-	-	-	3,277
Pension Obligation Bond	-	-	580	-	-	-	580
Social Security Taxes	-	-	1,129	-	-	-	1,129
Paid Family Medical Leave Insurance	-	-	59	-	-	-	59
Worker's Comp. Assess. (WCD)	-	-	2	-	-	-	2
Mass Transit Tax	-	-	88	-	-	-	88
Flexible Benefits	-	-	1,767	-	-	-	1,767
Vacancy Savings	-	-	(738)	-	-	-	(738)
Total Personal Services	-	-	\$20,923	-	-	-	\$20,923
Total Expenditures							
Total Expenditures	-	-	20,923	-	-	-	20,923
Total Expenditures	-	-	\$20,923	-	-	-	\$20,923
Ending Balance							
Ending Balance	-	-	(162,532)	-	-	-	(162,532)
Total Ending Balance	-	-	(\$162,532)	-	-	-	(\$162,532)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 106 - Agency Realignment & Cost Allocation

Cross Reference Name: Medical Marijuana Program
Cross Reference Number: 84500-006-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total FTE							
Total FTE							0.04
Total FTE	-	-	-	-	-	-	0.04

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

Oregon Liquor & Cannabis Comm
2025-27 Biennium

Agency Number: 84500

Cross Reference Number: 84500-006-00-00-00000

<i>Source</i>	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Other Revenues	16,084	-	-	-	-	-
Tsfr From Revenue, Dept of	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	-
Tsfr From Oregon Health Authority	-	528,000	528,000	300,000	300,000	-
Transfer Out - Indirect Cost	(1,627,476)	(1,593,889)	(1,719,695)	(673,000)	(814,609)	-
Total Other Funds	\$5,388,608	\$5,934,111	\$5,808,305	\$6,627,000	\$6,485,391	-

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

Source	Fund	ORBITS Revenue Acct	2021-2023 Actual	2023-25 Legislatively Adopted	Legislatively Approved	2025-27		
						Agency Request	Governor's	Legislatively Adopted
ALL Sources	OTHER	Various	\$5,388,608	\$5,934,111	\$5,808,305	\$6,627,000	\$6,485,391	TBD

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OLCC - CAPITAL IMPROVEMENTS PROGRAM 2025-27 BUDGET

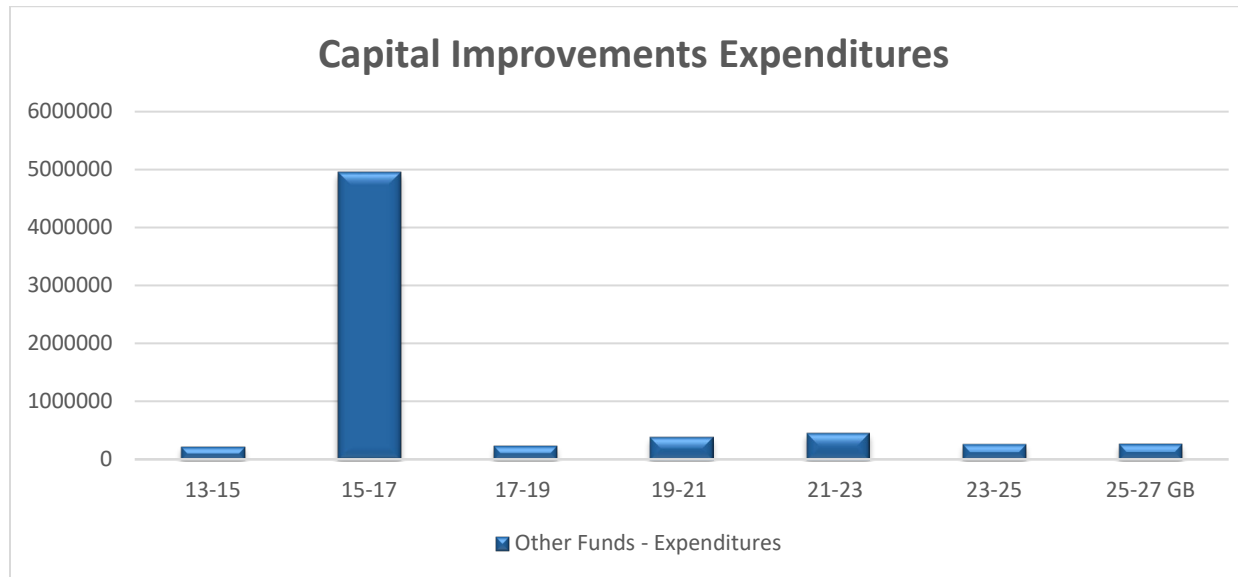
CAPITAL IMPROVEMENTS PROGRAM EXECUTIVE SUMMARY

A. PRIMARY OUTCOME AREA, PRIMARY DIVISION FOCUS, & ALIGNMENT with AGENCY STRATEGIC PLAN:

Economy and Jobs, Implementation of the Agency's 2024 Strategic Plan – focusing on one or more of the key strategic priorities outlined in the plan

B. PROGRAM CONTACT: Kailean Kneeland, Chief Financial Officer, (971) 413-4131

C. OTHER FUNDS BUDGET AND PERFORMANCE



BUDGET NARRATIVE

D. PROGRAM OVERVIEW

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.

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 after the 2023-25 biennium. The proceeds of that sale are assumed to be used to pay down the debt service from the agency's capital projects.

E. PROGRAM FUNDING REQUESTS

The Governor's Budget is \$258,159 Other Funds limitation for the 2025-27 biennium. No Positions or FTE are requested.

F. PROGRAM DESCRIPTION

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.

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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 ~284 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 several million cases of distilled liquor in the 2023-25 biennium. 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.

Each biennium, the OLCC completes regular maintenance as provided for by the Legislatively Adopted Budget.

G. PROGRAM JUSTIFICATION AND LINK TO LONG TERM OUTCOMES

The OLCC Administrative Services Division's main objective for the capital improvement program is to maintain a safe and efficiently operated facility. It should be noted that the current facility is scheduled for sale after 203-25 and OLCC will be relocating both our warehouse and headquarters operations. The warehouse will move to Canby and the headquarters to the DAS owned Portland State Office Building.

BUDGET NARRATIVE

H. PROGRAM PERFORMANCE

Please refer to the Executive Summary for the agency's Capital Projects.

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; 475C, Cannabis Regulation; and Administrative Rules Chapter 845.

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 475C. The Recreational Marijuana Program is exclusively funded by license fee revenues.

K. SIGNIFICANT PROPOSED CHANGES FROM 2023-25

N/A

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
State Gov. Service Charges	-	-	(6,012)	-	-	-	(6,012)
Total Services & Supplies	-	-	(\$6,012)	-	-	-	(\$6,012)
Capital Outlay							
Land Improvements	-	-	244	-	-	-	244
Building Structures	-	-	10,162	-	-	-	10,162
Total Capital Outlay	-	-	\$10,406	-	-	-	\$10,406
Total Expenditures							
Total Expenditures	-	-	4,394	-	-	-	4,394
Total Expenditures	-	-	\$4,394	-	-	-	\$4,394
Ending Balance							
Ending Balance	-	-	(4,394)	-	-	-	(4,394)
Total Ending Balance	-	-	(\$4,394)	-	-	-	(\$4,394)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 060 - Technical Adjustments

Cross Reference Name: Capital Improvements
Cross Reference Number: 84500-088-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
State Gov. Service Charges	-	-	-	-	-	-	-
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
2025-27 Biennium

Agency Number: 84500

Cross Reference Number: 84500-088-00-00-00000

<i>Source</i>	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Transfer In - Intrafund	249,223	253,765	253,765	258,159	258,159	-
Total Other Funds	\$249,223	\$253,765	\$253,765	\$258,159	\$258,159	-

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

Source	Fund	ORBITS Revenue Acct	2021-2023 Actual	2023-25 Legislatively Adopted	Legislatively Approved	2025-27		
						Agency Request	Governor's	Legislatively Adopted
ALL Sources	OTHER	Various	\$249,223	\$253,765	\$253,765	\$258,159	\$258,159	TBD

___ Agency Request

X Governor's Budget

___ Legislatively Adopted

Budget Page 9

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☐ Agency Request

☒ Governor's Budget

☐ Legislatively Adopted

Budget Page 10

BUDGET NARRATIVE

OLCC CAPITAL CONSTRUCTION PROGRAM 2025-27 BUDGET

CAPITAL CONSTRUCTION PROJECTS PROGRAM EXECUTIVE SUMMARY

- A. PRIMARY OUTCOME AREA, PRIMARY DIVISION FOCUS, & ALIGNMENT with AGENCY STRATEGIC PLAN:**
Economy and Jobs, Implementation of the Agency's 2024 Strategic Plan – focusing on one or more of the key strategic priorities outlined in the plan.
- B. PROGRAM CONTACT:** Kailean Kneeland, Chief Financial Officer, (971) 413-4131
- C. OTHER FUNDS BUDGET AND PERFORMANCE:**

This is an ongoing capital projects program started by the Oregon Liquor & Cannabis Commission (OLCC) in 2021-23 to replace its current liquor distribution center, conveyor and order fulfillment system for the new facility, and a robust IT Modernization endeavor. Budget authority for the land, liquor distribution center along with the 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. There was also a shift of \$9 million in HB 5202 (2024) to adjust for increased conveyor system cost estimates. 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 remaining OF expenditure limitation associated with the distribution center sales and inventory technology system in 2025-27.

Capital Project*	2022 Session, Other Funds Limitation Approved in SB 5702	Requested Shift Amongst Related Capital Projects	2024 Session, Other Funds Limitation Approved in HB 5202
Liquor Warehouse Material Handling (conveyor) System	\$ 15,000,000	\$ 9,000,000	\$ 24,000,000
Liquor Warehouse Land & Building	\$ 130,455,048	\$ (9,000,000)	\$ 121,455,048
*Note: No additional bonding and/or limitation was requested during the 2023 session.			

BUDGET NARRATIVE

HB 5006 (2021 Legislative Session)	
Distilled Spirits Supply Chain (DSSC)	\$ 16,500,000
Cannabis Alcohol Management Program (CAMP-formerly MLLC)	\$ 7,638,070
Professional Services (QA, Project Mngmt, Change Mngmt)	\$ 2,861,930
Total	\$ 27,000,000

D. PROGRAM OVERVIEW

Capital Construction was a new program in 2021-23 to facilitate the planning, design, and construction of a new OLCC warehouse, 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 2025-27 biennium. The agency will need to renew some 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 and 2023-25 biennia.

E. PROGRAM FUNDING REQUESTS

The OLCC Capital Construction Program funding source is the prospective issuance of Article XI-Q General Obligation Bonds. The agency is requesting the IT capital project Other Funds needed in POP 101.

F. PROGRAM DESCRIPTION

The proposed Capital Construction program addresses the agency's most critical need of replacing legacy information technology systems that require continual intervention to keep the outdated systems up and running.

G. PROGRAM JUSTIFICATION

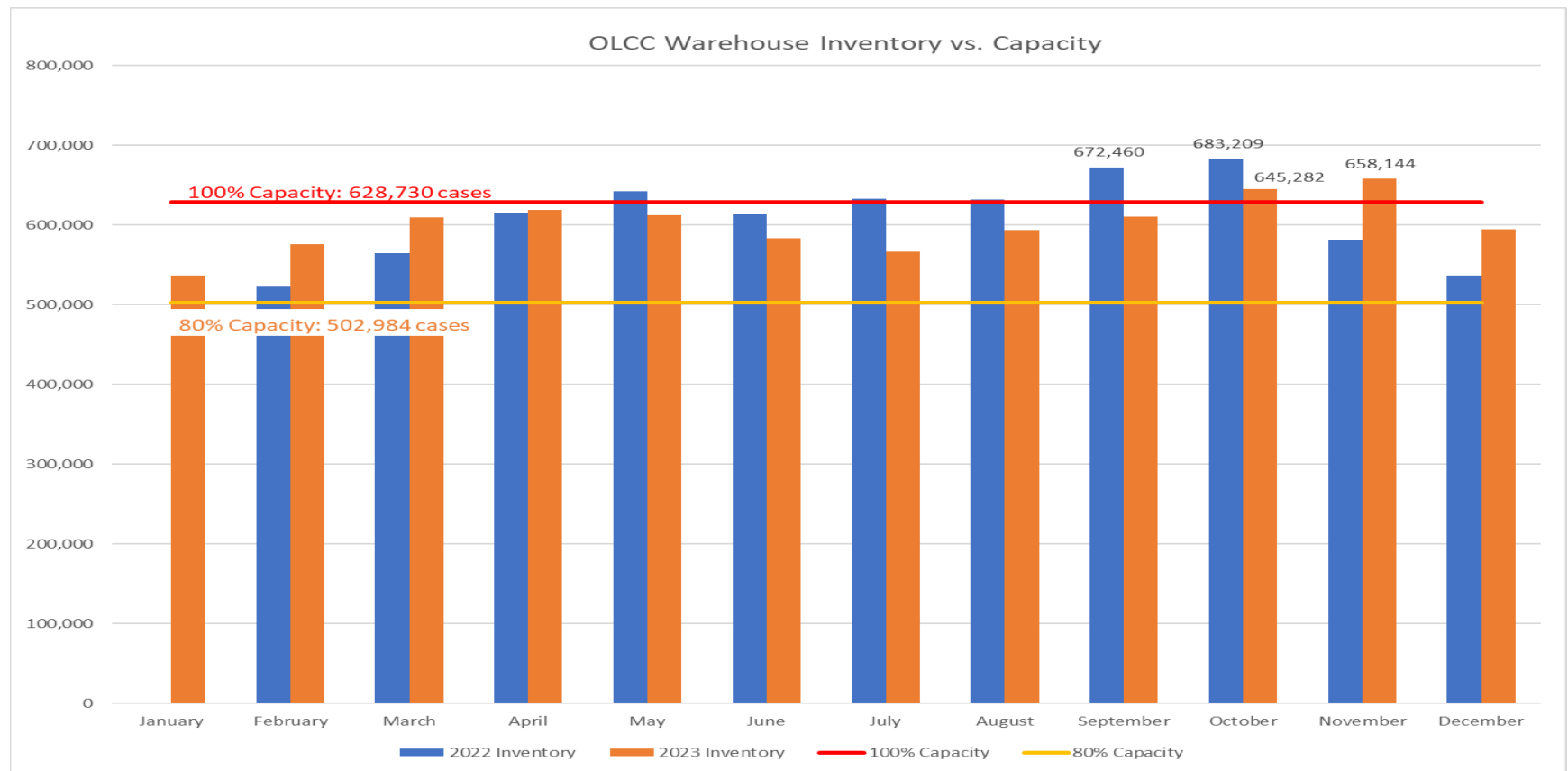
The Oregon Liquor & Cannabis Commission's management of liquor sales and beer and wine privilege taxes produces the third-largest source of revenue for the State of Oregon. The OLCC distributed more than \$637 million in 2021-23 and forecasts \$573.5 million in 2023-25 to the state general fund, cities, counties, and mental health for vital services.

BUDGET NARRATIVE

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

The agency needs to address the insufficient capacity issues at the current warehouse operations. The successful implementation of the agency's capital projects are essential to the long-term ability of the OLCC to meet its mission.



BUDGET NARRATIVE

I. ENABLING LEGISLATION/PROGRAM AUTHORIZATION

N/A

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 475C. The Recreational Marijuana Program is exclusively funded by license fee revenues.

K. SIGNIFICANT PROPOSED CHANGES FROM 2023-25

POP 101 requests an additional \$8 million for the agency's IT Modernization DSSC project.

BUDGET NARRATIVE

Facility Plan - 10 Year Space Needs Summary Report
2025-27 Biennium

Agency Name Oregon Liquor and Cannabis Commission

Note: List each project/lease or disposal separately.

Proposed New Construction or Acquisition - Complete for 5 Biennia

Biennium	Agency Priority	Concept/Project Name	Description	GSF	Position Count¹	General Fund	Other Funds	Lottery Funds	Federal Funds	Estimated Cost/Total Funds
2021-23	1	Enterprise Modernization	Management Information System				3,741,288			3,741,288
2023-25	1	Enterprise Modernization	Management Information System				16,500,000			16,500,000
2025-27	1	Enterprise Modernization	Management Information System				6,758,712			6,758,712
2025-27	1	Enterprise Modernization	Management Information System				8,090,000			8,090,000
2027-29	1						0			0

Proposed Lease Changes over 10,000 RSF - Complete for 3 Biennia

Biennium		Location	Description/Use	Term in Years	Total RSF² +/- (added or eliminated)	USF³	Position Count¹	Biennial \$ Rent/RSF²	Biennial \$ O&M⁴/RSF² not included in base rent payment	Total Cost/Biennium
2025-2027	1	PSOB	HQ/Administrative - See Note: New	5 years	23,000	17,000	90	60.48		\$1,391,040
2027-2029	1	PSOB	HQ/Administrative - See Note: Full	2 continued	23,000	17,000	90	60.48		\$1,391,040
2029-2031	1	PSOB	HQ/Administrative - See Note: Addit	likely to be extended	28,000	22,000	122	60.48		\$1,693,440

Planned Disposal of Owned Facility

Biennium		Facility Name	Description
2025-2027	1	HQ/Warehouse	Estimated \$28 million value
2025-2027	1	Milport Warehouse	for both Facilities

BUDGET NARRATIVE

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BUDGET NARRATIVE

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		Totals by Repayment Source	
	General Obligation Bonds	Revenue Bonds		
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	5,002,945		5,002,945	OF
Federal Funds Repayment			-	FF
Total for Equipment/Technology	\$ 5,002,945	\$ -	\$ 5,002,945	
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	5,002,945	-	5,002,945	OF
Federal Funds Repayment	-	-	-	FF
Grand Total 2025-27	\$ 5,002,945	\$ -	\$ 5,002,945	

BUDGET NARRATIVE

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		Totals by Repayment Source		
	General Obligation Bonds	Revenue Bonds			
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	\$	-	\$	-	

BUDGET NARRATIVE

Capital Financing Six-Year Forecast Summary 2029-31

Agency: LIQUOR & CANNABIS COMMISSION
Agency #: 84500

Provide amounts of agency financing needs for the 2029-31 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		Totals by Repayment Source	
	General Obligation Bonds	Revenue Bonds		
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 2029-31	\$	-	\$	-

BUDGET NARRATIVE

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

Oregon Liquor & Cannabis Comm
2025-27 Biennium

Agency Number: 84500

Cross Reference Number: 84500-089-00-00-00000

<i>Source</i>	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
Other Funds						
Dedicated Fund Oblig Bonds	145,455,048	-	-	-	-	-
Interest Income	1,552,138	-	-	-	-	-
Transfer In - Intrafund	36,686	-	-	-	-	-
Total Other Funds	\$147,043,872	-	-	-	-	-

____ Agency Request
2025-27 Biennium

____ Governor's Budget
Page _____

____ Legislatively Adopted
Detail of LF, OF, and FF Revenues - BPR012

BUDGET NARRATIVE

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

Source	Fund	ORBITS Revenue Acct	2021-2023 Actual	2023-25 Legislatively Adopted	Legislatively Approved	2025-27		
						Agency Request	Governor's	Legislatively Adopted
Article XI-Q Bonds	OTHER	0560	\$147,043,872	\$0	\$0	\$0	\$0	TBD

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BUDGET NARRATIVE

OLCC – FACILITIES MAINTENANCE NARRATIVE SUMMARY 2025-27 BUDGET

FACILITIES MAINTENANCE SUMMARY

1. What are the key drivers for your agency's facility needs, and how do you measure space/facility demand?

OLCC's agency owned facilities are aged and our warehouses are at capacity. Industry standards for warehouses and a study performed for OLCC by Deloitte identify optimum warehouse capacity should be near 80% whereas our warehouses are near 100% capacity. OLCC's legislatively approved new warehouse construction project in Canby will support public health and safety through improving the operation of Oregon's distilled spirits control model; Additionally, the relocation of OLCC's headquarters office in 2026 to DAS lease space at the Portland State Office Building will provide efficient business operations into the future.

2. What are the key facility-related challenges over the next 10-years? (Please answer in order of priority)

Maintaining existing facilities and ready properties for sale by the end of FY 2026. Challenges are: Due to OLCC's aged facilities, there is potential need for the replacement of the automatic gate motors in the vehicle cage, repairs to steam pipe plumbing, boiler linkage repair, warehouse heater replacement, repair of fire post indicator valves, repair of fire hydrants, electrical breaker failure, plumbing repair to warehouse restroom, hot water heater replacements, roof repair for leaks, HVAC and control repair, and replacement of the clean agent in server room. Some of these maintenance and repair situations are possible to occur in the 2025-27 biennium and collectively total approximately \$613,000.

3. What do you need to meet these challenge?

Our facilities plan and 2025-27 CSL capital improvement budget of \$258,159 will cover 42% of the potential 2025-27 maintenance and repair needs as listed above. This funding should be adequate to address the needs as they may arise while remaining in our current facilities.

BUDGET NARRATIVE

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BUDGET NARRATIVE

Facility Plan - Facility Summary Report 107BF16a
2025-27 Biennium

Agency Name Oregon Liquor and Cannabis Commission

Table A: Owned Assets Over \$1M CRV		FY 2024 DATA	
Total Number of Facilities Over \$1M	2		
Current Replacement Value \$ (CRV)	1	\$80,390,548	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	291	Office/Admin USF/PC 6 181
			or Agency Measure 7

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 35,651
Total 2023-25 Biennial Lease Cost	\$1,685,514
Additional 2023-25 Costs for Lease Properties (O&M)	9 \$406,728
Office/Administrative Usable Square Feet (USF)	2 35,137
Occupants Position Count (PC)	3 93
	Estimate/Actual 5 99% % USF/GSF
	Office/Admin USF/PC 6 378

Definitions

CRV	1	Current Replacement Value Reported to Risk Management <i>or Calculated Replacement Value Reported from iPlan Facility Conditions Assessment (FCA)</i>
USF	2	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.
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 and fill in #7, "Agency Measure".
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 common areas within a building.
O&M	9	Total Operations and Maintenance Costs for facilities including all maintenance, utilities and janitorial

BUDGET NARRATIVE

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BUDGET NARRATIVE

Facility Plan - Facility O&M/DM Report 107B16b
2025-27 Biennium

Agency Name

Oregon Liquor and Cannabis Commission

Facilities Operations and Maintenance (O&M) Budget
excluding Capital Improvements and Deferred Maintenance
Personal Services (PS) Operations and Maintenance
Services and Supplies (S&S) Operations and Maintenance
Utilities not included in PS and S&S above
Total O&M
O&M \$/SF

1	2021-23 Actual	2023-25 LAB	2025-27 CSL Budgeted	2027-29 Budgeted
	\$490,312	\$510,905	\$514,028	\$547,731
	\$1,149,570	\$965,612	\$1,161,899	\$1,210,699
	\$425,280	\$389,143	\$426,890	\$444,819
	\$2,065,162	\$1,865,660	\$2,102,817	\$2,203,249
	7.28	6.58	7.41	7.77

Total O&M SF

283,714 Include only the SF for which your agency provides O&M funding.

O&M Estimated Fund Split Percentage %

2	General Fund	Lottery Fund	Other Funds	Federal Funds
			100%	

Deferred Maintenance Funding In Current Budget Model

Total Short and Long Term Deferred Maintenance Plan for
Facilities

3	2025-27 Biennium	Ongoing Budgeted (non POP)	Ongoing Budgeted (non POP)
4,5,6	Current Costs 2024	2025-27 Budgeted SB 1067 (2% CRV min.)	2027-29 Projected SB 1067 (2% CRV min.)
	\$14,558,264	\$20,869,605	\$1,607,811
	\$0	\$0	
	\$0	\$0	
	\$14,558,264	\$20,869,605	
	18.109%	25.960%	16.109%

Assets CRV

\$80,390,548 Current Replacement Value Reported to Risk or Calculated Replacement Value Reported from Facility Conditions Assessment (FCA)

Process/Software for routine maintenance (O&M)
Process/Software for deferred maintenance/renewal

OLCC uses spreadsheets to track building assests/components, maintenance requests & needs.
OLCC uses spreadsheets to track building assests/components, maintenance requests & needs.
Facility maintenance is included as a separate item in the agency requested budget on a biennial basis.

Provide narrative

Provide narrative

Provide narrative

Process for funding facilities maintenance

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 amount for
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 accommodate
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 building and
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 changes to
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)

BUDGET NARRATIVE

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BUDGET NARRATIVE

INFORMATION TECHNOLOGY - PROJECT PRIORITIZATION MATRIX

BUDGET NARRATIVE

Enterprise IT Project Prioritization 2025–27			Project Example	Cannabis & Alcohol Mgt. Program (CAMP- AKA MLLC)	Distilled Spirits Supply Chain (DSSC)
TOTAL PROJECT SCORE (0-100)			100	93	87
CRITERIA	WEIGHT	SCORING GUIDE			
Technology and Strategic Alignment	35%	WEIGHTED SUBTOTAL	35	35	29
Alignment to Strategic Plans <ul style="list-style-type: none">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 data—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	3	2
Technology Best Practices and Priorities <ul style="list-style-type: none">Does this investment align with and support the following enterprise information technology priorities?<ul style="list-style-type: none">Information Security . Improving the security and resilience of the state's systemsModernization . Optimizing service delivery through resilient, adaptive, secure, and customer-centered digital transformationA 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 infrastructureDoes 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, security principles, and other modern hosting technologies)?For system modernizations that include data or data systems, has the agency evaluated the current data being collected, its overall quality, and a migration approach if relevant?Has there been evaluation of the data contained within the system to see if changes need to be made to the data collection itself?			3	3	3

BUDGET NARRATIVE

Business and People-Centered Approach	25%	WEIGHTED SUBTOTAL	25	25	25
People-Centered Approach <ul style="list-style-type: none"> • 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 communities? • Has the agency utilized the Racial Equity Toolkit within the DEI Action Plan in assessing and planning the project? • If the investment is for agency use, does it improve the agency users' experience? 		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	3
Business Process Transformation <ul style="list-style-type: none"> • 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	3
Investment Risk <ul style="list-style-type: none"> • 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	3

BUDGET NARRATIVE

Agency Readiness and Solution Appropriateness	40%	WEIGHTED SUBTOTAL	40	33	33
Organizational Change Management (OCM) <ul style="list-style-type: none"> 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	3
Solution Scale and Approach <ul style="list-style-type: none"> 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 <i>EIS Cloud Forward</i> (p.4) or <i>Modernization Playbook</i> (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	3
Capacity <ul style="list-style-type: none"> 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 equitable hiring, retention, and promotion practices? 		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	2

BUDGET NARRATIVE

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

2

2

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

Scores

3
2
1
0

BUDGET NARRATIVE

OLCC Enterprise Modernization Business Case Addendum Distilled Spirits Supply Chain and Marijuana/Liquor Licensing and Compliance Projects

The OLCC's Enterprise Modernization Program is made up of two projects that will address insufficient, inefficient, and disjointed legacy Marijuana and Alcohol Licensing and Compliance (MLLC), and Distilled Spirits Supply Chain (DSSC) program technology systems.

Program/Project Health

The MLLC project (also known as Cannabis & Alcohol Management Program – CAMP) is a phased project and experienced a successful phase one launch for Cannabis Licensing in March 2024. Alcohol Licensing is scheduled for go-live August 2024. The MLLC project status is green/on track for scope, schedule, and budget.

The DSSC project is currently in the procurement process for a solution vendor. There have been several schedule setbacks for the DSSC project including a failed Request for Proposal in 2023. As the DSSC project is required to be implemented in order for the new warehouse project to The DSSC Schedule status is red/severely delayed, while scope remains green/on track. During the procurement process, the DSSC budget is currently green and will be reevaluated after a contract is awarded.

Schedule Baselines

Project	Project Start Date	Date Baseline Occurred	Baseline End Date	Projected End Date	Variance Amount (Days)	Variance Percentage
MLLC	5/31/2022	05/31/22	07/15/25	07/15/25	0	0.0%

- The MLLC project has not re-baselined since the original in 2022.
- There is no schedule baseline as of yet for the DSSC project.

Budget Baselines

Project Vendor	Date Baseline Occurred	Baseline Budget	Estimate At Complete	Variance Amount	Variance Percentage
MLLC	4/12/2022	\$14,552,616.50	\$14,552,616.50	\$ -	0.0%

- The MLLC project has not re-baselined since the original in 2022.
- There is no budget baseline as of yet for the DSSC project.

BUDGET NARRATIVE

Program Funding

OLCC has been granted some funding through General Obligation Bonds for the Enterprise Modernization Program through Policy Option Package (POP) 101 from the 2021 legislative session. POP 101 includes a bonding model to fund the relocation of OLCC’s distribution center, related construction, and conveyors in addition to the Enterprise Modernization program.

Subsequently, OLCC was also granted the ability to carry the bond funding across biennia in POP 301 from the 2023-2025 session. As a revenue-generating agency, OLCC was also provided “other funds” budget limitation dedicated to ongoing, non-bondable costs. Non-bondable costs can include things such as annual licensing, training, hosting, subscription, and SaaS fees.

POP 102 for the 2025-2027 session requests the ability to carry bond funding across the biennia.

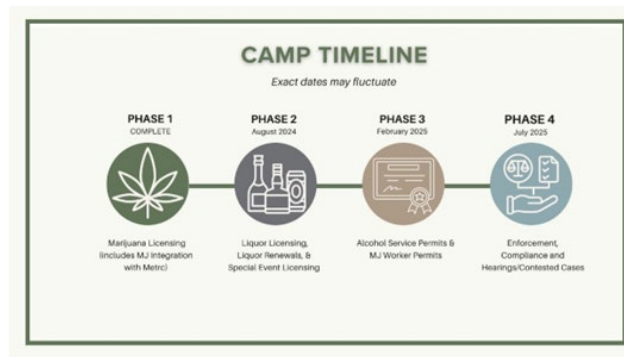
Funding Extensions

OLCC is requesting that the bond funding be extended throughout the 25-27 biennium to cover the project costs through project close out. As identified in the schedule section above, the MLLC project is currently scheduled for implementation through July 2025 followed by project close out. Costs for the project will be incurred at the beginning of the 25-27 biennium. The DSSC project schedule is yet to be identified, but based on scope and first round responses to the RFP, OLCC anticipated the project will extend through calendar year 2026.

Completed/Planned Project Work

Since June 2022 the the MLLC project kicked off with the solution vendor, Computronix, the OLCC has performed fit/gap sessions for three of four project phases. These phases include Cannabis Licensing, Alcohol Licensing, and Permits. The last phase, Compliance and Hearings will start their fit/gap sessions in June 2024.

Cannabis Licensing went into production on March 18, 2024. Alcohol Licensing is planned to go live on August 2024. Alcohol Service Permits and Marijuana Worker Permits are planned to go live February 2025. Alcohol Licensing phase is currently in user acceptance testing (UAT) for the August go live date.



BUDGET NARRATIVE

INFORMATION TECHNOLOGY PROJECT BUDGET SPREADSHEET

Policy Group	Agency Name	IT Project Name	PPM Idea/ Project ID	PPM Idea/Project Name	Mandate	Short Description	Start Date	End Date	Policy Option Package Request (Y/N)	POP #	Total Budget \$ (PPM)	Total Cost	Previous Biennium (2023 -2025) OF Cost	Current Biennium (2025-2027) OF Cost	Future Biennia (2027 - and ongoing) OF Cost
Administration and Business Services	ABC	Example Project	P-00009999	Agency Idea/Project Name	Legislature	This is effort replaces the previous example project. The MLLC project (AKA CAMP) replaces manual processes and ineffective technology. The CAMP system will create one unified database for licensing, permits, and compliance activities, streamlining processes for staff and creating better data tracking. Additionally, CAMP provides more robust functionality for applicants for faster applications and remove barriers to employment.	2024-03-01	2025-05-01	Yes	999	1015000	\$ 1,015,000.00	\$ -	\$ -	\$ -
Public Safety	OLCC	Marijuana Liquor Licensing and Compliance (MLLC, AKA CAMP)	P-00000941	OLCC EM - Marijuana and Liquor Licensing & Compliance (AKA CAMP)	None	The MLLC project (AKA CAMP) replaces manual processes and ineffective technology. The CAMP system will create one unified database for licensing, permits, and compliance activities, streamlining processes for staff and creating better data tracking. Additionally, CAMP provides more robust functionality for applicants for faster applications and remove barriers to employment.	2018-08-02	2025-10-31	Yes	POP 101 & 103	14,552,617	14,552,617	\$ 5,944,661.00	\$ 1,617,365.00	\$ 704,035.00
Public Safety	OLCC	Distilled Spirits Supply Chain (DSSC P-00000940)		OLCC-EM - Distilled Spirits Supply Chain	None	The distilled spirits supply chain project replaces a spaghetti monster of 40+ individual applications, some of which are more than 30 years old. This daisy chain of applications currently supports Oregon's distilled spirits industry, which brings in more than a billion dollars, with distributions to the General Fund, cities, counties, and alcohol/addiction services. The Microsoft Platform selected will create one integrated solution that will operate the OLCC's new warehouse in Canby, track product from manufacturer to warehouse to liquor store to consumer, and will manage financial and freight services.	2018-08-02	2027-06-30	Yes	POP 101 & 103	40,191,211	TBD	\$ 901,495.00	\$ 10,144,392.00	TBD *

*currently negotiating contract costs with the DAS Procurement & the DSSC Vendor

BUDGET NARRATIVE

KEY PERFORMANCE MEASURES 2025 - 2027 biennium

BUDGET NARRATIVE

Legislatively Approved 2023 - 2025 Key Performance Measures

Published: 5/10/2023 1:53:10 PM

Agency: Oregon Liquor and Cannabis Commission

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 2024	Target 2025
1. Sales to Minors - Percentage of licensees who refuse to sell to minor decoys.		Approved	70%	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%	12%	12%
3. Licensing Time - Average days from application receipt to license issuance.		Approved	98	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	78%	85%	85%
	Helpfulness		78%	85%	85%
	Availability of Information		62%	85%	85%
	Overall		71%	85%	85%
	Timeliness		64%	85%	85%
	Accuracy		72%	85%	85%
5. OLCC Rate of Return - Net OLCC distribution divided by actual expenses.		Approved	\$2.30	\$2.25	\$2.25
6. Best Practices - Percent of total best practices met by the Board.		Approved	99%	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	0%	90%	90%
8. Time to license- marijuana - Average days to license completed marijuana applications.		Approved	83	85	85

LFO Recommendation:

The Legislative Fiscal Office recommends key performance measures as presented. The LFO recommendation includes adjusting the target for KPM 5 - OLCC Rate of Return - to \$2.25 for every dollar spent on liquor- related expenses, from the previous target of \$2.50. The OLCC has capital expenditures and debt service that will be incurred related to its move to a new warehouse and headquarters facility, associated debt service payments, and automatic escalation that was included in changes to the compensation formula for liquor and distiller agents. Given these factors, the previous target of \$2.50 is unlikely to be attainable for the foreseeable future.

The OLCC conducted no minor decoy operations for recreational marijuana sales to minors in the 2021 and 2022 fiscal years. The last reported result of a 90% compliance rate for KPM #7 was for fiscal year 2020.

SubCommittee Action:

The Subcommittee approved the LFO recommendation on Key Performance Measures.

BUDGET NARRATIVE

AUDITS RESPONSE REPORT 8/1/2024

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 2022*.

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 2022:

1. Secretary of State ***FY2023 Statewide Single Audit Report*** dated 4/30/2024
 - ✓ The audit identified two significant internal control deficiencies:
 - **2023-013:** Month-end transfer process from the Liquor Control fund to cities and the General Fund resulted in inappropriately disbursing more than is statutorily required at year-end.
 - **2023-014:** All liquor agents are required to have an inventory audit once per fiscal year. In FY 2023, 22 liquor agents did not receive an inventory audit.
 - ✓ Recommendations included strengthening internal controls to ensure the appropriate amount is being distributed within the required 35 days, and ensuring audits are scheduled for all agents who were not audited within the last fiscal year.
 - ✓ Management agreed with all recommendations, and implementation is in progress.
2. Secretary of State ***FY2022 Statewide Single Audit Report*** dated 7/27/2023
 - ✓ The audit identified one significant internal control deficiency:
 - **2022-017:** Procedures for opening and sorting mail do not align with state policy for dual custody of cash and checks, and there were no compensating controls in place to ensure all checks received in the mail were recorded.
 - ✓ Recommendation was to implement cash receipting procedures to ensure checks are safeguarded, property tracked, and accounted for in the financial records in accordance with state policy.
 - ✓ Management agreed with the recommendation, and implementation is in progress.

BUDGET NARRATIVE

3. Secretary of State 2023-15 dated 4/28/2023: ***Oregon Needs to Modernize Cannabis Laws to Help Grow the State's Economy and to Ensure Equitable Opportunities and Benefits for all Communities***
 - ✓ The objectives of this audit were to:
 - 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.
 - ✓ Recommendations included reforming rules that were in place to avoid federal intervention, gathering demographic data on cannabis licensees, and assessing the moratorium's impact on those most negatively impacted by the prohibition of cannabis.
 - ✓ Management agreed with all recommendations, and implementation is in progress.
4. 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 implementation is in progress.

Audits prior to February 2022 related to OLCC Policy Option Packages:

5. 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
101	IT Modernization Capital Project – Bonded: The 25-27 Agency Request Budget (ARB) recommends using \$11,761,657 to complete IT modernization projects, including the Cannabis and Alcohol Management Program (CAMP), OLCC's new licensing software.	SOS 2023-15, Recommendation 2; SOS 2019-04 Recommendation 2	<ul style="list-style-type: none"> • To better understand the obstacles of past cannabis prohibition for people of color and create harm reduction strategies, and ensure programming, services, laws, and rules related to cannabis are aligned with the diversity, equity, and inclusion values of the state, OLCC should: Ensure its replacement cannabis licensing system has the

BUDGET NARRATIVE

POP	POP Description	Audit Reference	Helps Address Audit Findings / Recommendations
			<p>capacity to gather demographic data and generate reports encouraged in Oregon's DEI Action Plan.</p> <ul style="list-style-type: none"> Continue to develop baselines, dashboards, and other data monitoring practices, such as setting reasonableness thresholds to help identify higher risk marijuana transactions.
103	IT Modernization – Non-bonded items: The 25-27 ARB recommends using \$1,064,470 to fund CAMP training, closeout, and non-bondable maintenance and subscription costs.	SOS 2023-15, Recommendation 2; SOS 2019-04 Recommendation 2	<ul style="list-style-type: none"> To better understand the obstacles of past cannabis prohibition for people of color and create harm reduction strategies, and ensure programming, services, laws, and rules related to cannabis are aligned with the diversity, equity, and inclusion values of the state, OLCC should: Ensure its replacement cannabis licensing system has the capacity to gather demographic data and generate reports encouraged in Oregon's DEI Action Plan. Continue to develop baselines, dashboards, and other data monitoring practices, such as setting reasonableness thresholds to help identify higher risk marijuana transactions.
104	Marijuana Staffing and Vehicles: The 25-27 ARB recommends using \$966,248 to fund a Director of Marijuana Licensing and a Director of Marijuana Compliance	SOS 2019-04, Recommendations 2 and 4	<ul style="list-style-type: none"> 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.

BUDGET NARRATIVE

AUDITS RESPONSE REPORT - FY23 AUDIT RESULTS STATUS LETTER

BUDGET NARRATIVE

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Oregon

Tina Kotek, Governor

Liquor & Cannabis Commission

9079 SE McLoughlin Blvd.
Portland, Oregon 97222-7355

503-872-5000

800-452-6522

www.oregon.gov/olcc

January 23, 2024

Michelle Searfus, Audit Manager
Secretary of State
255 Capitol Street NE, Suite 180
Salem, OR 97310

Dear Michelle:

In response to Secretary of State's Fiscal Year 2023 Management letter, I have included the tables below regarding the Oregon Liquor and Cannabis Commission (OLCC) responses.

Finding	Recommendation	Management Response	Corrective Action Planned & Anticipated Completion Date	Name of Contact Person Responsible for Corrective Action
Strengthen controls over statutorily required transfers and distributions	Commission management should strengthen internal controls to ensure the accounting systems reconcile and that the appropriate amount is being distributed to cities and transferred to the General Fund within the required 35 days.	OLCC agrees with the recommendation and the agency has already begun the work to address this finding.	OLCC will implement the appropriate controls and procedures to address this finding by June 30, 2024.	Kailean Kneeland, OLCC Chief Financial Officer

Finding	Recommendation	Management Response	Corrective Action Planned & Anticipated Completion Date	Name of Contact Person Responsible for Corrective Action
Ensure timely completion of agent inventory audits	Commission management should complete agent inventory audits for all agents that haven't had one within the last 12 months as soon as possible. Management should also ensure controls are documented in formal written procedures.	OLCC agrees with the recommendation and the agency has already begun the work to address this finding.	OLCC will ensure audits are scheduled for the agents who were not audited within the last fiscal year and the appropriate procedures are documented by June 30, 2024.	Kailean Kneeland, OLCC Chief Financial Officer

If you have any questions or need any additional information regarding these responses, please let us know.

Sincerely,



Craig Prins
Executive Director

Oregon Liquor and Cannabis Commission

CC: Rob Hamilton, SARS Manager
Tara Wasiak, OLCC Deputy Director
Kailean Kneeland, OLCC Chief Financial Officer
Jean-Aime Polneau, OLCC Financial Reporting & Accounting Manager
Nicole Pexton, OLCC Internal Auditor

BUDGET NARRATIVE

SOS AUDIT - MODERNIZE CANNABIS LAWS RESPONSE LETTER 3/23/2023

BUDGET NARRATIVE

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Oregon

Tina Kotek, Governor

Liquor & Cannabis Commission

9079 SE McLoughlin Blvd.
Portland, Oregon 97222-7355
503-872-5000
800-452-6522
www.oregon.gov/olcc

March 23, 2023

Kip Memmott, Director
Secretary of State, Audits Division
255 Capitol St. NE, Suite 180
Salem, OR 97310

Dear Mr. Memmott,

This letter provides a written response to the Audits Division's final draft audit report titled: "Oregon Needs to Modernize Cannabis Laws to Help Grow the State's Economy and to Ensure Equitable Opportunities and Benefits for all Communities."

Thank you for the opportunity to provide a response and share more about the agency's successes and deep expertise as a national leader in the cannabis regulatory space—all of which are relevant to the findings in this audit.

The mission of the OLCC is to support businesses, public safety, and community livability through education and the enforcement of liquor and marijuana laws. Since Oregon voters legalized recreational marijuana in 2014 with Measure 91, the OLCC has been dedicated to building a regulatory system that is highly adaptable to the changing needs of the burgeoning marijuana industry while protecting consumers. To that end, agency staff worked closely with legislators and industry for nine years on appropriate and necessary adaptations to prepare the state for opportunities and respond to emerging issues. Agency leadership is dedicated to continuing along this trajectory as well as taking an open posture to new policy concepts and regulatory approaches.

As noted in the audit report, the Cole Memorandum has been rescinded. However all of the points addressed in the memo remain in ORS 475C, the Oregon state law that directs the agency's work. Put differently, the Cole Memorandum guidance and regulatory framework therein remains the backbone of Oregon's recreational marijuana laws. Thousands of collaborative conversations with industry stakeholders, legislators, and other jurisdictional authorities as well as partner agencies formed the basis of the OLCC's comprehensive regulatory framework for adult-use marijuana. The commission continues to engage licensees and other stakeholders in annual revisions to our rules and policies to better support licensees, their businesses, and Oregonians. Whether or not the current federal government administration considers the Cole Memo regulatory guidance a guiding light, it remains OLCC's responsibility to maintain a regulated system. Moreover, as the audit identifies, marijuana

businesses, through no fault of their own, face unique public safety and security risks that no other industry faces. These concerns must also be front and center in OLCC's considerations so that all participants in the industry – owners, employees, and customers – are safe and secure. The agency set a strong policy, business process, and technology foundation through administrative rulemaking and worked closely with legislators to develop approaches and systems that support the industry in maturing in a free-market economy. In fact, the agency's success in cooperation with the industry and legislature is evidenced by avoidance of federal prosecution when the Cole Memorandum was in effect. Together with the legislature and industry partners, OLCC policy is regularly emulated by other U.S. states that are initiating or revising their marijuana policy.

In preparation of the Federal government potentially allowing for interstate commerce of cannabis products, the OLCC anticipates that only the highest quality products from well-regulated systems, that have recognized testing, packaging, labeling, and traceability standards, will be allowed for sale into other states. These standards enable consumer protection, which has been an executive branch priority for state agencies, including OLCC for the past two administrations and the current one. For nine years, the OLCC has been able to effectively walk the line between support for industry, so that they can thrive and prepare for expansion, while minimizing public health and consumer protection tragedies. Feedback the agency received from other state agencies that regulate marijuana agree that Oregon's regulatory system is optimally supportive of industry. Agency leadership is dedicated to supporting and preparing Oregon businesses so they are ready to successfully transition from a closed state system to an open national market. OLCC believes it will be successful, as legislators and industry members collaborate together with the agency on planning and plan execution in the coming years.

Below is our detailed response to each recommendation in the audit.

When preparing for the future expansion of the adult recreational cannabis industry and to further Oregon's equity goals, OLCC should:

RECOMMENDATION 1

Identify and reform its rules which are in place primarily to avoid federal intervention, and which presume cannabis businesses will engage in illegal activity, specifically:

- a. Reevaluate the public purpose and economic impact of regulations like the requirements for steel doors and 24-hour video surveillance.
- b. Implement seed to sale batch tagging to balance accountability for reporting and compliance with lower costs for producer licensees and medical growers required to report in METRC.

Agree or Disagree with Recommendation	Target date to complete implementation activities	Name and phone number of specific point of contact for implementation
Agree	1/1/2024	A. Borup 503-504-3052

Narrative for Recommendation 1

The OLCC has already undertaken rulemaking to change from individual plant tags to batch tagging. At the Commission meeting on March 16, 2023 the commission approved the rules, making the rules effective January 1, 2024. Until the effective date, OLCC will be working with the cannabis tracking system (“CTS”) vendor on implementation and will provide guidance to businesses as those changes are made.

The OLCC has modified many of our violations related to security requirements in the past two years and will evaluate steel doors and video camera requirements during the 2023 cycle of rulemaking. That evaluation process will include stakeholders such as licensees and public health and safety partners.

To better understand the obstacles of past cannabis prohibition for people of color and create harm reduction strategies, and ensure programming, services, laws, and rules related to cannabis are aligned with the diversity, equity, and inclusion values of the state, OLCC should:

RECOMMENDATION 2		
Ensure its replacement cannabis licensing system has the capacity to gather demographic data and generate reports encouraged in Oregon’s DEI Action Plan.		
Agree or Disagree with Recommendation	Target date to complete implementation activities	Name and phone number of specific point of contact for implementation
Agree	12/31/2023	A. Borup 503-504-3052

Narrative for Recommendation 2

The current OLCC licensing system does not collect demographic data to the level needed to comply with the DEI Action Plan. As a result, the state does not have the necessary data by which to benchmark diversity among Oregon’s cannabis licensees, to better understand the obstacles and create harm reduction strategies, and to evaluate the efficacy and outcomes of its regulatory efforts. OLCC is in the process of developing and replacing its current licensing system, with an implementation of the new system planned for Fall 2023, followed by the collection of this data in the near future. Additionally, the agency acknowledges and deeply values that this data is critical for making the marijuana system a place where all residents may

be included and all feel they can belong within it. Access to opportunity is critical and the agency continues to be dedicated to working with other public sector agencies that offer grant funding to address historical injustices and ultimately overcome continued barriers to equity and access.

RECOMMENDATION 3 As part of the annual reporting required by House Bill 4016, OLCC should include an assessment of the impact the moratorium has on those most negatively impacted by the prohibition of cannabis.		
Agree or Disagree with Recommendation	Target date to complete implementation activities	Name and phone number of specific point of contact for implementation
Agree	March 20, 2023 and March 20, 2024	A. Borup 503-504-3052

Narrative for Recommendation 3

The first report required by HB 4016 is due by March 20, 2023; the agency will include an assessment of the moratorium as it relates to people most negatively impacted by the prohibition of marijuana in the 2023 and 2024 reports.

Please contact Amanda Borup at 503-504-3052 with any questions.

Sincerely,


Craig Prins (Mar 24, 2023 08:24 PDT)

Craig Prins
Executive Director
Oregon Liquor and Cannabis Commission

cc: Chairman Marvin Revoal, Nathan Rix, Rich Evans, Rosetta Shatkin, Amanda Borup

BUDGET NARRATIVE

AUDITS RESPONSE REPORT - FY22 SOS AUDIT RESPONSE LETTER

BUDGET NARRATIVE

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Oregon

Tina Kotek, Governor

Liquor & Cannabis Commission

9079 SE McLoughlin Blvd.
Portland, Oregon 97222-7355

503-872-5000

800-452-6522

www.oregon.gov/olcc

February 13, 2023

Michelle Searfus, Audit Manager
Secretary of State
255 Capitol Street NE, Suite 180
Salem, OR 97310

Dear Michelle:

In response to Secretary of State's Fiscal Year 2022 Management letter, I have included a table below regarding the Oregon Liquor and Cannabis Commission (OLCC) response.

Finding	Recommendation	Original Management Response	Corrective Action Planned	Name of Contact Person Responsible for Corrective Action
Need to implement cash receipting procedures to ensure checks are safeguarded, properly tracked, and accounted for in the financial records in accordance with state policy (OAM 10.10.00.PR.101; OAM 10.20.00.PR.124).	Implement cash receipting procedures to ensure checks are safeguarded, properly tracked, and accounted for in the financial records in accordance with state policy (OAM 10.10.00.PR.101; OAM 10.20.00.PR.124).	OLCC agrees with the recommendation.	OLCC will implement the appropriate procedures to ensure compliance with state policy by March 31, 2023.	Kailean Kneeland, OLCC Chief Financial Officer

Thank you for your consideration

Sincerely,



Steve Marks
Executive Director
Oregon Liquor and Cannabis Commission

CC: Rob Hamilton, SARS Manager
Kailean Kneeland, OLCC Chief Financial Officer
Nathan Rix, OLCC Deputy Director
Nicole Pexton, OLCC Internal Auditor

BUDGET NARRATIVE

AUDITS RESPONSE REPORT - FY20 & FY21 AUDIT RESULTS LETTER

BUDGET NARRATIVE

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Oregon

Kate Brown, Governor

Liquor and Cannabis Commission
9079 SE McLoughlin Blvd.
Portland, Oregon 97222-7355
503-872-5000
800-452-6522
www.oregon.gov/olcc

September 16, 2022

Karen Williams, Statewide Financial Compliance Analyst
Statewide Accounting and Reporting Services (SARS)
155 Cottage Street NE
Salem, OR 97301

Dear Karen:

In response to your inquiry, I have included a table below regarding the status of the prior year audit findings from fiscal years 2020 and 2021 at the Oregon Liquor and Cannabis Commission (OLCC).

Finding #	Finding	Recommendation	Original Management Response	Original Corrective Action Planned	Progress	Reported Status	Management Response Update (as of 09/16/2022)
2021-008	Strengthen controls over statutorily required transfers	Strengthen internal controls to ensure the accounting systems reconcile and that the appropriate amount is being transferred to the General Fund each month.	OLCC agrees with the recommendation. The reconciliation process should be conducted and monitored on a regular basis within a 12-month period. The COVID pandemic and staff shortages have severely curtailed the agency's ability to perform routine reconciliations recently.	Within the 2022 fiscal year, the reconciliation process should be conducted monthly. There is still a concern of continued staffing shortages. In an effort to expedite this completion OLCC is working with a temporary agency to hire an Accountant 3 to help bring the agency process up-to-date. Once current, an OLCC staff member will be handling this on a routine basis.	Finding has been partially resolved.	Partial corrective action was taken.	A temp. has been working on the annual reconciliations since he started in May 2022. He has completed data entry and reconciled many differences through FY 2020 and is currently working on FY 2021. OLCC plans to continue using a temp. in this role until the reconciliations are caught up.

Finding #	Finding	Recommendation	Original Management Response	Original Corrective Action Planned	Progress	Reported Status	Management Response Update (as of 09/16/2022)
2020-011	Ensure timely completion of agent inventory audits	Complete agent inventory audits for all stores that haven't had one in the last 12 months as soon as possible. We also recommend management ensure control processes for agent audits are documented in formal written procedures.	OLCC conducted 284 audits during FY21, an increase of 60 stores (26.8%) over FY20 with only eight stores remaining that were not audited in FY21. We will continue to audit our stores through mid-November and restart in January after the busy holiday season.	Partial corrective action taken, continue work to complete work on this finding.	Finding has been partially resolved.	Partial corrective action was taken.	Partial corrective action began, but the agency has fallen further behind since COVID continued to impact our ability to perform audits. Some stores outside of the local area that were scheduled called at the last minute saying employees had COVID and they needed to close and didn't want to put anyone at risk. We have not yet set a policy to include the risk based factor of these audits, but that is something OLCC will be considering. Currently there are 31 stores that have gone beyond a twelve month audit period.

Finding #	Finding	Recommendation	Original Management Response	Original Corrective Action Planned	Progress	Reported Status	Management Response Update (as of 09/16/2022)
2020-012	Strengthen controls over system access	Perform regular, periodic system access reviews to ensure the continued appropriateness of assigned user access. We also recommend management update their policy to align with their decisions for meeting the control objectives.	OLCC has assigned an Office Information Systems (OIS) team member to review, quarterly, access and usage to the following OLCC systems: Agent Revenue Management (ARM), Daily Sales, Merchandising Business, Non-Budget Vouchers (NBV), Financials, and Oregon Liquor Agent Services. The first quarterly review was performed in November 2020. During FY 2021, OLCC reviewed usage for the above-mentioned systems based on logins but did not review overall access. The quarterly reviews in the future will include both access and usage. Results of the monitoring are communicated to the Director of Finance and the CFO. OLCC will update our policy to align with this new practice.	Partial corrective action taken, continue work to complete work on this finding.	Finding has been resolved.	Corrective action was taken.	Beginning for the quarter ending 12/31/2021, OLCC has been sending two quarterly audits to managers each quarter (one based on logins and one on permissions only).

If you have any questions or need any additional information please let me know.

Respectfully,



Kailean Kneeland
Chief Financial Officer
Oregon Liquor and Cannabis Commission

cc: Nicole Pexton, OLCC Internal Auditor

BUDGET NARRATIVE

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BUDGET NARRATIVE

2025 -2027 AFFIRMATIVE ACTION PLAN

BUDGET NARRATIVE

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2025-2027 Affirmative Action Plan

Oregon Liquor and Cannabis Commission



Oregon

Tina Kotek, Governor

Liquor & Cannabis Commission

9079 SE McLoughlin Blvd.
Portland, Oregon 97222-7355
503-872-5000
800-452-6522
www.oregon.gov/olcc

October 31, 2024

Juliet Valdez-Locke
Affirmative Action Manager | Office of Cultural Change
Department of Administrative Services
155 Cottage Street NE #U90, Salem, OR 97301

Dear Juliet,

I am pleased to share with you the Oregon Liquor and Cannabis Commission (OLCC) 2025-2027 Affirmative Action Plan. The plan highlights our accomplishments in diversity, equity, inclusion and community engagement, as well as our goals for continuing to attract and maintain a diverse workforce.

Our accomplishments in the 2023-2025 biennium include activities by an active Diversity Equity Inclusion and Belonging (DEIB) team made up of agency employees. They develop a monthly newsletter talking about DEI-related topics and review policies and procedures to determine if the agency is conducting them in a manner to include underrepresented communities. The agency has also included licensees and business partners to ensure that our licensing practices and procedures are all-inclusive and equitable to help licensees and business partners be successful throughout the state.

For 2025-2027, we are committed to focus on the agency's workforce to attract, recruit and retain underrepresented groups as well as having all managers and employees continue the work toward an inclusive workplace. Goals also include attracting and retaining diverse licensees and business partners, which is important to the mission and vision of the agency.

OLCC adopted an agencywide strategic plan that includes DEI goals in August 2024. This 2025-2027 Affirmative Action plan was created to work with the strategic plan's diversity, equity and inclusion initiatives, not only for OLCC employees, but also licensees and partners in the cannabis and alcohol industries.

If you have questions about the plan or want more information, please contact me at 971-442-2510 or Tara Wasiak, Deputy Director at 971-373-3169.

Sincerely,

Craig Prins
OLCC Director

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Agency Overview

The Oregon Liquor and Cannabis Commission (OLCC) is responsible for regulating the sale and service of alcoholic beverages in Oregon by administering the state's Liquor Control Act and regulating 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 the OLCC's licensed marijuana retail shops.

The OLCC 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. The agency is comprised of four major operational programs: the Distilled Spirits Program, the Recreational Marijuana Program, the Public Safety Program and the Medical Marijuana Program. All four programs are supported by the Administration, Financial Services, and Support Services divisions. Revenue generated from these programs helps support state and local government programs.

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. The OLCC's Public Safety Program licenses and regulates businesses in the alcohol industry such as manufacturers, wholesalers, bars, restaurants, grocery stores, and convenience stores.

The Recreational Marijuana Program is exclusively authorized to make recreational and medical grade 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 OLCC's Public Safety Program is responsible for licensing and regulating the operation of the recreational marijuana industry in Oregon.

The Medical Marijuana Program is responsible for the tracking of any OMMP grow (producer) that is registered to produce marijuana for three or more patients, OMMP processing sites and OMMP dispensaries. The Oregon Health Authority administers the OMMP.

The OLCC also enforces the Bottle Bill. Under this law, most beverages sold in Oregon have a 10-cent refund value and stores and redemption centers must redeem empty containers.

Mission

OLCC's updated 2024-2028 strategic plan outlines the mission and objectives of the agency:

"OLCC oversees access to alcohol and cannabis products in Oregon through education, regulation, and distilled spirits distribution. Our aim is to protect public health and safety while supporting responsible businesses and providing funding for local and state agencies.

To achieve this mission, the OLCC has four strategic objectives for the next four years:

- Efficient, Modernized Operations & Outcomes
- Balance Regulation, Compliance, Enforcement and Education in Public Safety
- Positive Business Environment; and
- Equity and Inclusion: Commitment and Action.

Vision

To be recognized as a model in management and regulation of alcohol and cannabis, with measurable success in reducing harm, fostering responsible business practices, and supporting economic development.

To accomplish our vision, we will:

- Act with transparency, integrity, equity and respect, reflecting our dedication to our staff, licensees, permittees, agents, and the communities we serve.
- Promote health and safety through evidence-based policies, quality education, and collaboration with our public health and recovery community partners.
- Ensure diligent, fair enforcement of all laws and rules designed to protect and guide consumers and businesses, including Oregon's Bottle Bill.
- Create and sustain innovative, robust systems and processes to support Oregon's alcohol, cannabis and related industries.
- Efficiently generate revenue to fund local and state government programs and services.
- Provide outstanding and responsive customer service, with a focus on operational effectiveness and continuous improvement.
- Cultivate an inclusive, diverse, and equitable environment for our workforce, emphasizing a culture rooted in excellence and teamwork

Key Roles

Executive Director

Craig Prins
9079 SE McLoughlin Blvd., Portland
971-442-2510
Craig.Prins@olcc.oregon.gov

Governor's Policy Advisor

Constantin Severe, Deputy General Counsel
constantin.severe@oregon.gov

Affirmative Action Representative

Tara Wasiak, Deputy Director
9079 SE McLoughlin Blvd., Portland
971-373-3169
Tara.Wasiak@olcc.oregon.gov

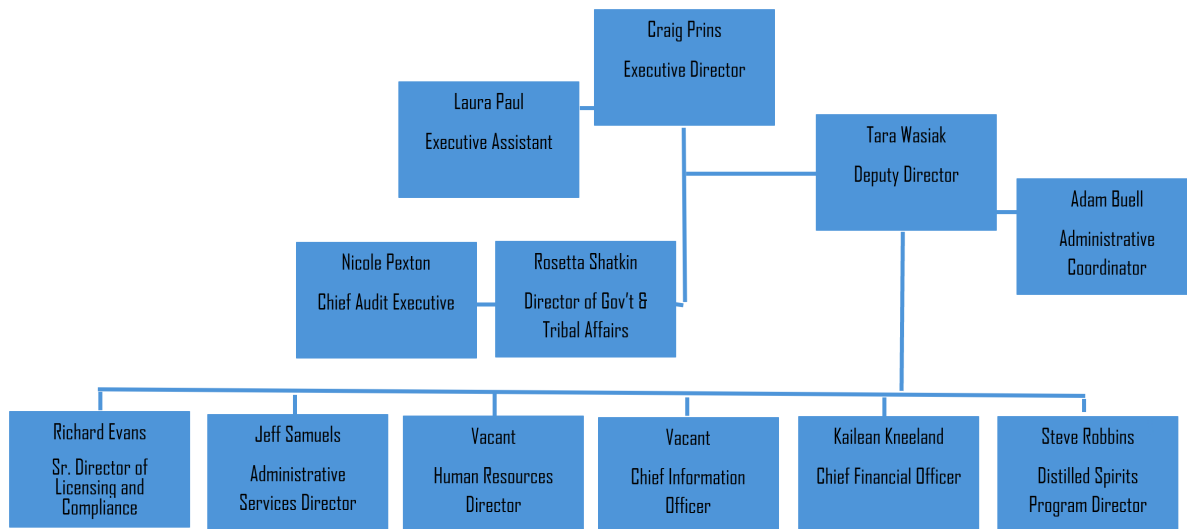
COBID Contracting and Procurement Lead

Shirley Smith, Procurement Manager, Designated Procurement Officer (DPO)
9079 SE McLoughlin Blvd., Portland
971-645-1444
Shirley.A.Smith@olcc.oregon.gov

Equity leader

Although there is not a single point of contact at OLCC dedicated to equity, OLCC promotes Diversity, Equity, Inclusion, and Belonging through a staff-led committee (DEIB committee).

OLCC Organizational Chart



Roles for Implementation of Affirmative Action Plan

OLCC's Board of Commissioners

Responsibility:

- Ensure agency efforts to improve conditions for our diverse constituency.

Accountability:

- OLCC's nine commissioners support and oversee all OLCC policies. The commissioners will be informed with quarterly demographic data, so they are aware of the agency's efforts. The commissioners are chosen from Oregon's congressional districts, assuring regional diversity. One commissioner is chosen from the food and alcoholic beverage retail industry to assure representation from that licensed industry.

<https://www.oregon.gov/olcc/pages/commissioners.aspx>. In 2023, Governor Kotek appointed, and the Senate confirmed four new commissioners with diverse backgrounds and identities. The Chair of the Commission and the Executive Director met with each commissioner as they came on board to assure, they were welcomed to and felt included on the board.

Executive Director/Executive Team

Responsibility:

- Create a welcoming and inclusive workplace

Accountability:

- Provides all new employees with the agency mission, vision and goals through onboarding. Encourages managers and employees to participate in and support diversity, equity and inclusion education through participation in the DEIB Team, reading the monthly newsletter and attending occasional DEI events.

- Ensure all voices are heard and considered in decision making.

Accountability:

- Encourage all managers to include employees, licensees, business partners and vendors to get their ideas before making decisions.

- Share [ORS 659A.012](#) (state agencies to carry out policy against discrimination in employment) and other relevant federal, state and OLCC policies to subordinates.

Accountability:

- OLCC Human Resources will assist in highlighting the higher standard for management in compliance with statewide policies regarding discrimination in employment as well as a discrimination and harassment free workplace.

- Work with Procurement to make contract awards to Certification Office for Business Inclusion and Diversity (COBID) firms.

Accountability:

- DAS Office of Procurement Equity has presented the state's new procurement study, quantitative and qualitative dashboards, and heightened leadership awareness of the agencies potential disparate impact in contracting.

Managers/supervisors

Responsibility:

- Foster and promote to subordinate employees the importance of a diverse, respectful, and discrimination-free and harassment-free workplace.

Accountability:

- Managers assure every employee is provided with time to take the DAS required training each year.
- Managers work closely with Human Resources, to uphold State of Oregon procedures and rules in filling vacancies, recruitment planning strategies, and promotion consideration.
- ### Accountability:
- Managers will work with HR to ensure that job announcements are written in an equitable manner, and sent out to underserved communities, and interviews are held with diverse panels who have been trained regarding the process and how to avoid personal bias.
- Review of department employees engaging in any type of harassment; must follow the procedures outlined in [DAS 50.010.01](#), Discrimination and Harassment Free Workplace and contact Human Resources.
- ### Accountability:
- Managers recognize their role in enforcing all policies, especially the Discrimination and Harassment Free Workplace policy. They have a human resource analyst to support them in addressing any perceived or realized violations.

Diversity Equity Inclusion Belonging (DEIB)Team

Responsibility:

- Ensure everyone at OLCC feels welcomed, respected, supported, and appreciated, and that the communities OLCC serves feel the same.

Accountability:

- The DEIB Team consists of a small group of dedicated OLCC employees, representing a variety of departments and positions within the OLCC. The Team is working on an onboarding initiative to pair new employees with a more senior employee to aid in mentoring and retention. They have also formed a team to develop internal tools and resources that strengthen cross-agency communications and enhance staff experience.

Employees

Responsibility:

- All employees are responsible for conducting themselves in accordance with the agency's equal opportunity and affirmative action policies and this plan.

Accountability:

- The agency will present the OLCC Affirmative Action Plan to each division no later than the end of the second quarter of 2025. The plan will also be available on the agency intranet for employees to access.

- Create and promote a work environment free from any kind of hostility or unwelcome behavior. Recognize and respect the value of human differences and exhibit an attitude of respect, courtesy, and cooperation toward leadership, partners, customers and other employees.

Accountability:

- All OLCC employees are expected to engage with one another in a manner that exemplifies respect and courtesy. Through DAS and agency training, employees acknowledge their awareness of, and adherence to, statewide policies regarding workplace harassment and discrimination in the workplace.

- Report to an immediate supervisor or Human Resources any behavior or action against the agency and DAS policy outlined in [ORS 659A.012](#) (state agencies to carry out policy against discrimination in employment).

Accountability:

- Combating discrimination in employment is the responsibility of all OLCC employees, who are required to adhere to the law and report violations.

Current Biennium Affirmative Action Progress Report

1. 2023-2025 affirmative action plan goals

Goal 1

The OLCC's first goal is to continue to build a diverse workforce and to create a workplace culture of inclusion and equity.

- A. OLCC recruiters and hiring managers will review the affirmative action plan upon hire and on a semi-annual basis to ensure that both recruiters and hiring managers continue to work on our goals of diversifying our workforce. The OLCC is committed to recruiting, hiring, retaining, promoting, and training people who have been underrepresented in various areas of our society. The OLCC seeks to employ a workforce that is a true reflection of the state's demographics.
- B. The OLCC will encourage directors in addition to all staff to join and/or participate in our wellness and inclusion committee's meetings and activities which typically take place on a monthly basis. Participation in this committee will strengthen existing relationships and foster new ones and assist the agency with reaching our goals of diversifying our workforce.

Goal progress: The agency continues to work toward a diverse workforce. The OLCC has had many leadership and staffing changes so to get our new employees skilled and knowledgeable more quickly, OLCC has recently contracted with Department of Consumer and Business Services (DCBS) to assist us with a variety of HR related tasks such as recruiting, classification and compensation, FMLA and labor relations. One of the most effective things we continue to do is working with our Diversity Equity Inclusion and Belonging (DEIB) Team, a group of OLCC employees who play a large role in assisting to create and promote the vision of a more equitable and inclusive organization, working to resolve inequitable language or systems, and identifying potential barriers to entry. They develop a monthly newsletter that help employees understand DEIB topics and lets them know about any upcoming events. The DEIB Team also reviews policies, procedures and practices through a DEIB lens to assist with identifying ways to improve them for underrepresented communities.

Goal 2

The OLCC's second goal is to educate leadership about affirmative action, diversity, equity, inclusion, and equal employment opportunity to ensure that our current and future employees always feel included and that they are being treated equitably. We also want to continue to share the importance of diversity throughout the entire recruitment process.

- A. Human Resources, in partnership with OLCC directors will provide leadership to effectively implement the affirmative action plan. Leadership's attendance and engagement in meetings with

DAS' Office of Cultural Change (OCC) and DAS' Affirmative Action Representative bi-monthly meetings will provide the OLCC's leadership with the knowledge and tools necessary to continue to build a diverse workplace culture of inclusion and equity.

- B. The OLCC will seek out educational opportunities for our leadership that are offered by DAS and by Partners in Diversity. Virtual or in-person educational meetings will help the agency reach the goals outlined in our affirmative action plan and help reverse historical trends of discrimination against individuals from protected groups.

Goal progress: One way the agency made progress on this goal is the fact that we had at least one representative attend the Affirmative Action Representative bi-monthly meetings and quarterly DEI leader meetings, which has been helpful to hear what other agencies are doing. We are also able to stay current on what the OCC's expectations are for all state agencies. This information has been shared with the leadership and other managers to assist with a general understanding of diversity, equity and inclusion. The agency's Diversity Equity Inclusion and Belonging (DEIB) Team is very active with reviewing agency practices and procedures to ensure agency recruiting practices are done in a way which respects and values divergent points of view. The group held an agency-wide Pride Month event in June 2024. The agency also attended meetings of business partners and other community organizations that have members who are women, people of color, veterans and people with disabilities. Also, our new partnership with DCBS is helping us determine areas in HR where we can improve.

Goal 3

The OLCC's third goal is to continue to engage in recruitment activities with additional institutions of higher education and diverse community groups.

- A. The OLCC will partner and collaborate with other state agencies and the OCC to learn more about their recruitment strategies and learn who they partner with to recruit their diverse workforces.
- B. The OLCC will update its recruitment practices to ensure that recruiters are engaging with institutions of higher education and diverse community groups when new job postings are ready for posting and recruitment. We want to ensure that our practices are consistent amongst all of our recruiters and all of our recruitment process.

Goal progress: As in goal 2, we continue to work with DCBS and the Office of Cultural Change (OCC) to help OLCC strengthen their recruiting process and outreach efforts to many more diverse organizations and universities. We use social media platforms including Facebook Instagram, X/Twitter and LinkedIn to share job announcements and DEI-related information such as recognition days and various events. We also utilize GovDelivery for disseminating agency messages. Our subscription base on this platform has grown to over 300,000, with nearly 6, 000 individuals subscribed to our job alerts specifically. This allows us to reach a broad and engaged audience effectively and enables us to send targeted communications to our licensees and permittees, ensuring they receive pertinent updates and information. This biennium, we attended the Portland Diversity Career Fair twice, the State virtual career fair and regular meetings with Oregon Association of Minority Entrepreneurs (OAME). The relationships we have made from the state-wide affirmative action representative meetings has helped us glean information from other agencies about their successful recruitment strategies and outreach plans. The recruitment process on

Workday was outlined and our recruiters are using this process. With some assistance from DCBS, we will continue to review and update this information to make it helpful not only to the recruiters, but to recruiting managers.

Goal 4

The OLCC's fourth goal is to continue to 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.

- A. The OLCC will partner and collaborate with other state agencies and the OCC to learn more about which committees, organizations, and activities they participate in to assist them with the cultivation of their productive and engaging workplace culture.
- B. The OLCC will encourage hiring managers to participate in affirmative action committees, organizations, and activities. Participation in these committees, organizations and activities will improve our efforts to cultivate and foster a diverse, equitable and inclusive workplace culture.

Goal progress: OLCC representatives attend each statewide DEI and Affirmative Action Representative meetings and learn what other agencies are doing to continue to develop a strong productive and engaging workplace culture. Our use of social media and especially GovDelivery allows us to send targeted communications to our licensees and permittees, ensuring they receive pertinent updates and information. The most active group to promote efforts to cultivate and foster a diverse, equitable and inclusive workplace culture is within our own agency. The Diversity Equity Inclusion and Belonging (DEIB) Team is made up of several employees who work to provide input and perspectives on diversity, equity, inclusion and belonging issues and opportunities in regular meetings and discuss issues in a way which respects and values divergent points of view. This group writes a monthly newsletter and plans diversity-related events as well as reviewing agency policies and procedures to assist employees as well as licensees and business partners understand the importance of having an inclusive organization.

2. Alignment with OLCC's Racial Equity and Strategic Plans

The agency's 2024-28 Strategic Plan includes cultivation of an inclusive, diverse, and equitable environment for our workforce and the industries we serve and regulate.

The OLCC will continue to nurture an inclusive workplace culture that promotes equitable management/HR practices and where everyone feels comfortable to be their authentic self. The agency plans on doing this by providing training and professional development opportunities to diversify our leadership pipeline and strengthen agency succession planning. They will also continue and build on the efforts of the agency's staff-led Diversity, Equity, Inclusion and Belonging team (DEIB) to advise on, and help implement, actions to create a more welcoming, engaged and supportive organization.

In addition to having a diverse workforce and an inclusive workplace culture, the OLCC will strive to promote equitable access to licensing, services, programs and resources for alcohol, cannabis, and other partner businesses. One way we will do this is to reduce the complexity in our regulatory framework to enhance fairness and equity and to increase the number of licensees from underrepresented communities. Another plan is to establish criteria and processes for cannabis license reassignment that offers opportunities for qualified members of underserved communities and those historically affected by cannabis criminalization and to access the Liquor Store Operation application and temporary assignment processes for equitable opportunities. In accordance with ORS 182.164 and ORS 182.166, we will develop and implement agency policy and training that promotes positive government-to-government relations between the OLCC and Oregon Tribal nations.

The OLCC supports a wide variety of users across the industries that we serve including a mix of educational levels, socio-economic backgrounds, 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 equitable access to OLCC services.

Because OLCC's stakeholders are incredibly diverse ranging in socio economic status, ethnicity, age, gender, and background, these new systems will ensure integrity in their data, creating a unified place for all of licensing and compliance data as well as a unified place for all distilled spirits data.

3. Leadership Evaluation Report:

ORS 659A.012 requires agencies to carry out a policy against discrimination in employment and requires an evaluation of all management personnel and their effectiveness in achieving affirmative action objectives as a key consideration of their performance.

The agency has not complied with this requirement. We will include this as goal number 1 in the 2025-27 Affirmative Action Strategies and Goals.

OLCC Workforce Demographic Data

Race and Ethnicity by Job Category

June 30, 2023 and June 30, 2024

As of June 30, 2023

	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Protective Service Workers		Service		Skilled Craft Workers		Technicians		Total	
Race/Ethnicity	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	1.7%	1	0.0%	0	0.0%	0	0.9%	1	4.6%	4	0.0%	0	18.8%	3	2.3%	10
<i>Asian (United States of America)</i>	0.0%	0	5.4%	2	8.1%	8	2.8%	3	4.6%	4	0.0%	0	0.0%	0	4.0%	17
<i>Black or African American (United States of America)</i>	11.7%	7	5.4%	2	1.0%	1	1.8%	2	3.4%	3	0.0%	0	6.3%	1	3.7%	16
<i>Hispanic or Latino (United States of America)</i>	11.7%	7	5.4%	2	2.0%	2	11.0%	12	19.5%	17	0.0%	0	0.0%	0	9.6%	41
<i>I do not wish to answer. (United States of America)</i>	1.7%	1	0.0%	0	6.1%	6	2.8%	3	1.1%	1	0.0%	0	6.3%	1	3.0%	13
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.0%	0	0.0%	0	0.0%	0	0.9%	1	1.1%	1	0.0%	0	0.0%	0	0.5%	2
<i>Two or More Races (United States of America)</i>	0.0%	0	2.7%	1	2.0%	2	0.9%	1	5.7%	5	0.0%	0	0.0%	0	2.1%	9
<i>White (United States of America)</i>	73.3%	44	81.1%	30	81.8%	81	78.9%	86	59.8%	52	100.0%	4	68.8%	11	75.0%	321
Total	100.0%	60	100.0%	37	100.0%	99	100.0%	109	100.0%	87	100.0%	4	100.0%	16	100.0%	428

**As of June 30,
2024**

	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Protective Service Workers		Service		Skilled Craft Workers		Technicians		Total	
Race/Ethnicity	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
American Indian or Alaska Native (United States of America)	3.4%	2	0.0%	0	1.0%	1	0.9%	1	6.3%	5	0.0%	0	16.1%	5	3.7%	16
Asian (United States of America)	0.0%	0	0.0%	0	9.3%	9	1.9%	2	3.8%	3	0.0%	0	3.2%	1	3.7%	16
Black or African American (United States of America)	8.5%	5	5.1%	2	1.0%	1	2.8%	3	3.8%	3	0.0%	0	3.2%	1	3.4%	15
Hispanic or Latino (United States of America)	11.9%	7	5.1%	2	4.1%	4	9.3%	10	22.5%	18	0.0%	0	12.9%	4	11.0%	48
I do not wish to answer. (United States of America)	1.7%	1	2.6%	1	6.2%	6	2.8%	3	1.3%	1	0.0%	0	3.2%	1	3.2%	14
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.0%	0	1.9%	2	1.3%	1	0.0%	0	0.0%	0	0.7%	3
Two or More Races (United States of America)	0.0%	0	0.0%	0	2.1%	2	0.9%	1	3.8%	3	0.0%	0	0.0%	0	1.4%	6
White (United States of America)	74.6%	44	87.2%	34	77.3%	75	80.6%	87	57.5%	46	100.0%	5	61.3%	19	73.7%	322
Total	100.0%	59	100.0%	39	100.0%	97	100.0%	108	100.0%	80	100.0%	5	100.0%	31	100.0%	437

Race and Ethnicity by Generation

June 30, 2023 and June 30, 2024

As of June 30, 2023

Race/Ethnicity	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 - Current)		Millennials (1981 - 1996)		Total	
	%	#	%	#	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	2.9%	2	1.1%	2	11.1%	4	1.5%	2	3.0%	12
<i>Asian (United States of America)</i>	8.6%	6	3.2%	6	0.0%	0	3.7%	5	3.7%	15
<i>Black or African American (United States of America)</i>	1.4%	1	4.3%	8	5.6%	2	3.7%	5	2.5%	10
<i>Hispanic or Latino (United States of America)</i>	7.1%	5	7.5%	14	13.9%	5	12.7%	17	11.2%	45
<i>I do not wish to answer. (United States of America)</i>	1.4%	1	3.7%	7	2.8%	1	300.0%	4	3.2%	13
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.0%	0	0.5%	1	0.0%	0	0.7%	1	0.7%	3
<i>Two or More Races (United States of America)</i>	2.9%	2	0.5%	1	11.1%	4	1.5%	2	1.5%	6
<i>White (United States of America)</i>	77.1%	54	79.1%	148	55.6%	20	73.1%	98	74.6%	299
Total	100.0%	70	100.0%	187	100.0%	36	100.0%	134	100.0%	401

As of June 30, 2024

Race/Ethnicity	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 - Current)		Millennials (1981 - 1996)		Total	
	%	#	%	#	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	5.1%	3	1.0%	2	13.7%	7	3.0%	4	3.7%	16
<i>Asian (United States of America)</i>	11.9%	7	2.6%	5	2.0%	1	2.2%	3	3.7%	16
<i>Black or African American (United States of America)</i>	1.7%	1	4.2%	8	2.0%	1	3.7%	5	3.4%	15
<i>Hispanic or Latino (United States of America)</i>	8.5%	5	7.3%	14	19.6%	10	14.1%	19	11.0%	48
<i>I do not wish to answer. (United States of America)</i>	1.7%	f	4.2%	8	2.0%	1	3.0%	4	3.2%	14
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.0%	0	0.5%	1	0.0%	0	1.5%	2	0.7%	3
<i>Two or More Races (United States of America)</i>	0.0%	0	1.0%	2	2.0%	1	2.2%	3	1.4%	6
<i>White (United States of America)</i>	71.2%	42	79.6%	152	58.8%	30	71.9%	97	73.7%	322
Total	100.0%	59	100.0%	191	100.0%	51	100.0%	135	100.0%	437

Race and Ethnicity by Gender

June 30, 2023 and June 30, 2024

As of June 30, 2023

Race/Ethnicity	Female		Male		Total	
	%	#	%	#	%	#
American Indian or Alaska Native (United States of America)	1.1%	2	3.3%	8	2.3%	10
Asian (United States of America)	5.5%	10	2.8%	7	4.0%	17
Black or African American (United States of America)	4.4%	8	3.3%	8	3.7%	16
Hispanic or Latino (United States of America)	7.7%	14	11.0%	27	9.6%	41
I do not wish to answer. (United States of America)	2.7%	5	3.3%	8	3.0%	13
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.8%	2	0.5%	2
Two or More Races (United States of America)	1.6%	3	2.4%	6	2.1%	9
White (United States of America)	76.9%	140	73.6%	181	75.0%	321
Total	100.0%	182	100.0%	246	100.0%	428

As of June 30, 2024

Race/Ethnicity	Female		Male		Total	
	%	#	%	#	%	#
American Indian or Alaska Native (United States of America)	3.7%	7	3.7%	9	3.7%	16
Asian (United States of America)	5.8%	11	2.0%	5	3.7%	16
Black or African American (United States of America)	4.2%	8	2.8%	7	3.4%	15
Hispanic or Latino (United States of America)	7.3%	14	13.8%	34	11.0%	48
I do not wish to answer. (United States of America)	3.1%	6	3.3%	8	3.2%	14
Native Hawaiian or Other Pacific Islander (United States of America)	0.5%	1	0.8%	2	0.7%	3
Two or More Races (United States of America)	0.5%	1	2.0%	5	1.4%	6
White (United States of America)	75.9%	145	72.0%	177	73.7%	322
Total	100.0%	191	100.0%	246	100.0%	437

Race and Ethnicity by Disability Status

June 30, 2023 and June 30, 2024

As of June 30, 2023

Race/Ethnicity	No Reported Disability		Reported Disability		Total	
	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	2.4%	10	0.0%	0	2.3%	10
<i>Asian (United States of America)</i>	3.8%	16	12.5%	1	4.0%	17
<i>Black or African American (United States of America)</i>	3.8%	16			3.7%	16
<i>Hispanic or Latino (United States of America)</i>	9.5%	40	12.5%	1	9.6%	41
<i>I do not wish to answer. (United States of America)</i>	3.1%	13	0.0%	0	3.0%	13
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.5%	2	0.0%	0	0.5%	2
<i>Two or More Races (United States of America)</i>	2.1%	9	0.0%	0	2.1%	9
<i>White (United States of America)</i>	75.1%	316	75.0%	6	75.0%	321
Total	100.0%	421	100.0%	8	100.0%	428

As of June 30, 2024

Race/Ethnicity	Female		Male		Total	
	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	3.7%	16	0.0%	0	3.7%	16
<i>Asian (United States of America)</i>	3.5%	15	11.1%	1	3.7%	16
<i>Black or African American (United States of America)</i>	3.5%	15	0.0%	0	3.4%	15
<i>Hispanic or Latino (United States of America)</i>	11.0%	47	11.1%	1	11.0%	48
<i>I do not wish to answer. (United States of America)</i>	3.3%	14	0.0%	0	3.2%	14
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.7%	3	0.0%	0	0.7%	3
<i>Two or More Races (United States of America)</i>	1.4%	6	0.0%	0	1.4%	6
<i>White (United States of America)</i>	73.6%	315	77.8%	7	73.7%	322
Total	100.0%	428	100.0%	9	100.0%	437

Race and Ethnicity by Veteran Status

June 30, 2023 and June 30, 2024

As of June 30, 2023

Race/Ethnicity	Not a Veteran		Veteran		Total	
	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	2.5%	10	0.0%	0	2.3%	10
<i>Asian (United States of America)</i>	4.2%	17	0.0%	0	4.0%	17
<i>Black or African American (United States of America)</i>	3.9%	16	0.0%	0	3.7%	16
<i>Hispanic or Latino (United States of America)</i>	9.6%	39	9.1%	2	9.6%	41
<i>I do not wish to answer. (United States of America)</i>	3.2%	13	0.0%	0	3.0%	13
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.2%	1	4.5%	1	0.5%	2
<i>Two or More Races (United States of America)</i>	2.2%	9	0.0%	0	2.1%	9
<i>White (United States of America)</i>	74.4%	302	86.4%	19	75.0%	321
Total	100.0%	406	100.0%	22	100.0%	428

As of June 30, 2024

Race/Ethnicity	Not a Veteran		Veteran		Total	
	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	3.6%	15	4.2%	1	3.7%	16
<i>Asian (United States of America)</i>	3.9%	16			3.7%	16
<i>Black or African American (United States of America)</i>	3.4%	14	4.2%	1	3.4%	15
<i>Hispanic or Latino (United States of America)</i>	11.1%	46	8.3%	2	11.0%	48
<i>I do not wish to answer. (United States of America)</i>	3.4%	14			3.2%	14
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.5%	2	4.2%	1	0.7%	3
<i>Two or More Races (United States of America)</i>	1.5%	6			1.4%	6
<i>White (United States of America)</i>	73.4%	303	79.2%	19	73.7%	322
Total	100.0%	413	100.0%	24	100.0%	437

Promotions by Race/Ethnicity and Supervisory/Non-supervisory

July 1, 2022 through June 30, 2023

July 1, 2023 through June 30, 2024

**July 1, 2022 to
June 30, 2023**

Race/Ethnicity	No (Not Supervisory)	Count	Supervisory	Count
American Indian or Alaska Native (United States of America)		0		
Asian (United States of America)		0		
Black or African American (United States of America)		1		
Hispanic or Latino (United States of America)		4		
I do not wish to answer. (United States of America)		0		
Two or More Races (United States of America)		1		
White (United States of America)		23		5
Total		29		5

**July 1, 2023 to
June 30, 2024**

Race/Ethnicity	No (Not Supervisory)	Count	Supervisory	Count
American Indian or Alaska Native (United States of America)		1		
Asian (United States of America)		3		
Black or African American (United States of America)		1		
Hispanic or Latino (United States of America)		1		
I do not wish to answer. (United States of America)				1
Two or More Races (United States of America)		0		
White (United States of America)		13		7
Total		19		8

Promotions by Race/Ethnicity and Gender

July 1, 2022 through June 30, 2023

July 1, 2023 through June 30, 2024

July 1, 2022 to June 30, 2023			
Race/Ethnicity	Female	Male	Count
<i>Asian (United States of America)</i>	0	0	0
<i>Black or African American (United States of America)</i>	0	1	1
<i>Hispanic or Latino (United States of America)</i>	1	2	3
<i>I do not wish to answer. (United States of America)</i>	0	0	0
<i>Two or More Races (United States of America)</i>	0	1	1
<i>White (United States of America)</i>	12	14	26
<i>Total</i>	13	18	31

July 1, 2023 to June 30, 2024			
Race/Ethnicity	Female	Male	Count
<i>Asian (United States of America)</i>	2	0	2
<i>Black or African American (United States of America)</i>	1	0	1
<i>Hispanic or Latino (United States of America)</i>	0	1	1
<i>I do not wish to answer. (United States of America)</i>	0	1	1
<i>Two or More Races (United States of America)</i>	0	0	0
<i>White (United States of America)</i>	5	15	20
<i>Total</i>	9	17	27

New Hires by Race/Ethnicity and Job Category

July 1, 2022 through June 30, 2023

July 1, 2023 through June 30, 2024

**July 1, 2022 to
June 30, 2023**

	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Protective Service Workers		Service		Skilled Craft Workers		Technicians		Total	
Race/Ethnicity	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
American Indian or Alaska Native (United States of America)	5.3%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	20.0%	3	4.2%	4
Asian (United States of America)	0.0%	0	0.0%	0	8.3%	1	0.0%	0	3.1%	1	0.0%	0	0.0%	0	2.1%	2
Black or African American (United States of America)	0.0%	0	20.0%	1	0.0%	0	0.0%	0	6.3%	2	0.0%	0	6.7%	1	4.2%	4
Hispanic or Latino (United States of America)	10.5%	2	0.0%	0	8.3%	1	30.8%	4	25.0%	8	0.0%	0	0.0%	0	15.6%	15
I do not wish to answer. (United States of America)	5.3%	1	0.0%	0	8.3%	1	0.0%	0	3.1%	1	0.0%	0	6.7%	1	4.2%	4
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Two or More Races (United States of America)	0.0%	0	20.0%	1	0.0%	0	0.0%	0	6.3%	2	0.0%	0	0.0%	0	3.1%	3
White (United States of America)	78.9%	15	60.0%	3	75.0%	9	69.2%	9	56.3%	18	0.0%	0	66.7%	10	66.7%	64
Total	100.0%	19	100.0%	5	100.0%	12	100.0%	13	100.0%	32	0.0%	0	100.0%	15	100.0%	96

**July 1, 2023 to
June 30, 2024**

	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Protective Service Workers		Service		Skilled Craft Workers		Technicians		Total	
Race/Ethnicity	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	14.3%	1	9.5%	2	0.0%	0	0.0%	0	11.1%	3	0.0%	0	15.8%	3	10.3%	9
<i>Asian (United States of America)</i>	0.0%	0	4.8%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	5.3%	1	2.3%	2
<i>Black or African American (United States of America)</i>	0.0%	0	0.0%	0	0.0%	0	0.0%	0	7.4%	2	0.0%	0	0.0%	0	2.3%	2
<i>Hispanic or Latino (United States of America)</i>	0.0%	0	0.0%	0	28.6%	2	0.0%	0	14.8%	4	0.0%	0	21.1%	4	11.5%	10
<i>I do not wish to answer. (United States of America)</i>	14.3%	1	0.0%	0	0.0%	0	0.0%	0	3.7%	1	0.0%	0	5.3%	1	3.4%	3
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
<i>Two or More Races (United States of America)</i>	0.0%	0	4.8%	1	14.3%	1	0.0%	0	3.7%	1	0.0%	0	0.0%	0	3.4%	3
<i>White (United States of America)</i>	71.4%	5	81.0%	17	57.1%	4	100.0%	5	59.6%	16	100.0%	1	52.6%	10	66.7%	58
Total	100.0%	7	100.0%	21	100.0%	7	100.0%	5	100.0%	27	100.0%	1	100.0%	19	100.0%	87

New Hires by Race/Ethnicity and Generation

July 1, 2022 through June 30, 2023

July 1, 2023 through June 30, 2024

**July 1, 2022 to
June 30, 2023**

Race/Ethnicity	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 - Current)		Millennials (1981 - 1996)		Total	
	%	#	%	#	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>					100.0%	3			3.1%	3
<i>Asian (United States of America)</i>			50.0%	1			50.0%	1	2.1%	2
<i>Black or African American (United States of America)</i>			25.0%	1	50.0%	2	25.0%	1	4.2%	4
<i>Hispanic or Latino (United States of America)</i>			14.3%	2	21.4%	3	64.3%	9	14.6%	14
<i>I do not wish to answer. (United States of America)</i>			33.3%	1	33.3%	1	33.3%	1	3.1%	3
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>										
<i>Two or More Races (United States of America)</i>	33.3%	1			66.7%	2			3.1%	3
<i>White (United States of America)</i>	3.2%	2	35.5%	22	27.4%	17	33.9%	21	64.6%	62
<i>Blank</i>									5.2%	5
Total	3.1%	3	28.1%	27	29.2%	28	34.4%	33	100%	96

**July 1, 2023 to
June 30, 2024**

Race/Ethnicity	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 - Current)		Millennials (1981 - 1996)		Total	
	%	#	%	#	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	12.5%	1	25.0%	2	37.5%	3	25.0%	2	9.2%	8
<i>Asian (United States of America)</i>			50.0%	1	50.0%	1			2.3%	2
<i>Black or African American (United States of America)</i>							100%	2	2.3%	2
<i>Hispanic or Latino (United States of America)</i>			20.0%	2	60.0%	6	20.0%	2	11.5%	10
<i>I do not wish to answer. (United States of America)</i>					50.0%	1	50.0%	1	2.3%	2
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>										
<i>Two or More Races (United States of America)</i>			66.7%	2			33.3%	1	3.4%	3
<i>White (United States of America)</i>	12.7%	7	41.8%	23	25.5%	14	20.0%	11	63.2%	55
<i>Blank</i>									5.7%	5
Total	9.2%	8	34.5%	30	28.7%	25	21.8%	19	100.0%	87

New Hires by Race/Ethnicity and Gender

July 1, 2022 through June 30, 2023

July 1, 2023 through June 30, 2024

**July 1, 2022 to
June 30, 2023**

Race/Ethnicity	Female		Male		Total	
	%	#	%	#	%	#
American Indian or Alaska Native (United States of America)	0.0%	0	5.7%	3	4.2%	4
Asian (United States of America)	2.6%	1	1.9%	1	2.1%	2
Black or African American (United States of America)	2.6%	1	5.7%	3	4.2%	4
Hispanic or Latino (United States of America)	15.8%	6	15.1%	8	15.6%	15
I do not wish to answer. (United States of America)	2.6%	1	3.8%	2	4.2%	4
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.0%	0
Two or More Races (United States of America)	2.6%	1	3.8%	2	3.1%	3
White (United States of America)	73.7%	28	64.2%	34	66.7%	64
Total	100%	96	0	0	100%	96

**July 1, 2023 to
June 30, 2024**

Race/Ethnicity	Female		Male		Total	
	%	#	%	#	%	#
American Indian or Alaska Native (United States of America)	13.2%	5	6.8%	3	10.3%	9
Asian (United States of America)	0.0%	0	4.5%	2	2.3%	2
Black or African American (United States of America)	2.6%	1	2.3%	1	2.3%	2
Hispanic or Latino (United States of America)	5.3%	2	18.2%	8	11.5%	10
I do not wish to answer. (United States of America)	2.6%	1	2.3%	1	3.4%	3
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.0%	0
Two or More Races (United States of America)	0.0%	0	6.8%	3	3.4%	3
White (United States of America)	76.3%	29	59.1%	26	66.7%	58
Total	100.0%	38	100.0%	44	100.0%	87

New Hires by Race/Ethnicity and Disability Status

July 1, 2022 through June 30, 2023

July 1, 2023 through June 30, 2024

**July 1, 2022 to
June 30, 2023**

Race/Ethnicity	No Reported Disability		Reported Disability		Total	
	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	4.2%	4			4.2%	4
<i>Asian (United States of America)</i>	2.1%	2			2.1%	2
<i>Black or African American (United States of America)</i>	4.2%	4			4.2%	4
<i>Hispanic or Latino (United States of America)</i>	15.6%	15			15.6%	15
<i>I do not wish to answer. (United States of America)</i>	4.2%	4			4.2%	4
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.0%	0			0.0%	0
<i>Two or More Races (United States of America)</i>	3.1%	3			3.1%	3
<i>White (United States of America)</i>	66.7%	64			66.7%	64
Total	100%	96	0	0	100%	96

**July 1, 2023 to
June 30, 2024**

Race/Ethnicity	No Reported Disability		Reported Disability		Total	
	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	10.3%	9			10.3%	9
<i>Asian (United States of America)</i>	2.3%	2			2.3%	2
<i>Black or African American (United States of America)</i>	2.3%	2			2.3%	2
<i>Hispanic or Latino (United States of America)</i>	11.5%	10			11.5%	10
<i>I do not wish to answer. (United States of America)</i>	3.4%	3			3.4%	3
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.0%	0			0.0%	0
<i>Two or More Races (United States of America)</i>	3.4%	3			3.4%	3
<i>White (United States of America)</i>	66.7%	58			66.7%	58
Total	100%	87	0	0	100%	87

New Hires by Race/Ethnicity and Veteran Status

July 1, 2022 through June 30, 2023

July 1, 2023 through June 30, 2024

**July 1, 2022 to
June 30, 2023**

Race/Ethnicity	Not a Veteran		Veteran		Total	
	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	4.3%	4	0.0%	0	4.3%	4
<i>Asian (United States of America)</i>	2.1%	2	0.0%	0	2.1%	2
<i>Black or African American (United States of America)</i>	4.3%	4	0.0%	0	4.3%	4
<i>Hispanic or Latino (United States of America)</i>	16.0%	15	0.0%	0	16.0%	15
<i>I do not wish to answer. (United States of America)</i>	4.3%	4	0.0%		4.3%	4
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.0%	0	0.0%	0	0.0%	0
<i>Two or More Races (United States of America)</i>	3.2%	3	0.0%	0	3.2%	3
<i>White (United States of America)</i>	66.0%	62	2.1%	2	66.7%	64
Total	100.0%	94	100.0%	2	100%	96

**July 1, 2023 to June
30, 2024**

Race/Ethnicity	Not a Veteran		Veteran		Total	
	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	9.2%	8	0.0%	0	9.2%	8
<i>Asian (United States of America)</i>	2.3%	2	0.0%	0	2.3%	2
<i>Black or African American (United States of America)</i>	2.3%	2	0.0%	0	2.3%	2
<i>Hispanic or Latino (United States of America)</i>	11.5%	10	0.0%	0	11.5%	10
<i>I do not wish to answer. (United States of America)</i>	2.3%	2	0.0%	0	2.3%	2
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.0%	0	0.0%	0	0.0%	0
<i>Two or More Races (United States of America)</i>	3.4%	3	0.0%	0	3.4%	3
<i>White (United States of America)</i>	63.2%	55	0.0%	0	63.2%	55
<i>Blank</i>	5.7%	5	0.0%	0	5.7%	5
Total	100.0%	87	0.0	0	100.0%	87

2025-27 Affirmative Action Goals

For the next biennium, we will continue to implement the goals and actions in the Oregon Liquor & Cannabis Commission's Strategic Plan and align those with this 2025-2027 Affirmative Action Plan. The 2025-27 Affirmative Action Plan has set goals that focus on the agency's workforce to attract, recruit and retain underrepresented groups as well as having all managers and employees work toward an inclusive workplace. These goals include attracting and retaining diverse contractors and business partners, which is important to the mission and vision of the agency.

Goal 1

- a. Goal: Develop a plan to evaluate all management personnel for their effectiveness in achieving affirmative action objectives as a key consideration of their performance.
- b. Outcome: To measure how effective managers are in their efforts to create a welcoming environment of diversity, equity, inclusion and belonging.
- c. Measures
 - i. Quarterly evaluation process will be developed along with sample questions
 - ii. Training will be provided on how to conduct the evaluations and post in Workday
 - iii. Data will be gathered, analyzed and discussed with all managers
- d. Implementation
 - i. Human Resources, Affirmative Action Representative
 - ii. Track progress by reviewing Workday and develop quarterly report
 - iii. Leadership responsibilities include approval of process and receiving data from Workday to determine effectiveness of process/procedures
 - iv. All managers and supervisors will be evaluated by their superior quarterly, which will include a question about what they are doing to achieve affirmative action objectives
 - v. The Affirmative Action Representative will determine who will pull the information off Workday and develop the report to be shared with leadership

Strategies:

- a. Evaluation questions
 - i. What activities and training have they participated in
 - ii. How have they helped their employees feel valued
- b. Data
 - i. Check Workday to see how many managers have received their evaluations
 - ii. Leadership review reports and determine action

Goal 2

- a. Goal: Nurture an inclusive workplace culture that promotes equitable management/HR practices and where everyone feels comfortable to be their authentic self.

- b. Outcome: Create an environment that is inclusive, accepting, and respectful of differences, including gender, ethnic, cultural, generational, sexual orientation and life experience which will help retain and hire new employees into a comfortable workplace.
- c. Measures
 - i. Annual Gallup Poll will be used to determine how employees are feeling about the workplace culture. Questions asked in the most recent November 2023 survey included: 1. My agency is committed to fostering diversity, equity, and inclusion; 2. The leadership of my agency always treats me with respect; 3. I have a good understanding of our agency's values; 4. I feel free to express my thoughts, feelings, and disagreements to my manager. Questions will be reviewed to determine if any changes need to be made. Continue to have the staff-led DEIB Team to help advise and implement actions and activities to create a more welcoming, engaged and supportive organization.
 - ii. Survey results will be reviewed and analyzed to determine success and what additional activities and work that needs to continue or be strengthened
- d. Implementation
 - i. Affirmative Action Representative, DEIB Team, and Wellness Committee
 - ii. Annual Surveys
 - iii. Executive staff members will review survey reports
 - iv. Managers and supervisors review surveys and reports and plan time for more discussion and planning for possible changes
 - v. Affirmative Action Representative and DEIB Team will help with development of survey questions and analysis

Strategies:

- a. Survey
 - i. Develop questions that let employees be honest
 - ii. Survey results compiled and analyzed and reviewed by leadership
 - iii. More planning after each survey
- b. Employee Engagement
 - i. DEIB Team
 - ii. OLCC quarterly all-staff meetings
 - iii. Wellness committee

Goal 3

- a. Goal 3 - Educate all managers and employees at OLCC about affirmative action, diversity, equity, inclusion and how this is incorporated into the recruitment process.
- b. Outcome: The workforce is reflective of the diversity of the state and the recruitment process is inclusive and allows the diversity of each candidate to be valued.

- c. Measures
 - i. Procedures to be developed that explain recruitment and interview processes, including a list of sample DEI interview questions, agency demographics. Recruitment and interview panelist training to be developed to understand the role of panelist.
 - ii. Recruiting and interview process is understood and used by all managers and panel members are more comfortable understanding their role in the interview process and how to deal with personal biases.
- d. Implementation
 - i. Human Resources, recruiters, training team, DEIB Team
 - ii. Track agency demographics quarterly
 - iii. Executive team will support and communicate changes in process
 - iv. Managers and supervisors will use new processes and give feedback. Employees who have serviced on interview panels will also give feedback on panelist training effectiveness
 - v. Affirmative action representative will partner with HR and track and report progress

Strategies:

- a. Procedures developed for recruiting
 - i. Recruiting such as equitable ways to describe job duties
 - ii. Outreach to underrepresented communities
- b. Interviewing
 - i. Training for managers and employees on interview panels
 - ii. Discussions during training about personal biases and what to do about them
 - iii. How to use scoring matrix

Goal 4

- a. Goal: Promote equitable access to services, programs and resources for alcohol, cannabis licensees and partner businesses.
- b. Outcome: Have more licensees and business partners who are successful from underserved communities, including geographic (rural vs. urban) and ethnicity across the state.
- c. Measures
 - i. The OLCC will continue to hold open meetings to gather feedback from the cannabis industry on how we can improve our compliance policies, including services through the Cannabis Tracking System. OLCC travels around the state to hold listening sessions to get feedback from the alcohol and cannabis industries. Distilled Spirits Representatives and Liquor Store agents are frequently invited to OLCC for matters regarding future policy, legislative concepts, listings decisions, among others. OLCC's administration is very committed to our business partners and including them in the administrative process. Also, in accordance with ORS 182.164 and 182.166, develop and implement

agency policy and training that promotes positive government-to-government relations between the OLCC and Oregon Tribal nations.

ii. Collect demographic data for all license and permit types. Review data and plan and implement additional measures as necessary to increase number of licensees and business partners from underserved communities.

d. Implementation

i. Compliance & Regulatory Director, collaboration with business partners and others from under-represented communities will help update and communicate rules, policies and procedures for being a licensee or business partner.

ii. New in 2024, collecting demographic data, will continue to collect and analyze on a regular basis.

iii. Meetings with staff, licensees from underrepresented communities and other business partners for feedback on how OLCC services and resources can be more accessible to all interested parties and partner businesses.

iv. Executive Team will support and help communicate changes

v. Managers will oversee outreach to a variety of organizations and under-represented communities across Oregon.

vi. Affirmative Action Representative will assist with analysis of demographic data to see how many underserved communities are added and retained.

Strategies:

a. Use data to determine most underrepresented geographic areas or ethnicities of licensees to begin targeted outreach

i. Geographic areas where the lowest numbers of licensees and business partners are located and that licensed activities are allowed by the jurisdictions.

ii. Use data to determine underrepresented ethnicity of licensees and business partners

b. Training and outreach

i. Provide training around the state, especially in geographic locations where the numbers of licensees and business partners is lowest and that licensed activities are allowed.

ii. Send out information to underrepresented organizations

Goal 5

a. Goal: Improve licensing processes including resolving ambiguity and reducing complexity in OLCC regulatory framework to enhance fairness, equity and transparency.

b. Outcome: Ensuring our licensing and regulations are clearly defined will help alcohol, cannabis and related service industries and small businesses be successful.

c. Measures

i. As listed in our OLCC Strategic Plan, we will continue to review and establish or update criteria and processes for a marijuana license and assess and update as needed the Liquor Store Operation application and temporary assignment processes for equitable

opportunities. Conduct a multi-year review and revision of our rules structure and language, which will continue to be evaluated from the perspective of historically under-represented communities. OLCC will continue meet with licensees and business partners from the alcohol and cannabis industries to provide policy updates and to hear about their ideas for modification and challenges with OLCC policies and procedures. Updating on-line resources to improve clarity and accessibility of information on existing regulations and pending changes for both internal and external users.

ii. Information from the reviews and meetings with staff, licensees, partner agencies and organizations and the legislature will be compiled and reviewed by OLCC leadership with plans made to continue to make improvements.

d. Implementation

i. Compliance & Regulatory Director with information from business partners and others from under-represented communities will help simplify the process for getting a liquor license.

ii. Compliance & Regulatory Director with information from business partners and others from under-represented communities will determine how to reassign expired cannabis licenses to those who have been unable to enter the regulated market, or unable to grow businesses within the market due to continuing moratoriums on licensing.

iii. Meetings with staff, licensees from underrepresented communities and other business partners will help us determine how to upgrade our licensing process and other education-related services.

iv. Executive Team will be informed of information from reviews and other feedback from licensees and help communicate changes to improve licensing procedures

v. Managers will oversee attaining feedback from licensees and business partners and the development of changes to licensing procedures.

v. Affirmative Action Representative will be involved in analyzing information from the reviews to determine what geographical areas and underrepresented communities will be impacted by the improved licensing procedures.

Strategies:

a. Receive feedback from staff, licensees and business partners about what makes it difficult to obtain a license, especially for underrepresented communities.

i. Listening sessions with cannabis and liquor industry

ii. Meetings with staff, licensees and others to get feedback about challenges of getting a license

b. Analysis

i. What challenges are geographic, ethnicity-related or complexity of licensing procedures

- ii. Determine ways to make licensing simpler, but still effective to maintain all licensees and business partners comply with laws and regulations.

Complaint Options

At OLCC, we take discrimination and harassment seriously. If an employee believes they have witnessed or experienced any type of discrimination or harassment, they are encouraged to inform their immediate manager, another manager, Human Resources, the Executive Director or the Commission Chair. Employees will also retain the right to file a complaint through the union grievance process and/or by going to the Civil Rights Division of the Bureau of Labor and Industries (BOLI) or the Equal Employment Opportunity Commission (EEOC). DAS policy [50.010.03](#) Maintaining a Professional Workplace, addresses actions to be taken.

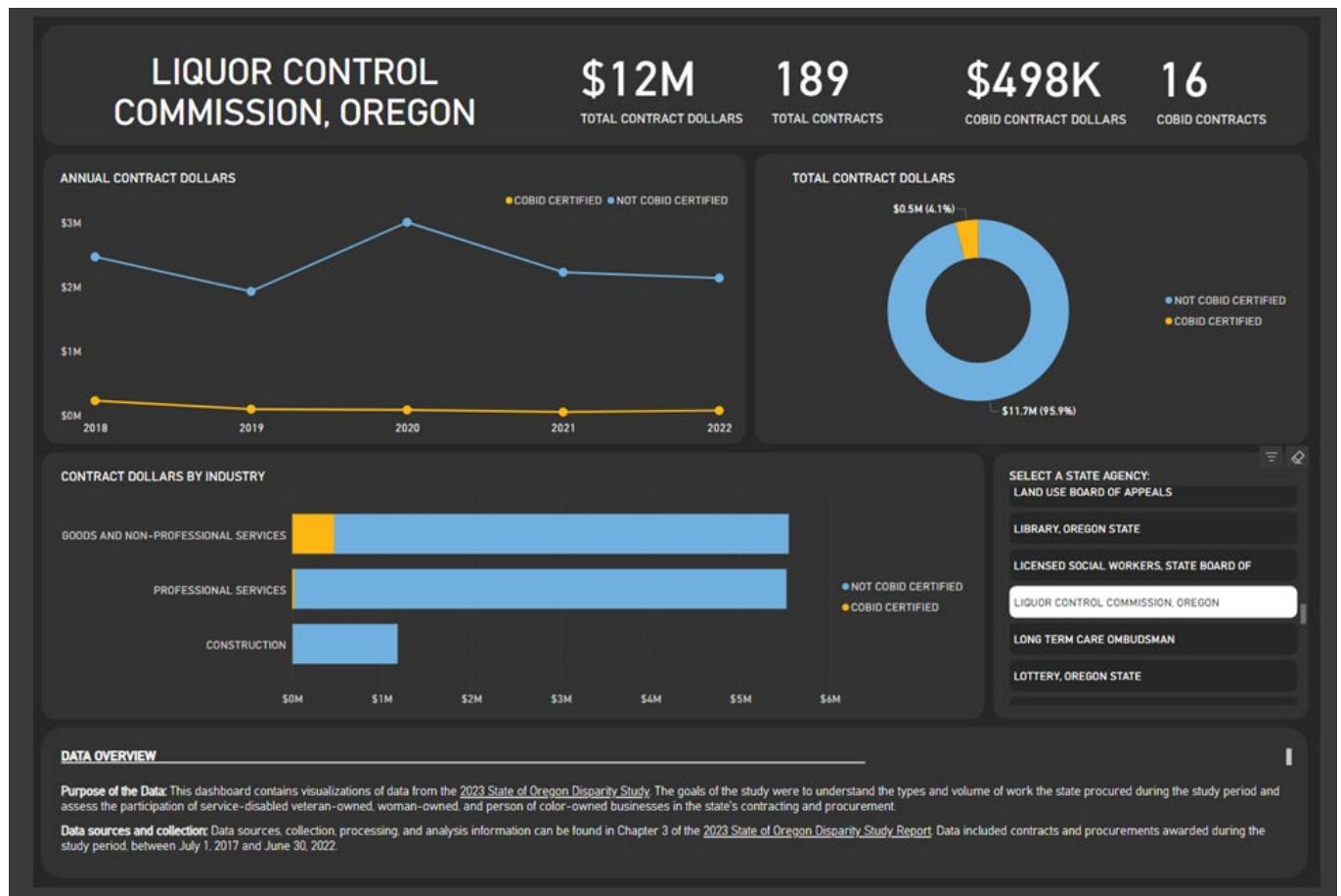
If a staff member needs to file a complaint about an OLCC Executive that they feel is violating a policy, they will follow the procedure in [DAS Policy 40.35.01](#), Unclassified Service Employment, Investigation and Termination, which is handled at DAS, the Chief Human Resources Office, not the Human Resource office at OLCC.

Succession Plan

Maintaining a skilled workforce requires the agency to develop each person to achieve their maximum potential. The agency completed a succession plan and submitted it to DAS in 2023 which will assist us in developing and recruiting individuals to meet the labor needs of the agency and our licensees and business partners. We will continue to update our plan each year.

Contracting

State of Oregon contracting (2017 – 2022)



- There were \$12 million in total contacts from 2017 to 2022, \$498 thousand were COBID-certified contracts (4.2 percent of all contracts).
- The largest industry to use COBID-certified contacts was goods and nonprofessional services.
- There hasn't been much difference from 2018 to 2022, but 2018 saw the highest percent of COBID-certified contracts.

From July 1, 2022, to July 2024, OLCC has awarded a total \$65,430 in contracts to COBID-certified firms. Our 2025-27 affirmative action strategies include proposed actions to build upon our current contracting successes in awarding to COBID-certified firms.

**COBID Report as of July 2024 (Fiscal Year 2024-25
still in progress)**

Fiscal Year	Number of Contracts	Sum of Purchase Order Total Amount	Average COBID Amount
2022-23	8	\$20,295	\$2,537
2023-24	22	\$38,647	\$1,757
2024-25 (FY still in progress)	2	\$ 6,488	\$3,244
Grand Total	32	\$65,430	\$2,045

OLCC has selected JE Dunn to be the Construction Manager as a General Contractor (CM/GC) to build the new distilled spirits distribution center in Canby, OR. With more than 20 opportunities for subcontractors throughout the project, JE Dunn has a strong record of past performance when it comes to Minority, Women, and Emerging Small Business Enterprise (MWESB). Their diversity and inclusion, preconstruction, operations and administrative departments are structured to encourage MWESB business participation on projects by providing support from the pre-qualification process through close-out. They have dedicated diversity managers across the country, but activities include all levels of JE Dunn staff so that it extends beyond the efforts of a few individuals and becomes part of the culture. This effort is built around their diversity and inclusion program that is comprised of outreach, training and mentorship, internal development, understanding Trade Partner (subcontractor) capacity, and fostering trade partner relationships. JE Dunn has a dedicated Senior Diversity & Inclusion manager who is a dedicated resource in the areas of diversity, equity, and inclusion, and helps support their projects. The JE Dunn team has personal relationships with individuals throughout the local MWESB community which helps them to easily connect with opportunities like the OLCC project. Some organizations include the National Association of Minority Contractors, Oregon Association of Minority Entrepreneurs, National Association of Women in Construction, and the Professional Business Development Group.

As of October 2024, OLCC is in contract negotiations Accenture, Inc. to implement the Distilled Spirits Supply Chain software solution. Accenture frequently engages and subcontracts with diverse businesses to be part of our Supplier Inclusion & Diversity program. In general, Accenture places a high value on diversity, as evidenced by ongoing programs to attract, retain, and advance women and minorities. As part of this commitment, they have created a formal Supplier Inclusion and Diversity Program in 2002. Accenture's Supplier Inclusion & Diversity program has been ranked Number 3 on Refinitiv (formerly Thomson Reuters) Diversity & Inclusion Index. At Accenture, they verify that the marketplace practices regarding suppliers

allow for equal access for diverse businesses to share in the creation of value for Accenture clients and shareholders. As part of the overall procurement strategy, the program identifies, tracks, and reports on the percentage of their procurement dollars being spent with these diverse businesses. To that end, Accenture's Supplier Diversity Program is intentional and deliberate in instilling processes and monitoring progress toward the program goals and in building supplier relationships. Details of the program can be accessed at: <https://www.accenture.com/us-en/about/company/accenture-supplier-inclusion-sustainability>.

Appendix A – State Policy Documentation

- [ADA and Reasonable Accommodation Policy](#) (Statewide policy 50.020.10)
- [Discrimination and Harassment Free Workplace](#) (Statewide policy 50.010.01)
- [Statewide Employee Training](#) (Statewide policy 10.040.01) (Pending final approval for Statewide Workforce Learning and Development)
- [Duties of Administrator](#) (ORS 240.145)
- [Rules Applicable to Management Services](#) (ORS 240.250)
- [Recruitment and Selection](#) (Statewide policy 40.010.02)
- [Candidate Preference in Employment \(40-055-04\)](#)
- [Veterans Preference in Public Employment](#) (ORS 408.230)
- [Equal Opportunity and Affirmative Action Rule](#) (105.040.0001)
- [Executive Order 22-11](#)

Appendix B – Federal Documentation

- [Age Discrimination in Employment Act of 1967 \(ADEA\)](#)
- [Disability Discrimination Title I of the Americans with Disability Act of 1990](#)
- [Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 \(GINA\)](#)
- [Equal Pay and Compensation Discrimination Equal Pay Act of 1963](#)
- [Title VII of the Civil Rights Act of 1964](#)
 - National Origin discrimination
 - Discrimination
 - Race/color discrimination
 - Religious Discrimination
 - Sex-Based Discrimination
 - Sexual Harassment
- [Retaliation Title VII of the Civil Agency Affirmative Action Policy](#)

Appendix C – OLCC Resources

- All of the OLCC policies and procedures are available and accessible to employees on the internal website.
- [OLCC Strategic Plan](#)
- [OLCC Succession Plan](#)
- [Diversity Equity Inclusion and Belonging \(DEIB\) Team Charter](#)

BUDGET NARRATIVE

MAXIMUM SUPERVISORY RATIO REPORT 3/31/2024

BUDGET NARRATIVE

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BUDGET NARRATIVE

FINAL Agency Span of Control as of 03/31/24 @ 11:59:59 PM

	Agency Max Supervisory ratio	Total # EEs on 03/31/24*	Total # Non-supervisory EEs on 03/31/24	÷	Total # Supervisory EEs on 03/31/24	Total # EEs not assigned a Representation on 03/31/24**	1	:	Adjusted Actual Ratio on 03/31/24	Actual ratio	Comments
Bureau of Labor and Industries	(1:7)	192	168	÷	24	0	1	:	7	7.00	
Department of Administrative Services	(1:9)	1122	1004	÷	118	2	1	:	9	8.51	
Department of Agriculture	(1:8)	771	716	÷	55	0	1	:	13	13.02	
Department of Consumer and Business Services	(1:11)	1051	956	÷	95	0	1	:	10	10.06	
Department of Corrections	(1:11)	5443	4983	÷	460	1	1	:	11	10.83	
Department of Early Learning and Care	(1:9)	361	324	÷	37	0	1	:	9	8.76	
Department of Energy	(1:7)	129	116	÷	13	0	1	:	9	8.92	
Department of Environmental Quality	(1:9)	929	851	÷	78	0	1	:	11	10.91	
Department of Fish and Wildlife	(1:6)	1464	1274	÷	190	0	1	:	7	6.71	
Department of Human Services	(1:8.47)	12405	11262	÷	1143	5	1	:	10	9.85	
Department of Justice	(1:11.88)	1662	1536	÷	126	0	1	:	12	12.19	
Department of Public Safety Standards and Training	(1:17.95)	434	415	÷	19	1	1	:	22	21.84	
Department of Revenue	(1:11)	1264	1157	÷	107	0	1	:	11	10.81	
Department of State Lands	(1:8)	138	121	÷	17	0	1	:	7	7.12	
Department of the State Fire Marshal	See Comment	161	141	÷	20	1	1	:	7	7.05	Please provide established 23-25 ratio
Department of Transportation	(1:11)	5304	4873	÷	431	0	1	:	11	11.31	
Department of Veteran Affairs	(1:5.35)	111	96	÷	15	0	1	:	6	6.40	
Employment Department	(1:11)	2230	2047	÷	183	0	1	:	11	11.19	
Forestry Department	(1:7)	1590	1396	÷	194	0	1	:	7	7.20	
Higher Education Coordinating Commission	(1:7)	217	197	÷	20	0	1	:	10	9.85	
Land Conservation and Development Department	See Comment	101	90	÷	11	0	1	:	8	8.18	Please provide established 23-25 ratio
Office of the Governor	See Comment	100	84	÷	16	0	1	:	5	5.25	Please provide established 23-25 ratio
Oregon Business Development Department	(1:8)	205	179	÷	26	0	1	:	7	6.88	
Oregon Department of Education	(1:10)	902	822	÷	80	3	1	:	10	10.28	
Oregon Department of Emergency Management	(1:11)	151	135	÷	16	0	1	:	8	8.44	
Oregon Health Authority	(1:10.06)	6465	5864	÷	601	1	1	:	10	9.76	
Oregon Housing and Community Services	(1:7)	479	423	÷	56	0	1	:	8	7.55	
Oregon Liquor Control Commission	(1:11)	426	392	÷	34	0	1	:	12	11.53	
Oregon State Department of Police	(1:8)	1470	1333	÷	137	7	1	:	10	9.73	
Oregon Youth Authority	(1:9)	1102	989	÷	113	0	1	:	9	8.75	
Parks and Recreation Department	(1:8)	904	814	÷	90	1	1	:	9	9.04	
Public Employees Retirement System	(1:11)	448	412	÷	36	0	1	:	11	11.44	
Public Utility Commission of Oregon	(1:5)	149	128	÷	21	0	1	:	6	6.10	
State of Oregon Military Department	(1:10)	521	475	÷	46	0	1	:	10	10.33	
Water Resources Department	(1:8)	258	232	÷	26	0	1	:	9	8.92	

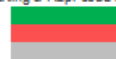
* This total number includes positions which were flagged by Workday as NOT having a Repr code assigned. Each position was reviewed and assigned to a supervisory or non-supervisory category.

** These numbers are showing up in Workday as not having a Repr code assigned. They were reallocated to a supervisory or non-supervisory category and folded into the Total on column C.

Ratio within Maximum supervisory ratio

Ratio not within Maximum supervisory ratio

No current ratio on file with CHRO



BUDGET NARRATIVE

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BUDGET NARRATIVE

AGENCY STRATEGIC PLAN

BUDGET NARRATIVE

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OREGON LIQUOR & CANNABIS COMMISSION

STRATEGIC PLAN

2024-2028

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13	EXECUTING THE PLAN: SUMMARY, TIMELINE AND INDICATORS
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Oregon

Tina Kotek, Governor

Liquor & Cannabis Commission

9079 SE McLoughlin Blvd.
Portland, Oregon 97222-7355

503-872-5000

800-452-6522

www.oregon.gov/olcc

Message from Executive Director Craig Prins and Oregon Liquor & Cannabis Commission Chair Dennis Doherty

We are both honored and proud to lead OLCC into our future. As we do so, we recognize the talent, resilience, and spirit of collaboration of OLCC's employees that emerged as we engaged our employees, industries, and other partners as the foundation of this strategic plan. We are excited to present this plan to chart our course and focus our future together with our greatest asset: our staff.

As OLCC updates its strategic plan, it is critical to be clear about OLCC's mission and how we fit into the Drug and Alcohol Policy Commission's (ADPC) overall state plan for addressing consumption of alcohol, cannabis and other substances amid Oregon's addiction crisis. We participate in the ADPC's overarching plan, setting outcomes and goals for the state around such serious issues as alcohol related deaths, youth drinking, DUII related fatalities, and cannabis use by those under 21 years of age.

The OLCC focuses on addressing the misuse of alcohol and cannabis. OLCC is a participating agency integrated into the overall state strategy of reducing substance misuse through prevention, treatment and recovery. However, the agency is not a direct provider of any of those services.

Instead, the OLCC provides the legal or regulatory framework for access to and use of alcohol and cannabis. This sets the environment for use of these legal products with a focus on addressing excessive consumption (including any use by those under 21 years of age) that can lead to misuse, which can lead to a substance use disorder and the need for treatment and recovery services.

With that framework in mind, the staff of the agency can focus on our specific purpose to support that statewide framework: our mission, vision, and goals. In the alcohol space, modernizing the warehouse that allows the State of Oregon to be the wholesaler of all distilled spirits in Oregon is the primary focus of this strategic plan and its impact cannot be overstated. The ability to maintain the control model for alcohol in Oregon, where the state warehouses, sets the price, and oversees the retail outlets for distilled spirits provides an environment in which alcohol is less likely to be misused, curtailing numerous health and safety impacts downstream. Also, focusing on educating and training our partners on excessive consumption (including any use of alcohol by those under 21 years of age) is our part in the integrated system the ADPC has set.

In the cannabis space, the changing federal regulatory framework is the other context of our work that will have critical impacts on Oregon's adult recreational market in the next five years. Whatever that federal framework is, the OLCC's mission is to provide a fair, regulated market where adult consumers can purchase cannabis products knowing they are free of pesticides, properly labeled, and that the intoxicating power of the product is made clear on the label. Prohibiting the sale of recreational

(continued)

cannabis to those under 21 is just as critical in this space as in the alcohol space. And prohibiting the illegal unregulated manufacture or sale of cannabis by partnering with law enforcement is additional context for this report and supports our responsible licensees. Partnering with Oregon's cannabis industry as it navigates this time of federal change with a clear-eyed focus on the health and safety of Oregonians is OLCC's space in which to excel and leverage the knowledge and experience gained in the last decade.

Last but not least, OLCC is proud to provide important revenue to our state, county, and city partners for them to wisely invest. These funds are targeted by the legislature, county commissioners, and city planners to provide law enforcement, prevention, treatment, recovery and other services. The OLCC is proud of its role and the regulatory function we are honored to provide. Collaborating with and learning from the industries we regulate and the partners we serve will allow us to see our mission clearly and achieve it.

We look forward to reporting on progress toward the priorities and goals outlined in this plan and welcome your feedback—and thank you in advance for your support.

Signed,

A handwritten signature in black ink, appearing to read 'Craig Prins', with a long horizontal flourish extending to the right.

Craig Prins
Executive Director

A handwritten signature in black ink, appearing to read 'Dennis Doherty', in a cursive style.

Dennis Doherty
Chair

The Oregon Liquor and Cannabis Commission (formerly the Oregon Liquor Control Commission) operates under Oregon Revised Statute Chapters 471, 473, 474 and 475.

AGENCY MISSION AND VISION

With diverse responsibilities, OLCC's Mission can seem complex and challenging. Through the dedication and hard work of our staff, and collaboration of our network of licensees and partners, we are balancing these commitments and continually striving to enhance performance in all areas.

Our Mission

OLCC oversees access to alcohol and cannabis products in Oregon through education, regulation, and distilled spirits distribution. Our aim is to protect public health and safety while supporting responsible businesses and providing funding for local and state agencies.

Our Vision

To be recognized as a model in management and regulation of alcohol and cannabis, with measurable success in reducing harm, fostering responsible business practices, and supporting economic development.

To accomplish our vision we will:

- Act with transparency, integrity, equity and respect, reflecting our dedication to our staff, licensees, permittees, agents, and the communities we serve.
- Promote health and safety through evidence-based policies, quality education, and collaboration with our public health and recovery community partners.
- Ensure diligent, fair enforcement of all laws and rules designed to protect and guide consumers and businesses, including Oregon's Bottle Bill.
- Create and sustain innovative, robust systems and processes to support Oregon's alcohol, cannabis and related industries.
- Efficiently generate revenue to fund local and state government programs and services.
- Provide outstanding and responsive customer service, with a focus on operational effectiveness and continuous improvement.
- Cultivate an inclusive, diverse, and equitable environment for our workforce, emphasizing a culture rooted in excellence and teamwork.

OLCC BY THE NUMBERS

This data, from calendar 2023, reflects the efforts of our people and licensees, and their impact across the state of Oregon.



FISCAL IMPACT

Total funds distributed to State, Cities and Counties: **\$323.8 million**



ALCOHOL LICENSING & PERMITS

Number of Locations licensed to make, sell and distribute alcohol products: **13,422**

Total Alcohol Service Permits: **159,492**



CANNABIS LICENSING & PERMITS

Number of Locations licensed to make, sell and distribute cannabis products: **2,797**

Marijuana Worker Permits: **55,163**



UNDER-AGE PROTECTION

Minor Decoy Operations –

Alcohol: **1,258** Marijuana: **692**



DISTILLED SPIRITS WAREHOUSE

Unique Items Stocked: **9,460**

Proportion of Stocked Items that are Oregon-made: **22%**

Shipments from Warehouse: **3.87 million cases**

STRATEGIC PRIORITIES, GOALS AND ACTIONS

The following section outlines the essential priorities on which OLCC will focus resources and attention over the coming four years. These needs emerged through an extensive outreach effort, with commentary and feedback from our internal team as well as dozens of licensees; political leaders; representatives from the alcohol, cannabis and hospitality industries; health and recovery advocates and sister agencies.[†] This input was carefully reviewed and considered by our executive team, with contributions from a management-level working team, with full alignment reached on our direction and areas of greatest need.

While the Strategic Priorities, Goals and Actions are presented discretely, there is a clear synergy across the various efforts. Progress in one area will often enable and even augment achievement in other areas. In short, we see this a closely integrated set of efforts to support positive evolution of OLCC.

Efficient, Modernized Operations & Outcomes

Fulfill current commitments and address opportunities to upgrade and improve our operations and services, while strengthening teamwork and clarifying the value of our work.

Rationale: OLCC is working diligently to build and launch a new distilled spirits distribution center, upgrade key logistics, distribution and licensing software, and relocate our central offices. These efforts will require significant attention and resources to maintain continuity throughout their implementation, and to deliver projected gains in efficiency, capacity and service quality. They will be complemented by other important improvements that will extend and leverage these major initiatives.

These changes must be matched by instilling greater consistency and discipline in our management practices, communication and processes—strengthening the spirit of collaboration that is a foundation of the OLCC culture.

Goals:

1. Complete physical infrastructure/relocation projects on time, on budget, and with documented success measures.

[†] See full list of outreach participants, page 16

Actions/Initiatives:

- Build out and transition all distilled spirits distribution to the new Canby warehouse by the end of Q2 2026.
 - Relocate OLCC headquarters to the Portland State Office Building by the end of Q4 2026.
2. Fully modernize critical operating systems, dramatically reducing manual and paper-based activities, streamlining processes and supporting a culture of data.

Actions/Initiatives:

- Coordinate multiple, parallel transformational projects through a team-driven governance and accountability structure (Build-Move-Modernize-Keep it Rolling).
 - Configure, implement and close-out high priority systems initiatives including:
 - Distilled Spirits Supply Chain (DSSC) by end of Q2 2026.
 - Cannabis and Alcohol Management Program (CAMP) by the end of Q4 2025.
 - Oregon Privilege Tax Online (OPTO) by end of Q4 2024.
 - Records Management and Digitization by end of Q4 2025.
 - Improve performance measurement and evaluation capability, enabling fact-based monitoring, decision making and continuous improvement efforts.
3. Restore/enhance cross-agency communication, personal connections and shared engagement in our mission.

Actions/Initiatives:

- Update and establish policies, procedures and norms to promote individual and group interaction under the current work model that includes in-person, remote, and hybrid operations across 11 locations.
- Assess and identify actions to optimize and expand our new employee onboarding and mentoring programs, applying an equity lens that helps ensure access and inclusion.
- Form a representative cross-agency team to develop internal tools and resources that strengthen cross-agency communications and enhance staff experience.

Balance Regulation, Compliance, Enforcement and Education in Public Safety

Assess and take action to ensure proper balance across the array of methods we use to ensure alcohol and cannabis providers are operating legally and equitably. Strengthen efforts to promote and protect public health and safety.

Rationale: A constant challenge for OLCC, like other regulatory agencies, is to apply the most effective combination of approaches to support those seeking to comply with laws and regulations, while identifying and taking action against those with intentional and/or serious violations. Our staff as well as alcohol and cannabis businesses have expressed concern that our mix of strategies is not as consistent or effective as it should be, and that our education-related services need upgrading to meet today's demands.

At the same time, we are recognizing opportunities to recommit and enhance our role in preventing underage and excess consumption of marijuana and alcohol, as well as finding ways to work with external partners and agencies that support moderate and safer consumption.

Goals:

1. Resolve ambiguity and reduce complexity in our regulatory framework to enhance fairness, equity and transparency.

Actions/Initiatives:

- Conduct a multi-year review and revision of our rules structure and language, with clear priorities and milestones, featuring close consultation with staff, legislature, partner agencies and organizations, and licensees.
 - Update resources—especially on-line tools— to improve clarity and accessibility of information on existing regulation and pending changes.
 - Establish criteria and resource networks to ensure rules and policies are evaluated from the perspective of historically under-represented communities.
2. Improve efforts to prevent use of alcohol and cannabis by minors, and the diversion/inversion of cannabis into or out of the recreational cannabis market.

Actions/Initiatives:

- Update content and improve access to licensee and employee/server training for both alcohol and cannabis businesses—tracking learning effectiveness and impact on health protection practices.
- Review and refine application of the Minor Decoy Operations and site inspection programs, procedures, enforcement response and impact measures.
- Review and refine application of the Overservice and Visually Intoxicated Persons programs, procedures, enforcement response and impact measures.
- Review and refine application of the Cannabis Diversion (“seed to sale”) program, procedures, enforcement response and impact measures.
- Continue regular engagement and communication with partner agencies, interest groups, and business associations to coordinate effective public health support efforts.

Positive Business Environment

Ensure our licensing, regulation and distilled spirits distribution activities create conditions for success across Oregon's responsibly-run alcohol, cannabis and related service industries.

Rationale: The products and businesses we regulate are major contributors to Oregon's economy, through sales and tax revenue, beneficial impact on tourism and as a boost to the state's reputation for innovation, sustainability and craftsmanship. OLCC's role is to help these organizations operate legally, do their part to prevent underage and abusive consumption, and provide timely and accurate delivery of distilled spirits to our retail agents. We recognize that at times regulation and enforcement can create unintentional or unforeseen obstacles to these businesses' operations. OLCC must continually review and refine these efforts to create a fair and supportive environment for enterprises that are "playing by the rules." We also need to manage expectations on the limits of our charge, which does not extend to promotion or intervening in market conditions.

Goals:

1. Improve licensing processes to eliminate unnecessary burden on applicants, increase efficiency and reduce wait-times.

Actions/Initiatives:

- Conduct analyses of all licensing types and associated application, evaluation, decision and issuance activities to identify common defects, bottlenecks and other causes of delay.
 - Report findings and recommendations to Executive Leadership team prior to the development of the 2027-29 budget.
2. Develop and communicate clearer compliance and enforcement guidelines for both staff and licensees, and monitor to ensure consistency.

Actions/Initiatives:

- Assess and prioritize current areas of inconsistency and resulting challenges posed to licensees and staff.

- Establish and/or improve policies and guidelines for case prioritization and compliance action, emphasizing proactive education and support versus legal action.
- Monitor issuance of verbal instructions (VIs), verification of compliance (VOCs) and referrals to the Administrative Hearings Division for consistency and equity in case management.

3. OLCC will be available to serve customers.

Actions/Initiatives:

- Define and document responsibilities for responding to requests or questions from agents, licensees, producers, consumers and other key constituents.
- Publish and actively promote key contact information, channels (email, phone, text, etc.) and availability.
- Establish and monitor norms/expectations around timeliness of acknowledgement and response.
- Pursue creation of an OLCC “Service Center” as a dedicated resource to handle and direct inquiries.

Equity and Inclusion: Commitment and Action

Identify opportunities, develop and implement strategies to foster diversity and belonging in our organization and across the industries we serve and regulate.

Rationale: An OLCC employee team, guided by Oregon state government's *Roadmap to Racial Equity and Belonging*, has completed a preliminary plan identifying levers to promote the vision of a more equitable and inclusive organization. Building from their work and expanding on approaches outlined in the *Roadmap*, OLCC will focus on real, meaningful actions that connect to our purpose, engage our staff, licensees, and partners, and can demonstrate results.

In addition, as we upgrade and modernize our systems and processes, we will need to build skills of our existing team as well as attract new talent that can thrive in a changing organization and help meet our new challenges.

Goals:

1. Nurture an inclusive workplace culture that promotes equitable management/HR practices and where everyone feels comfortable to be their authentic selves.

Actions/Initiatives:

- Provide training and professional development opportunities to diversify our leadership pipeline and strengthen agency succession planning.
- Continue and build on the efforts of the agency's staff-led Diversity, Equity, Inclusion and Belonging team to advise on, and help implement, actions to create a more welcoming, engaged and supportive organization.

2. Promote equitable access to services, programs, and resources for alcohol, cannabis, and partner businesses.

Actions/Initiatives:

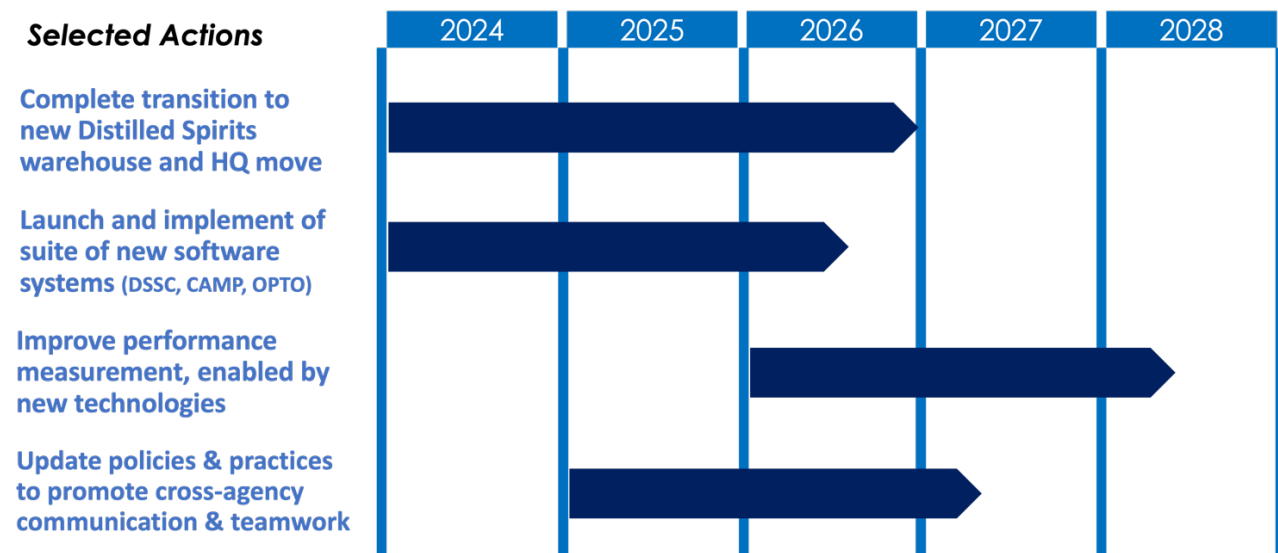
- Establish criteria and process for marijuana license reassignment that offer opportunities for qualified members of underserved communities and those historically affected by cannabis criminalization.
- Assess the Liquor Store Operation application and temporary assignment processes for equitable opportunities.
- In accordance with ORS 182.164 & 182.166, develop and implement agency policy and training that promotes positive government-to-government relations between the OLCC and Oregon Tribal nations.

EXECUTING THE PLAN: SUMMARY, TIMELINE AND INDICATORS

Detailed implementation plans for many of the Goals and Actions in this Strategic Plan will be developed in coming weeks and months. Activities will be prioritized and scheduled to ensure we have the focus and resources required, and that progress can be gauged objectively.

The following is an at-a-glance summary of key actions described in the previous section, with anticipated timing and selected progress indicators/measures.

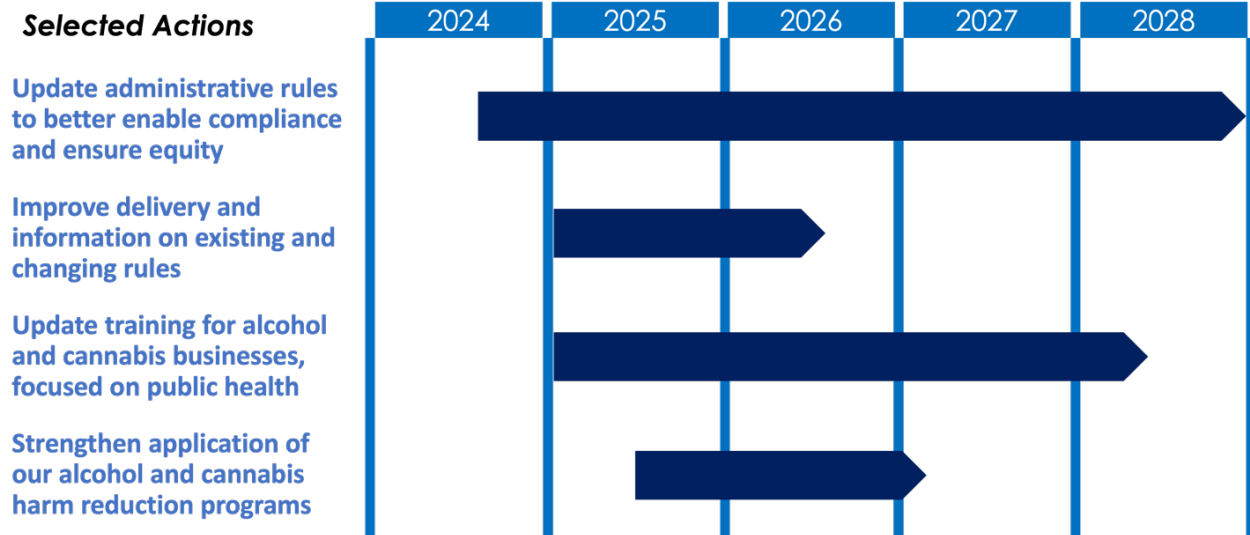
Efficient, Modernized Operations & Outcomes



Selected Progress Indicators

- Achievement of construction, budget and performance milestones for Canby Distribution Center.
- Timeliness and effectiveness of issue resolution in launch of OPTO, DSSC and CAMP systems.
- Number of paper documents and reports transitioned to digital format.
- Level of acceptance and impact of practices to promote cross-agency collaboration.
- Positive trends on Gallup Q12 Employee Engagement survey.

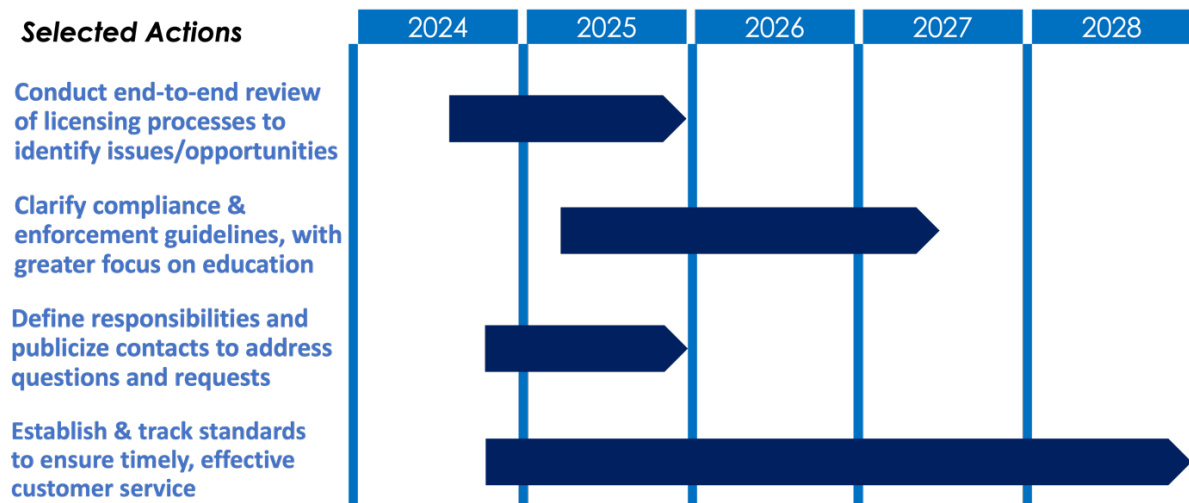
Balance Regulation, Compliance, Enforcement & Education in Public Safety



Selected Progress Indicators

- Completion of priority assessment and planning for comprehensive rule review and revision.
- Achievement of scope and schedule goals for phased administrative rule updates and deployment.
- Feedback from licensees, agents and other interested parties on updates to administrative rules.
- Meet goals for participation and learning outcomes for agent/licensee training.
- Impact of alcohol and cannabis compliance programs on minor access, consumption and diversion.

Positive Business Environment

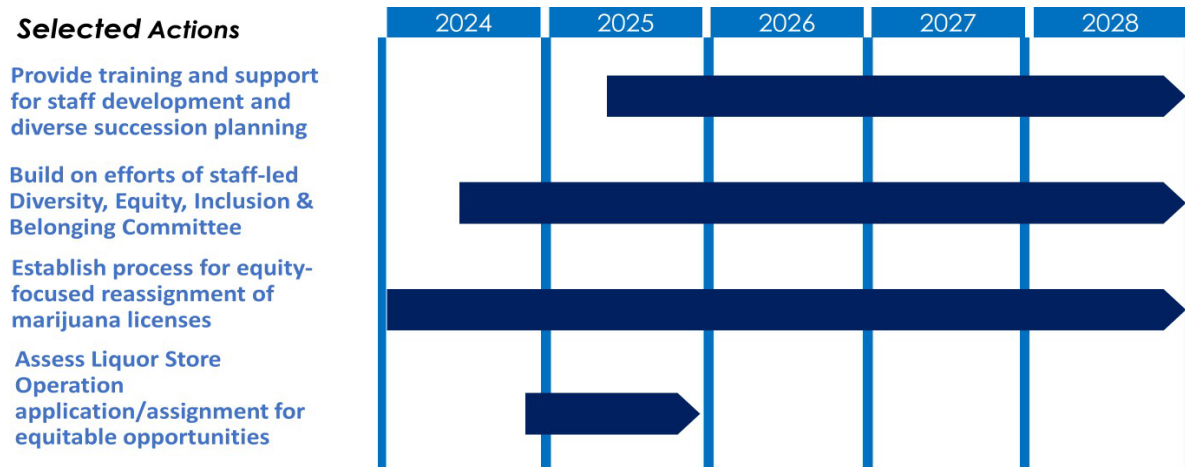


Selected Progress Indicators

- Prepare analysis of all licensing types and make recommendations by April 2026.
- Deployment of updated criteria for inspections and compliance/enforcement action.
- Positive trends in case management: better direction & understanding for both employees and industry.
- Develop and assign specific roles and responsibilities for communication with licensees and the public.
- Customer and staff feedback on agency availability, response time, and value of information provided.

Equity and Inclusion: Commitment and Action

Selected Actions



Selected Progress Indicators

- Impact on diversity of marijuana licensees and liquor retail agents.
- Level and profile of participation in agency-sponsored professional development offerings.
- Development of succession planning program with clear diversity indicators.
- Managers and employees are trained to support collaboration with Tribes.

ACKNOWLEDGMENTS

The development of OLCC's Strategic Plan has been a highly collaborative effort. We have heard from, and listened carefully to, input from a wide range of individuals and groups both inside the agency and across the state. In addition, several special working teams have put in extra time working on our Mission and Vision, Strategic Priorities, and Goal and Actions.

The following is a complete list of those who have participated in this process (apologies to anyone inadvertently left off). We sincerely thank everyone for their contributions—and look forward to your feedback and support as we work to achieve these priorities and goals.

Name	Organization/ Position	Title
Commission		
Dennis Doherty	Commissioner	Chairman
Matthew Maletis		Commissioner
Alicia Hays		Commissioner
OLCC		
Craig Prins	OLCC - Executive Team	Executive Director
Tara Wasiak		Deputy Director
Kailean Kneeland		CFO
Steve Robbins		Distilled Spirits Director
Jeremiah Brickhouse		CIO
Rosie Shatkin		Legislative & Government Affairs Director, Tribal Liaison
Nicole Pexton		Chief Audit Executive
Rich Evans		Director of Public Safety
Jeff Lamont		HR Director
Laura Paul		Executive Assistant
Adam Buell		Administrative Coordinator
Melanie Musial	OLCC - Management	Director of Administrative Hearings Division
Danica Foster		Director of Licensing
Shannon Hoffeditz		Director of Compliance, Marijuana
Andrew Jurik		Director of Compliance, Alcohol
Christie Scott		IT Project Management, Vendor & Customer Services Manager
Michael Callaghan		Director, Technology Services

Name	Organization/ Position	Title
TJ Sheehy	OLCC - Management-continued	Director, Analytics & Research
Mark Pettinger		Director, Communications & Education
Paul Rosenow		Acting Asst Director, Retail Services
Alan Roe		Assistant Director, Distribution Services
Jeff Samuels		Director, Administrative Services Division
Ewa Vicars		Human Resources Analyst
Marsha Barton		Human Resources Analyst
Katy Barnett		Human Resources Analyst
Greg White		Auditing Manager (Liquor Store & Privilege Tax Filer Audits)
Shirley Smith		Procurement Manager
Jim Helget	OLCC – Supervisor	Botte Bill Manager
Corry Staten		Distribution Center Shift Manager
Bryant Haley		Public Records Manager
Mike Bloom		Eugene Regional Manager
Gary Wilcox		Bend Regional Manager
Joel Lujan		Salem Regional Manager
Mark Smith		Portland Regional Manager-Alcohol
Eric Thompson		Distribution Center Shift Manager
Scott Yox		Medford Regional Manager-Alcohol
Heidi Anderson		Alcohol Licensing and Permitting Manager
Patrick Owen		Marijuana Licensing Manager
Christopher Vossen		Liquor License Assistant Manager
Beth Sykes		Marijuana Licensing and Permitting Supervisor
James Hunter		Medford Regional Manager- Marijuana
Michelle Cate		Portland Regional Manager- Marijuana
Tristan Blalack	OLCC – Staff	Metrc Compliance Specialist
Ara Huddleston		Transportation & Inventory Controller
Paul Herbert		Scheduling and Inventory
Matt VanSickle		Internal Communications
Carolyn Moreno		Compliance Specialist
Angie Nelson		Revenue Lead Worker

Name	Organization/ Position	Title
Brian Eaker	OLCC – Staff continued	District Manager, Distilled Spirits
Aubrie Loden		Alcohol Regulatory Specialist, Salem
Kate Gullickson		HR Analyst
Jake Vargas		Marijuana Regulatory Specialist, Medford
Doreen Barksdale		Alcohol Regulatory Specialist, Eugene
Tara Bryson		Alcohol Regulatory Specialist, Klamath Falls
Tyler Glaze		Alcohol Policy Analyst
Randy Hancock		Compliance Specialist, Alcohol Technical Lead-Compliance
Larry Brown		Marijuana Regulatory Specialist, Bend
Catheryn Coupland		HR Analyst
Corey Simons		Marijuana Regulatory Specialist, Eugene
Corie Shelley		HR Analyst
Marina Copeland		GIS and Tableau Specialist
Amanda Borup		Cannabis Policy Analyst
Nicole Mitchell		Licensing Specialist, Alcohol Technical Lead-Licensing
Chris Olson		Marijuana Regulatory Specialist, Salem
Karlee Vetter		Alcohol Regulatory Specialist, Portland
Tanner Hays		Marijuana Regulatory Specialist, Medford
Nicole Blossie		Rules Coordinator
Denise Byram		Licensing Specialist, Marijuana Program Technical Lead-Licensing
Caleb Henderson		Marijuana Regulatory Specialist, Portland
David Standiford		Laboratory Compliance Specialist 3
Stephanie Day-Goodman		Administrative Specialist, MJ Call Center-Portland
Matt Cobos		Marijuana Licensing, Portland
Arnaud Simon		Public Health & Consumer Protection Policy Analyst
Joy Spencer		OLCC Web Manager & Digital Communications Specialist
Jordan Heath		Alcohol Regulatory Specialist, Portland
Anthony Geltosky		Packaging and Labeling Policy Analyst
Peter Noordijk		Research Analyst and Forecasting
Phil Fox		Marijuana Regulatory Specialist, Portland, Portland
Ric Calhoun		Application Administrator, IT

Name	Organization/ Position	Title
Randy Howell	OLCC – Staff continued	District Manager Lead Worker, Distilled Spirits
Jen Townsend		Special Orders & Purchasing
Clint Foley		Medical Marijuana Regulatory Specialist, Eugene
Steven Crowley		Compliance Coordinator (Hemp)
Victoria Brown		Case Presenter, Administrative Hearings Division
Hugo Matus		IT Architect
Zoe Blumenshine		Marijuana License Specialist, Portland
Jack Alton	OLCC DEIB Committee	Committee Member
Tristin Blalack		
Zoe Blumenshine		
Marina Copeland		
Stephanie Day-Goodman		
Ken Dickens		
Broek Galovin		
Leah Gessel		
Andrew Harmon		
Susan McCleary		
Hannah Monchamp		
Carey Pimentel		
Jeri Sanchez		
Joy Spencer		
External		
Jesse Bontecou	Cannabis Industry Alliance of Oregon (CIAO)	Executive Director
Niki Terzieff		Lobbyist
Mike Getlin		Licensee
Courtney Moran	Hemp Growers of Oregon	Lobbyist
Margo Lucas	Retail	Owner
Jason Lampman	Micro Producer	Owner
Jeannette Ward Horton	NuProject	CEO
Jason Brandt	Oregon Restaurant & Lodging Association (ORLA)	President and CEO
Eric Chambers	Oregon Beverage Recycling Cooperative (OBRC)	VP of Strategy and Outreach

Name	Organization/ Position	Title
Oliver Coker	Associated Liquor Stores of Oregon (ALSO)	President and CEO
Brad Irwin	Oregon Distillers Guild	Owner
Lynn Walding	NABCA IAC	Executive Director, Control States at Diageo
Jessica Pratt	Association of Oregon Counties (AOC)	Legislative Affairs Manager
Sarah Lochner	Oregon Coalition of Local Health Officials	Executive Director
Scott Winkels	League of Oregon Cities (LOC)	Lobbyist
Kevin Campbell	Oregon Association Chiefs of Police	Executive Director
Danelle Romain	Oregon Beer & Wine Distributors Association (OBWDA)	Partner Attorney, Lobbyist
Steve Gibbs	Columbia Distributing	VP of Government Affairs
Mike Marshall	Oregon Recovers	Executive Director
Jesse Cornett		Interim Policy Director
Tom Jeanne	Oregon Health Authority	Public Health Physician
Annaliese Dolph	Alcohol and Drug Policy Commission	Director
Michelle Deister	Legislative Fiscal Office (LFO); Budget/Financial Oversight for Legislative Branch	LFO Analyst
Betsy Imholt	Oregon Department of Revenue	Director
Gina Bianco	Oregon Wine Board	Executive Director
Sally Crawford		OWB Chief Financial Officer
Greg Jones		Board Chair
Justin King		Board Emeritus
David Gomberg	82nd Oregon Legislative Assembly	Oregon State Representative
Janeen Sollman	82nd Oregon Legislative Assembly	Oregon State Senator
Tawna Sanchez	82nd Oregon Legislative Assembly	Oregon State Representative
Floyd Prozanski	82nd Oregon Legislative Assembly	Oregon State Senator
Brett Kenney	Coquille Indian Tribe	Tribal Attorney

BUDGET NARRATIVE

INFORMATION TECHNOLOGY STRATEGIC PLAN

BUDGET NARRATIVE

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Information Services Strategy Plan

**Prepared for
Oregon Liquor and Cannabis Commission**

December 2023

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Engagement Summary

Engagement Overview

Background:

Oregon Liquor and Cannabis Commission (OLCC) has sought the assistance of Info-Tech Consulting as an independent advisor to formulate a broad IS strategy for the enterprise to ensure better business-alignment and a go-forward action plan / roadmap to enable Information Services (IS) to efficiently support the business counterparts going forward and help the business realize the defined business goals / priorities.

ITRG Solution:

1. **Validate Business Context:** Engage with OLCC leadership to understand business goals and priorities, evaluate gaps and pain points and determine IS implications.
2. **Assess Current State Environment:** Identify the relative maturity of the different IS capabilities and governance to support business needs and aspirations.
3. **Formulate Recommendations:** Define a set of actionable recommendations to improve overall business-IS alignment while focusing on longer-term value creation.
4. **Prioritize and Plan Execution:** Develop a target state roadmap and assist OLCC with defining the necessary refresh plan to monitor and sustain the roadmap and ensure relevance and currency going forward.

Key Outcomes:



1. Business-aligned IS strategy to support the needs and priorities of the business stakeholders / core consumers of IS services

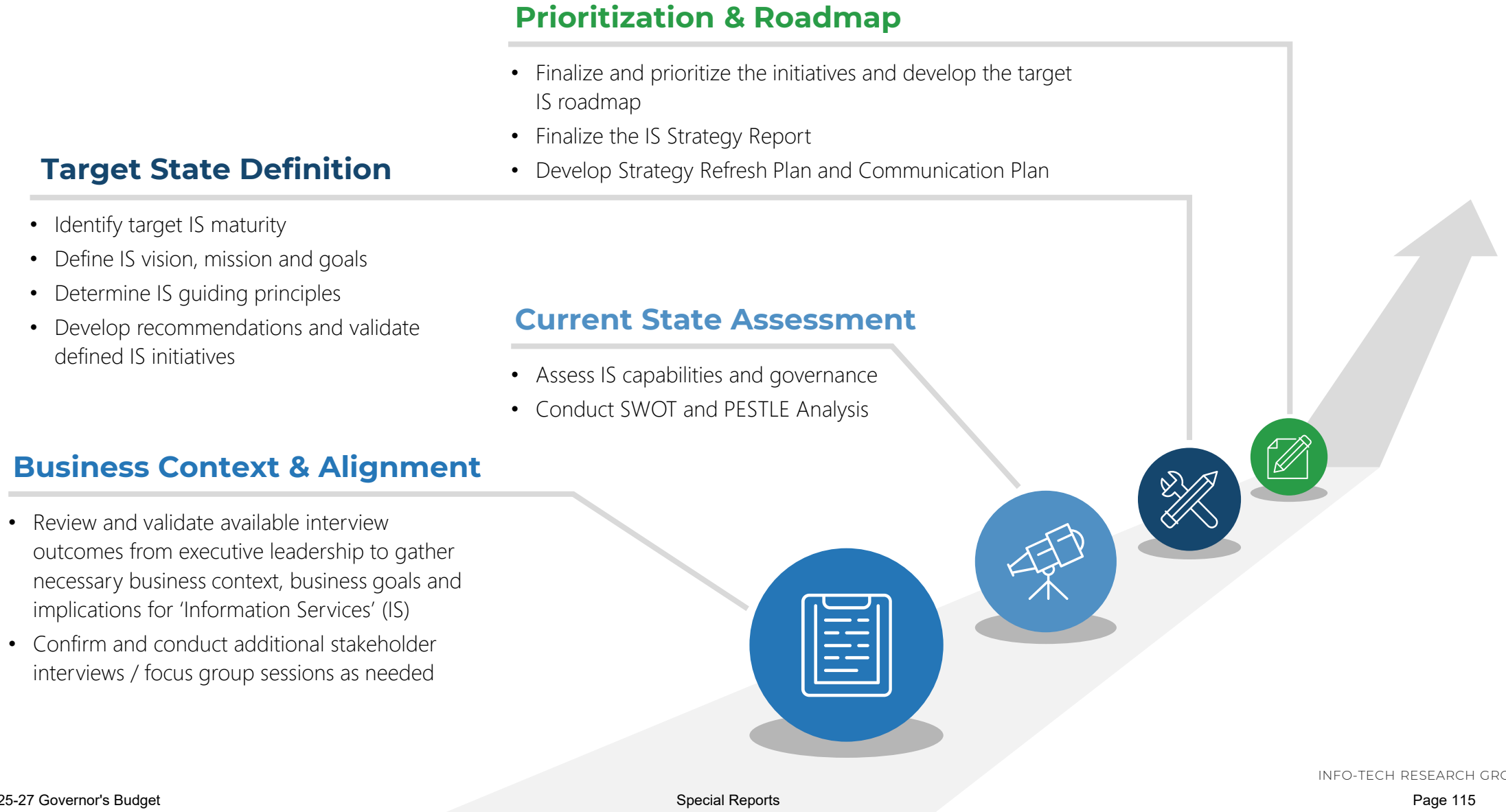


2. Defined go-forward plan to refresh and refine the IS Strategy to better address evolving needs of business stakeholders



3. A clearly defined path of action for the defined IS initiatives based on stakeholder priorities and organizational alignment

Engagement Approach Overview



Current State Findings



Agency Drivers – Information Services Strategic Plan

The primary objective of the IS Strategic Plan is to facilitate effective technology enablement in alignment with OLCC’s Vision, Mission and Values

OLCC Agency Vision

Safety and prosperity for all Oregonians.

OLCC Agency Mission

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

OLCC Agency Values

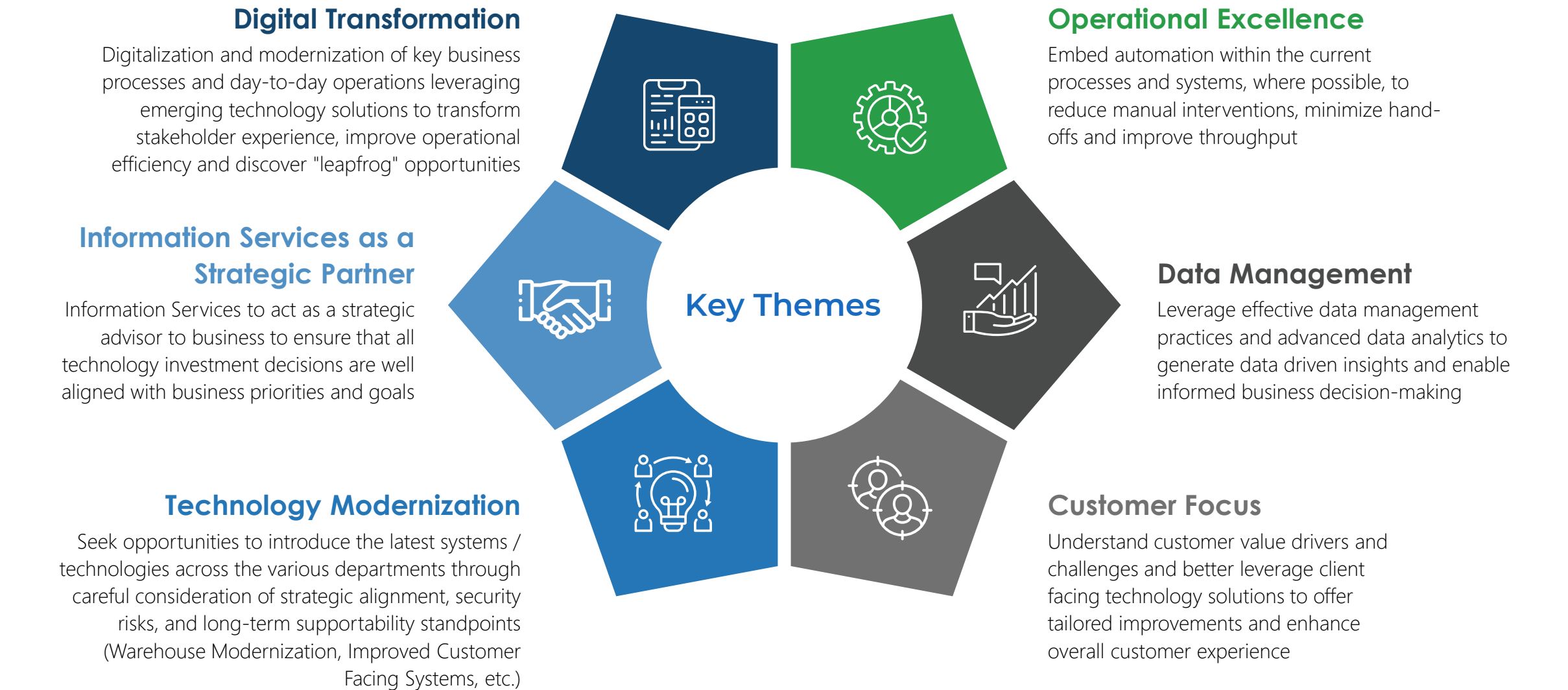
Inclusive: We invite and represent all voices to strengthen our economy and to ensure the public health and consumer protection of all residents.

Collaborative: We proactively engage all stakeholders as a hub for consensus-building and conflict resolution among the hospitality industry.

Bold: We courageously take risks to influence and persuade action to protect and steward revenue for the General Fund and local jurisdictions.

Key Themes – Stakeholder Interviews

Agency Executive Leadership were interviewed to determine their key priorities and implications for IS organization



Organizational Context – SWOT Analysis

Strengths (Internal)

- Adaptability of the organization and nimbleness to adjust to changing laws.
- The People and their eagerness to contribute and educate.
- Achieving Compliance of licensed businesses through education and enforcement activities.
- Teamwork, OLCC's IS team is happy to step in and help each other out.
- As the third largest revenue generating agency, OLCC has a reliable source of funding which can provide financial stability for long-term projects and initiatives. Also dedicated bond funds for modernization projects.
- OLCC staff have a strong history of collaboration and data sharing between government agencies and departments to improve service delivery.

Opportunities (External)

- The move to cloud computing creates more opportunities for remote work.
- Investing in technology that makes staff more mobile.
- Lessons learned from the Privilege Tax project to make sure we're communicating often on IS projects and gathering stakeholder feedback.
- Legislative changes can provide process improvement and improved customer service.
- Special interest groups can provide insight into process improvement.
- The opportunity to lead digital transformation initiatives that improve government services, streamline processes, and enhance citizen engagement through modern technology.

Weakness (Internal)

- Current outdated technology in the warehouse is a major threat to daily operations.
- Staff turnover and retention lead to loss of historical knowledge.
- Capacity of staff to continue daily duties as well as contribute and participate on project teams.
- State government often operates under intense public scrutiny, making it difficult to manage public perception in the event of IS failures or security breaches.
- The public sector can be burdened with process, which can slow down decision-making, procurement, and project implementation.
- Budget limitations can restrict the ability to invest in modern technology, infrastructure upgrades, and talent acquisition.

Threats (External)

- Technical debt continues to increase; rapid advancements in technology can make existing systems and practices obsolete, requiring significant investments in modernization to stay competitive.
- Dependence on external technology vendors and service providers can expose the department to risks associated with vendor stability, performance, or contractual disputes.
- Cyber threats, including hacking, ransomware attacks, and data breaches, pose a significant risk to the security of government systems and data.
- The agency is always subject to the needs of the legislature and special interest groups.

Organizational Context – PESTLE Analysis

Political

- Any legislative change ('Federal' or 'State') that will significantly impact OLCC's day-to-day operations.
- Inter-government relations are important to OLCC's ability to carry out our mission. These include local government, tribal relations, legislature and other state agencies.
- OLCC Commissioner and external stakeholder (including special interest groups) needs or demands are taken into consideration.
- As a public entity, the agency often looks for stakeholder engagement. We have hired an OCM contractor to assist with evaluating stakeholder approval on the three major projects: Relocation, CAMP, and DSSC.
- OLCC HQ, Salem office, and Warehouse will relocate in 2025.

Economic

- Although OLCC is the third largest revenue generating agency in the state, OLCC's budget is set by the legislature.
- In addition to the legislatively approved budget, OLCC has also been granted some bond funding for its large-scale projects: Relocation, CAMP and DSSC.
- The state of Oregon has a competitive compensation package including hourly wage, retirement, healthcare, and vacation/sick leave.
- The Relocation project has been affected by supply chain issues and shortages of resources stemming from the pandemic. The rise in prices and scarcity of materials has increased budget and elongated schedule, resulting in reduced scope.

Social

- The demographics of OLCC's customers vary greatly across the alcohol and cannabis industries. These include a wide range of income levels, education levels, technology proficiency, and age. While majority of customers have been identified as Caucasian, with English as a first language, Oregon has a significant population whose native language is Spanish and or Mandarin. Majority of Oregon's population lives in the Willamette Valley.
- As OLCC embarks on the Modernization projects, it is important that CAMP accommodate both Spanish and Simple Chinese written language to serve customers.
- Through the Privilege Tax project, the attitude of OLCC's customers has been primarily a "What's in it for me?" (WIIFM) approach. Engaging with stakeholders through Organizational Change Management (OCM) should identify the needs of each stakeholder group.
- In the IS department, there is traditionally low turnover. Many staff have been employed by OLCC for 5+ years.
- The market for qualified IS professionals is difficult due to the demand, however remote work options are a mitigating factor.

Refer to **Appendix-II: Glossary** for PESTLE Analysis considerations

Organizational Context – PESTLE Analysis (Cont'd)

Legal

- Recent legislative changes have required additional work on the Privilege Tax project to administer direct to retailer sales.
- OLCC is currently working on our Capability Maturity Model (CMM) to improve policies and standardization.
- OLCC employees are represented by AFSCME and as such, union views and input are taken into consideration.
- The open data project has cast a light on all agencies' availability of data. OLCC has also been reviewing data to see what can be made available and accessible to the public.

Environmental

- Oregonians pride themselves on being environmentally friendly. As stewards of the public's trust, we try to implement environmentally sustainable practices. Mandates include Energy Trust of Oregon best practices and standards, as well as DAS policies.
- Environmental factors that affect business continuity include forest fires during the summer, rockslides during the rainy season, and the occasional snow or ice storm in the winter.
- Weather can impact the ability to ship and receive from the Warehouse. Poor air quality or road conditions can make it difficult for employees to work or for employees or trucking companies to access the building.

Technological

- The OLCC has decades of technical debt. As a result, both staff and customers have an interest in updating technology and implementing innovative tools.
- Implementing the State's Cloud Forward approach, OLCC is examining Azure or AWS for cloud compute and storage. Additionally, new technologies are often preferred to be cloud-hosted.
- OLCC issues devices, iPhones, and laptops to employees. Use of outside laptops is not allowed.
- Most of the current development work is to maintain decades-old legacy systems.
- As OLCC relocates the warehouse to Canby, there will be new infrastructure to be stood up in the new server room as well as switches, A/V, etc.
- Internet access in Rural Oregon has always been a concern for OLCC. With the advancements in technology, we are hopeful that services like Starlink will help all Oregonians access online services.
- OLCC IS is engaging with Communications to use the agency's social media channels to communicate with stakeholders for Relocation, CAMP, and DSSC.
- OLCC is compliant with Criminal Justice Information Services (CJIS) data standards and the storage of Personally Identifiable Information (PII) data.

Current Challenges for Information Services (IS) organization

1

Highly Paper-based Organization

The current records and documents management processes and practices are heavily paper-based and manual.

2

Decisions are not Data-Driven

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

3

High Technical Debt

Warehouse infrastructure relies on several outdated legacy systems, resulting in heavy technical debt and high operational risk.

4

Limited Resource Capacity

Limited bench-strength and increasing workload have necessitated IS resources working on both "Keep the Lights On" initiatives and multiple projects at the same time.

5

Knowledge Retention

Staff turnover and heavy reliance on vendors / service providers may result in knowledge retention risk and knowledge silos.

Key Implications

- Storage is not scalable with limited security and audit trails to track document updates
- Decisions may at times result in initiatives that are not completely aligned with the foundational business objectives
- High risk to business-as-usual operations and risk of non-compliance
- Limited capacity and inadequate time for IS resources to invest effort into large scale enterprise modernization initiatives
- Knowledge is susceptible to being lost when people leave the organization
- Lack of standardization for IS practices and procedures due to reliance on legacy knowledge

Proposed Go-Forward Focus Areas for Information Services

1

Information Services Modernization

Enable modernization of existing IS infrastructure and systems to better support the business capabilities while addressing security alignment and ongoing support and sustainment.

2

Greater Business-IS Alignment

Define the necessary process and cadence to better understand business processes, priorities, and technology needs and identify opportunities to improve process efficiency and technology enablement.

3

Reduce Paper-based Processes

Assess current business processes and seek opportunities to digitalize them to limit paper trails and minimize manual interventions as much as possible.

4

Digital Accessibility

Ensure all necessary websites, systems and relevant record data / information are accessible to internal as well as external stakeholders from anywhere at anytime.

5

Data-driven Decision-Making

Define data strategy and formulate data governance for the mission critical datasets to ensure improved data quality and enable timely data access to organizational leadership for informed decision-making.

Key Focus Areas

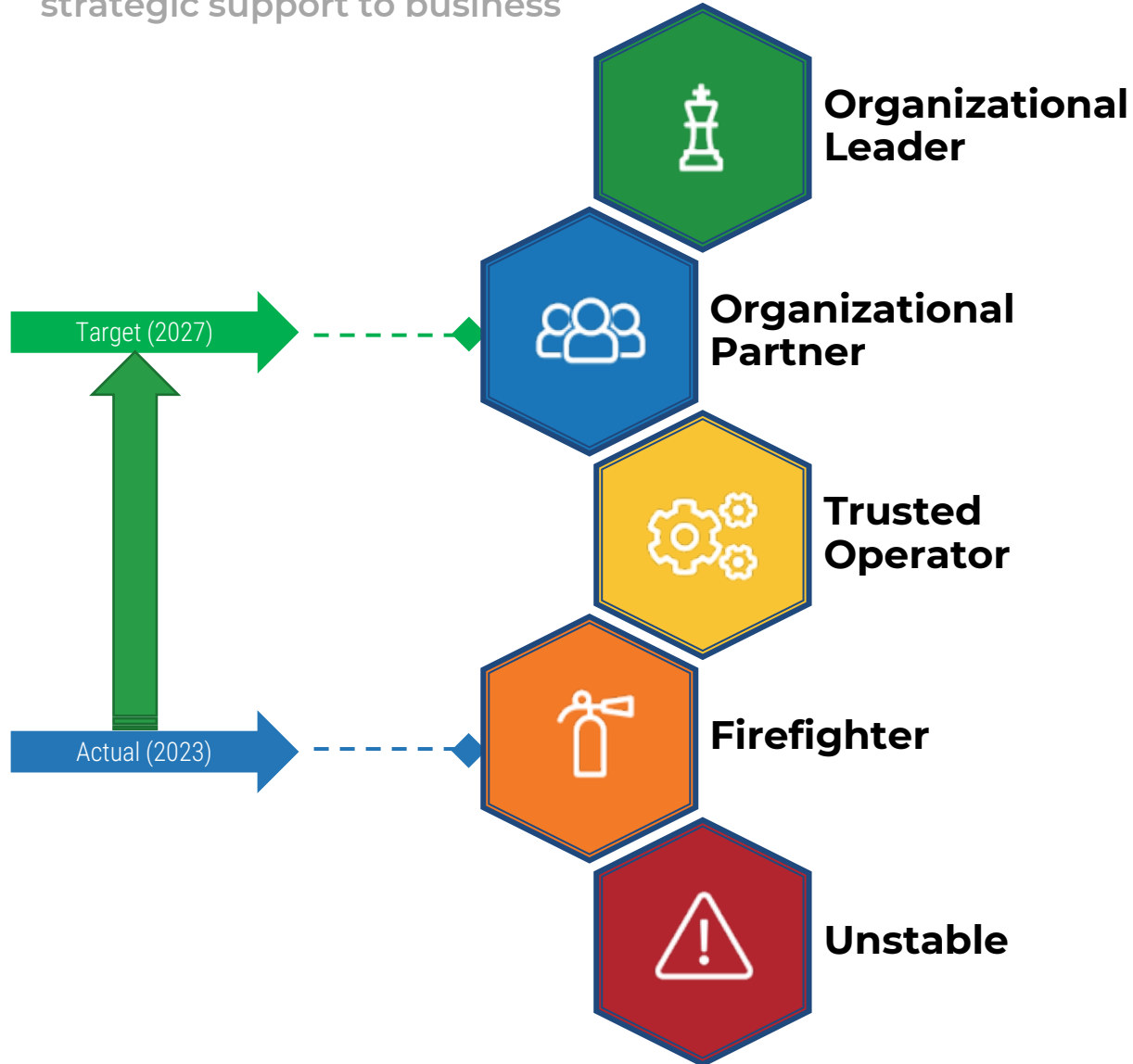
Maximizing process efficiency and delivering rapid business value



Information Services (IS) Target State

Information Services Organization Maturity Target

IS leadership aspires to achieve “Organizational Partner” maturity through effective technology enablement and strategic support to business



► *Reliable Technology Innovation to help business expand or discover new “growth” opportunities*

► *Effective Execution on Business Projects, Strategic Use of Analytics and Customer Facing Technology*

► *Effective fulfilment of business work orders / requests and reliable service management practices.*

► *Stable IS Infrastructure and systems and Frontline / Service Desk support*

► *Inability to provide reliable support to Business stakeholders*

Information Services Vision and Mission

The Vision and Mission statements defined in conjunction with IS leadership underpin the desired IS Target State

Vision

Driving Government Modernization through Innovative Technology Solutions: A Vision for a Future-Ready, Dynamic, and Business-Centric Administration.

“The Desired Target State for the IS organization”

“Guide the day-to-day activities and decisions for the IS organization”

Mission

Information Services exists to facilitate technology for our customers:
OLCC staff, spirits suppliers, agents, and licensees that promotes public safety and enables OLCC to be the third largest revenue generator in the state of Oregon, supporting critical services such as schools, first respondents, and human services.

Information Services Guiding Principles

The defined strategic guiding principles are meant to advise the IS organization on the boundaries of the IS Strategy

Principle Name		Principle Statement
1	Enterprise value focus	We aim to provide maximum long-term benefits to the enterprise by eliminating technical debt through enterprise modernization.
2	Fit for purpose	We maintain capability levels and create solutions that are fit for purpose without over engineering them.
3	Simplicity	Through enterprise modernization, the OLCC aims to reduce the number of applications supported and to move to an enterprise architecture.
4	Reuse > buy > build	We prefer to buy existing best of breed solutions that are established, tested, and successful, reusing systems, where applicable. Internal development is a possibility, however, a last resort.
5	Managed data	We handle data creation, modification, and use enterprise-wide in compliance with our data governance policy and consistent with Oregon's Open Data Program.
6	Controlled technical diversity	We embrace the state's cloud forward approach to maintaining applications and platforms.
7	Managed security	We aim to improve our security posture by filling vacant security positions and improving enterprise-wide compliance with the state's security policies.
8	Compliance to laws and regulations	We operate in compliance with all applicable laws and regulations.
9	Innovation	We seek to share what's available in technology innovation with business to help inform business decisions and streamline processes.
10	Customer centricity	We strive to understand the business needs and objectives in order to deliver useful tools to enhance business.

Information Services Strategic Objectives

The Strategic Objectives have been defined in alignment with OLCC's broader business goals and priorities

Strategic Objective	Description
 Workforce Empowerment	<ul style="list-style-type: none">• Promote a desirable work environment through professional development, inclusion, succession and career planning.• Foster a culture to attract, nurture and retain an engaged and skillful IS workforce. Foster a professional growth mindset.• Invest in professional development for resources within IS organization.• Create an environment where people are empowered to make decisions with minimal leadership oversight.
 Stakeholder Relationship Improvement	<ul style="list-style-type: none">• Incorporate latest practices and technologies to create exceptional value and customer satisfaction.• Ensure that IS services and digital products are accessible to all residents.
 IS Operational Excellence	<ul style="list-style-type: none">• Identify opportunities to digitize and/or automate and streamline processes and ensure excellence in service delivery through seamless user experience.• Provide leadership in Technology innovation to advance organizational goals, initiatives and outcomes.• Leverage IS' capabilities and processes to continuously improve operational posture and resilience.
 Infrastructure and Systems Modernization	<ul style="list-style-type: none">• Modernize OLCC's portfolio of legacy systems and technology infrastructure to reduce technical debt and drive better business alignment.• Advance process maturity in intake/portfolio management to help balance resource demand and supply.
 Compliance with Legislative Mandates	<ul style="list-style-type: none">• Ensure that any new or existing technology can address legislative mandates for compliance.• Support business process improvement, risk reduction, and IS service performance through the adoption of targeted and relevant technology innovations.



Recommendations and Roadmap

Business Goals Mapped to IS Strategic Objectives

Business Goals

Achieved through

Business Initiatives




Top IS Initiatives (2023-27)

Achieved Through

IS Strategic Objectives (2023-27)

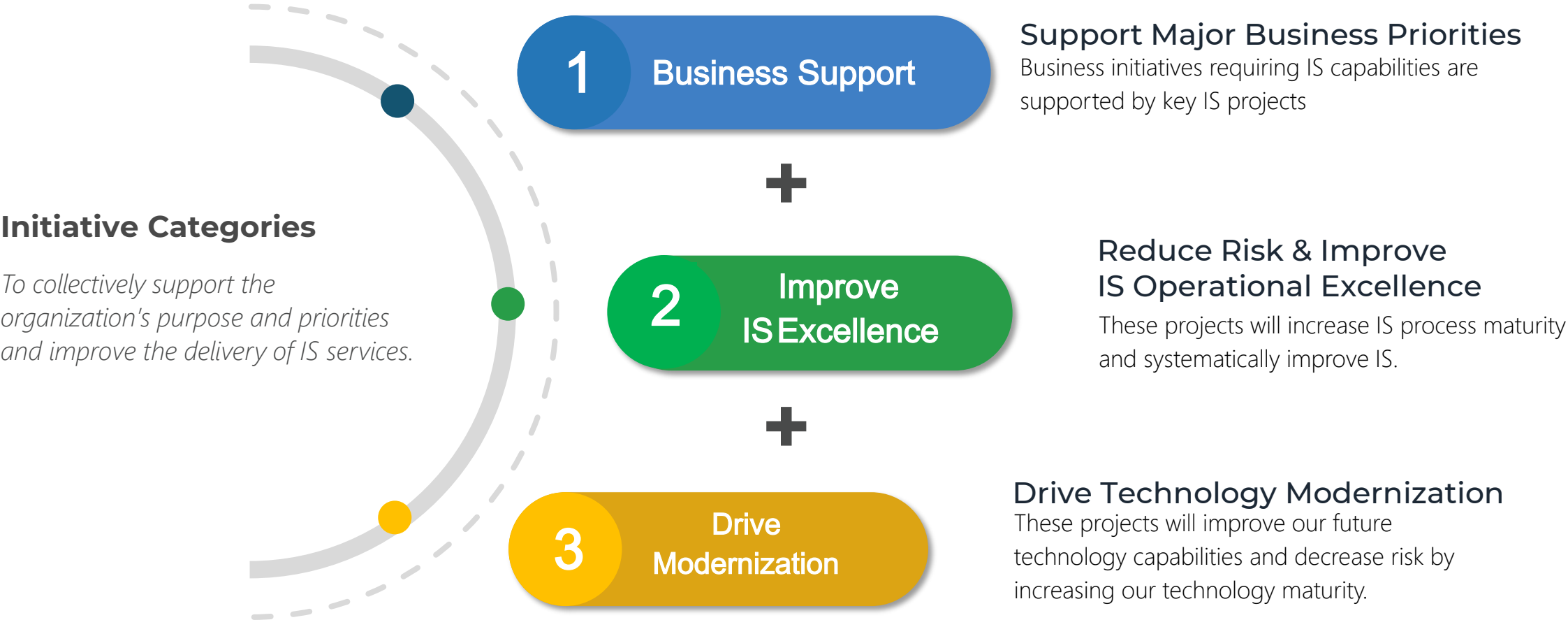
OLCC Priorities	Stakeholder Inputs	Stakeholder Inputs	Info-Tech Recommendations
Build a warehouse	<ul style="list-style-type: none"> • Increase space for inventory • Improve efficiency & budget control and reduce carbon footprint 	<ul style="list-style-type: none"> • IS infrastructure setup in new Warehouse • Conveyance system integration 	Infrastructure and Systems Modernization
Warehouse Modernization	<ul style="list-style-type: none"> • Improve efficiency of Warehouse Operations for Distilled Spirits • Improve communications between liquor agents and OLCC • Legacy system modernization 	<ul style="list-style-type: none"> • Warehouse Management software modernization • DSSC systems implementation • Enterprise POS solution implementation • Automated inventory reconciliation leveraging real-time data availability 	Infrastructure and Systems Modernization
Compliance with Statutory Requirements	<ul style="list-style-type: none"> • Implement Privilege Tax solution and incorporate HB 2013 • Implement current and upcoming statutory changes (e.g. HB3308) 	<ul style="list-style-type: none"> • Privilege Tax solution implementation • Review and refresh – IS Security practices • Technology alignment with new and changing laws 	Compliance with Legislative Mandates
Business Process Modernization	<ul style="list-style-type: none"> • Online licensing for liquor licensing, online payments, better data, permits and training • Maintain a balanced budget and fiscal responsibility for agency IS projects and investments 	<ul style="list-style-type: none"> • CAMP software implementation program • Business Process Improvements • Digitalization of Records and Document Management • Project Intake and Governance Improvements • Application Rationalization & Vendor Neutral Archiving 	Infrastructure and Systems Modernization
Infrastructure Modernization	<ul style="list-style-type: none"> • Move operations to the cloud • Reduce the environmental footprint of network operations • Invest in infrastructure & resources that promote sustainability • Enhance remote work capabilities • Improve data security 	<ul style="list-style-type: none"> • M365 Tenants migration to Oregon.gov tenant • Network Operations migration to Cloud • Network automation and traffic optimization • Remote work enablement 	Infrastructure and Systems Modernization

Business Goals Mapped to IS Strategic Objectives (cont'd)

Business Goals	Achieved through	Business Initiatives		Top IS Initiatives (2023-27)	Achieved Through	IS Strategic Objectives (2023-27)
OLCC Priorities		Stakeholder Inputs		Stakeholder Inputs		Info-Tech Recommendations
Training and Awareness		<ul style="list-style-type: none"> Regularly assess and gather feedback on training effectiveness. Provide the tools and training required to ensure staff succeed with their assigned tasks Foster a culture of continuous learning and improvement. 		<ul style="list-style-type: none"> Knowledge Management Process Enablement and Formalization Review and refresh - IS training focus areas 		Workforce Empowerment
Stewardship		<ul style="list-style-type: none"> Ensure responsible management of public funds and resources. Fiscally responsible to return distribution to State, Counties, Cities Safeguard public health and safety through effective regulatory and service delivery. Improve operational efficiency and service effectiveness. Protect sensitive citizen data and information. Promote sustainable environmental practices and resource conservation. Engage with and serve the needs of the local communities. Foster trust and openness in government operations. 		<ul style="list-style-type: none"> Data Governance and Data Strategy and Management Data Analytics Enablement IS Service Management Platform replacement "Keeping the Lights On" (KTLO) Initiatives 		IS Operational Excellence
Diversity, Equity and Inclusion		<ul style="list-style-type: none"> Foster an inclusive workplace culture Ensure accessibility of services Engage with diverse communities 		<ul style="list-style-type: none"> Stakeholder Management Digital Accessibility (Website Improvements, Mobile UI enablement etc.) IS Staffing Deployment 		Stakeholder Relationship Improvement

IS will deliver on its mission through several key initiatives

*Today's Technology Leadership teams typically have three key mandates:
Support the Enterprise, Run an Effective IS shop, and Drive/Support Modernization*



IS will deliver on 5 in-flight, planned, and new key initiatives directly supporting key organization business requirements

1

Business Support Initiatives / Projects

Business - Supporting IS Initiatives/Projects

- ✓ Conveyance system integration (DSSC project)
 - ✓ Business Process Improvements
 - ✓ Data Governance, Data Strategy and Management
 - ✓ Data Analytics Enablement
 - ✓ Technology alignment with new and changing laws
-

Key Initiative Roadmap

	2024				2025				2026			
Initiatives	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Conveyance system integration (DSSC project)												
Business Process Improvements												
Data Governance, Data Strategy and Management												
Data Analytics Enablement												
Technology alignment with new and changing laws												

IS identified 10 in-flight, planned or new initiatives for improving IS Operational Excellence

2

Improve IS Operational Excellence

IS Operational Excellence Initiatives:

- ✓ Remote work enablement
 - ✓ Digital Accessibility
 - ✓ M365 Tenants migration to Oregon.gov tenant
 - ✓ Knowledge Management Process Enablement and Formalization
 - ✓ IS Staffing Deployment
 - ✓ Review and refresh - IS security practices
 - ✓ Review and refresh - IS training focus areas
 - ✓ Stakeholder Management
 - ✓ "Keep the Lights On" Initiatives
 - ✓ Project Intake and Governance Improvements
-

Key Initiative Roadmap

	2024				2025				2026				2027			
Initiatives	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Remote work enablement																
Digital Accessibility																
M365 Tenants migration																
Knowledge Management Enablement and Formalization																
IS Staffing Deployment																
Review and refresh - IS security																
Review and refresh - IS training																
Stakeholder Management																
"Keep the Lights On" Initiatives																
Project Intake and Governance Improvements																

IS will deliver on 12 in-flight, planned, and new key initiatives to drive technology modernization enablement across OLCC

Modernization Initiatives:

3

Drive Modernization

- ✓ DSSC systems implementation
- ✓ CAMP software implementation program
- ✓ IS infrastructure setup in new Warehouse
- ✓ Automated inventory reconciliation w/ real-time data availability
- ✓ Enterprise POS solution implementation
- ✓ Warehouse Management software modernization
- ✓ Privilege Tax solution implementation
- ✓ Application Rationalization & Vendor Neutral Archiving
- ✓ Digitalization of Records and Document Management
- ✓ Network Operations migration to Cloud
- ✓ Network automation and traffic optimization
- ✓ ITSM Platform replacement

Key Initiative Roadmap




	2024				2025				2026			
Initiatives	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DSSC systems implementation												
CAMP software implementation program												
IS infrastructure setup in new Warehouse												
Automated inventory reconciliation w/ real-time data availability												
Enterprise POS solution implementation												
Warehouse Management software modernization												
Privilege Tax solution implementation												
Application Rationalization & Vendor Neutral Archiving												
Digitalization of Records and Document Management												
Network Operations migration to Cloud												
Network automation and traffic optimization												
ITSM Platform replacement												

Significant Planned IS Investments by 2027

IS leadership has planned for major technological advancements across OLCC and has developed preliminary budget estimates for a subset of the key initiatives included in the IS Strategic Plan

Key Initiative	Budget Estimate
DSSC Systems Implementation Program	\$29,846,457
CAMP Software Implementation Program	\$14,254,400
Privilege Tax Solution (OPTO) Implementation	\$9,963,935

IS will establish and report on key metrics to demonstrate progress towards defined objectives

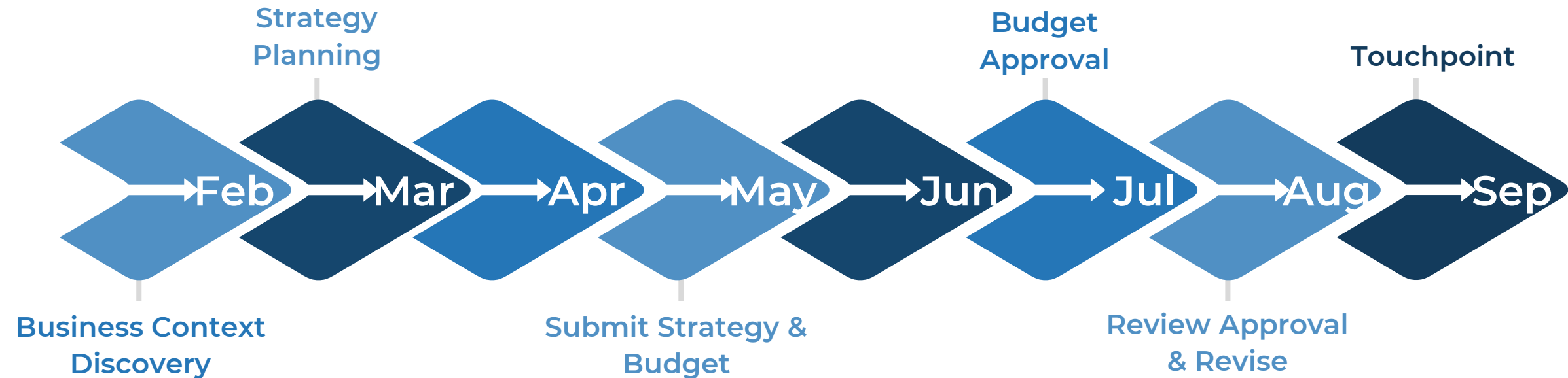
Strategic Objective	Metrics	Target	Current Baseline
 Workforce Empowerment	<ul style="list-style-type: none"> Team member Engagement 	<ul style="list-style-type: none"> To be determined (<i>within 2024</i>) 	<ul style="list-style-type: none"> Current Engagement Mean Comparison is 3.59
 Stakeholder Relationship Improvement	<ul style="list-style-type: none"> Card payments for liquor licenses Customer satisfaction rating for cannabis license applications 	<ul style="list-style-type: none"> Increase card payments for liquor licenses and compliance activity by 80% Improve customer satisfaction by 20% <p><i>*target to be achieved by 2026</i></p>	<ul style="list-style-type: none"> Currently there is no option for licensees to pay for compliance fines or liquor license fees 47% for timeliness of services (current customer satisfaction rating)
 IS Operational Excellence	<ul style="list-style-type: none"> Tracking and management of case assignments 	<ul style="list-style-type: none"> 90% completeness in tracking and management of case assignments <p><i>*target to be achieved by 2026</i></p>	<ul style="list-style-type: none"> Current case tracking for liquor licensing has approximately 50% completeness
 Infrastructure and Systems Modernization	<ul style="list-style-type: none"> Average license internal processing time Licensing application submission time (moving from paper-based process to electronic process) 	<ul style="list-style-type: none"> Reduction in licensing internal processing time by 30% Reduce licensing application submission time by 30% <p><i>*target to be achieved by 2026</i></p>	<ul style="list-style-type: none"> 81 days processing time for liquor license and 91 days for marijuana license Average of 48 hrs submission time for first time applicants
 Compliance with Legislative Mandates	<ul style="list-style-type: none"> Compliance investigation time 	<ul style="list-style-type: none"> Reduce investigation time by 30% of hours per FTE <p><i>*target to be achieved by 2026</i></p>	<ul style="list-style-type: none"> Simple investigations take an average of 5 days; complex investigations may take up to 45 days.

IS Strategy Refresh Plan & Communication Plan



IS Strategy Refresh Plan

Review the IS strategy on a periodic basis to make proactive changes to the business strategy or direction.



FREQUENCY	AUDIENCE	SCOPE	DATE
ANNUALLY	Organization's stakeholders, IS Leadership Team	<ul style="list-style-type: none">• Re-survey• Review / validate strategy• Update to schedule/initiatives	Pre-Budget <ul style="list-style-type: none">• February (1 week)• May (2 days) Post-Budget <ul style="list-style-type: none">• July (1/2 day)
TOUCHPOINT	IS Leadership Team	<ul style="list-style-type: none">• Initiative's status updates• Organization updates• New projects• Risks / constraints• Changes in priorities• Updates	<ul style="list-style-type: none">• September (1/2 day)
EVERY YEAR (Review and Revise)	IS Leadership Team	<ul style="list-style-type: none">• Full Planning• Incorporate Capital and Operating budget estimates into the Plan	<ul style="list-style-type: none">• August (24 hours)

Information Services is dedicated to frequent touch points throughout the year to ensure the strategy team and all stakeholders are on the same page about any changes or updates regarding strategic initiatives.

IS Strategy – RACI Matrix

The defined IS strategy needs to be reviewed, adjusted, communicated and supported collectively by IS and Agency leadership for currency and relevance.

High Level Activities	CIO	IS Leadership	Business Teams	ISS 8 (Sr. IS Staff)	ALL IS Staff	Executive Team	Commissioners	EIS
Business Needs and Feedbacks – Agency Specific	R	A, R	C	R	R	I	I	I
Developing the IS Strategic plans – Agency Specific	A, R	R	C	R	C	C	I	I
Executing the IS Strategic plan – Agency Specific	C	A	C, I	R	R	R	I	I
Common Frameworks (ideation to implementations)	R	A	N/A	R	R	I	N/A	I
Monitoring & Reporting - Agency Level	C	A, R	I	C	R	I	N/A	I
Communication and Awareness of Strategies – Agency Level	R	A, R	I	R, C	R, C	R	I	I
Refreshing the Strategies – Agency Level	A, R	R	C, I	R	C	C	I	I









Communication Plan: IS Strategy

The defined IS Strategy needs to be communicated to the Executive leadership and all required stakeholders in a timely manner to ensure necessary stakeholder buy-ins and effective execution and adoption of the strategy.

Communication Activity	Target Audience	Person Responsible	Communication Mode	Key Points (Communication Content)	Timing
IS Strategy Presentation	Executive Team	IS leadership	In person meeting	<ul style="list-style-type: none"> IS Vision, Mission, Strategic Objectives and Guiding Principles IS Roadmap 	To be discussed
	EIS	IS leadership	In person meeting	<ul style="list-style-type: none"> IS Vision, Mission, Strategic Objectives and Guiding Principles IS Roadmap 	"
	Commissioners	IS leadership	In person meeting	<ul style="list-style-type: none"> IS Vision, Mission, Strategic Objectives and Guiding Principles IS Roadmap 	"
IS Strategy Summary	Business Teams	IS leadership	In person meeting	<ul style="list-style-type: none"> IS Roadmap and any key implications to the concerned business groups / teams 	"
	ISS 8 (Sr. IS Staff)	IS leadership	In person meeting	<ul style="list-style-type: none"> IS Vision, Mission, Strategic Objectives and Guiding Principles IS Roadmap 	"
	All IS Staff	IS leadership	Email / Website	<ul style="list-style-type: none"> IS Vision, Mission, Strategic Objectives and Guiding Principles IS Roadmap 	"

Key risks that might impact the defined IS strategy

The risks and mitigation needs to be factored into the IS Strategy formulation early on for successful execution.

Risk #	Risk Description	Probability	Impact	Risk Mitigation Plan	Timing
1	Delays in contracting			<ul style="list-style-type: none">Factor vendor dependency into project timelinesEngage as early as possible, with clear scope & definition of deliverables	To be discussed
2	New Legislative Mandates			<ul style="list-style-type: none">Define process / cadence and relationship with Legislative office to solicit any updates / changes to mandatesEnsure legislative team input is a key interface into project lifecycle	"
3	Increasing staff turnover (IS)			<ul style="list-style-type: none">Well organized and structured KnowledgebaseImproved design/code standards/annotation and Code Repository	"
4	Insufficient Capacity to complete key initiatives			<ul style="list-style-type: none">Hiring new IS Staff (including trainees) in advance accounting for retirements/augmentation needs	"



High



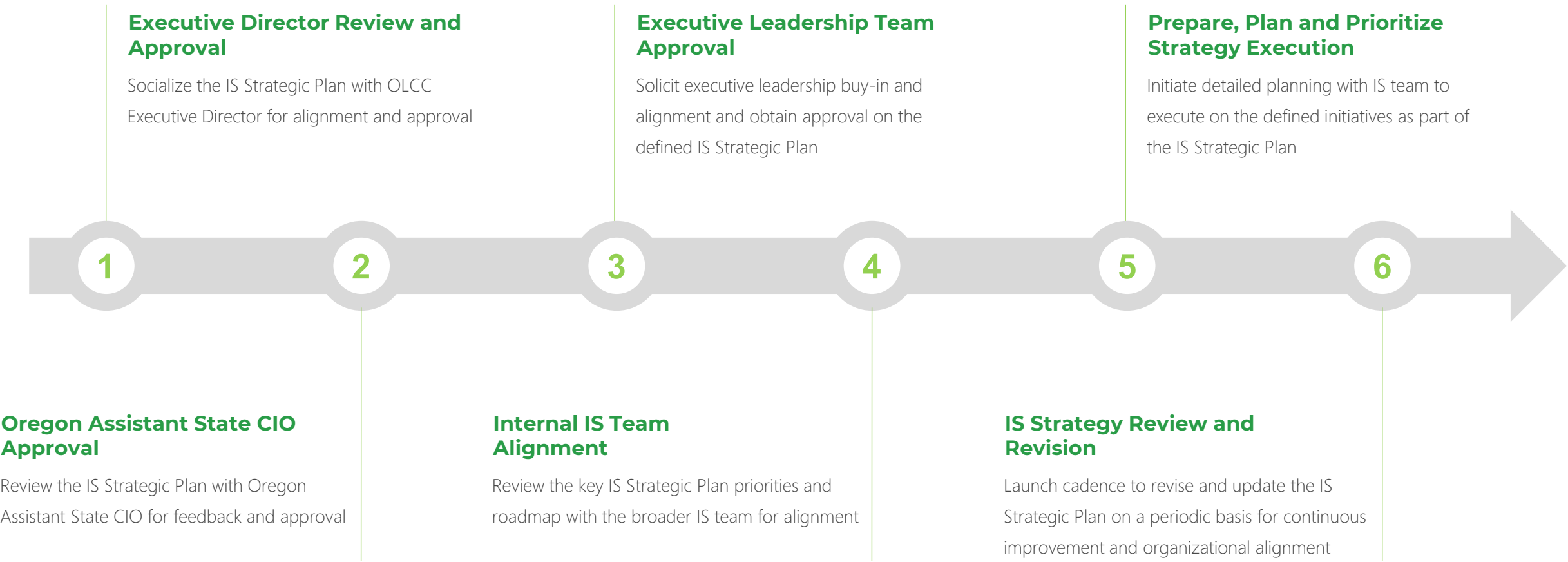
Medium



Low

NEXT STEPS

A number of short-to-medium term actions have been identified by IS leadership to operationalize the IS Strategic Plan



Appendix-I: Initiative Profiles



1. Implement CAMP Online Applications

Create online applications and training for all marijuana and alcohol related licensing roles.

Incremental Cost:

\$2.5 M

LABOR

\$10.2 M

SYSTEMS

\$1.7 M

CONTRACTS

\$14.3 M

TOTAL

CIO comments:

This capability will allow for more automated workflow, increased data accuracy, renewal tracking, as well as modern online payments from applicants.

Initiative Description:

- IS will work with the OLCC business process owners and contractor to streamline the application process and provide all necessary training in an online format.. The project will include a GAP Analysis, requirements definition, development, and UAT phase of the project. Lastly, the system will be hosted and supported by the contractor for five years after “Go Live” date.

Primary Business Benefits:



Reduce time and effort to submit and receive approval for applicants

Other Expected Business Benefits:



Reduce time to process applications, more efficient due to automated workflow



Reduce time to process applications, more efficient due to automated workflow

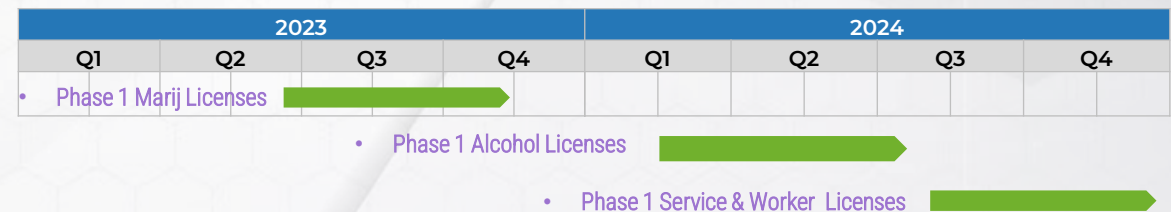


New features such as automated renewal notice and tracking and online payments

Risks:

- New system and change in business practices.
- Large organizational change and the way OLCC does business. Online applications and payments are new manners of doing business.
- Training internal staff and external customers for new system
- Allows for OLCC staff to work remotely, not located in same office.

Project Timeline:



Initiative Category:



Dependencies:

- New system in Computronix using .Net framework
- System will be hosted in cloud environment and connectivity will be critical

Project Team

- Business Sponsor: Greg White
- IS Sponsor: Jeremiah Brickhouse
- PM: Surendra Ranawat

2. DSSC: New WMS, POS, ordering and inventory software

Modernize inventory, ordering, and Point of Sale systems to provide integration and real-time data to OLCC Executive Team.

Incremental Cost:

\$1.6 M

LABOR

\$17 M

SYSTEMS

\$1.7 M

CONTRACTS

\$20.3 M

TOTAL

CIO comments:

“This project will go hand-in-hand with our new warehouse facility. In addition to newer and more reliable software in the warehouse, we will be implementing a standard POS system for all our liquor agents.”

Initiative Description:

- IS will implement a new Warehouse Management System (WMS), Point of Sale system for all liquor stores, and a new ordering software system. These systems will be integrated and provide real-time reporting and accessible online for all OLCC staff. These systems will allow each department to run their own unique and custom reports to enable decision making.

Project Timeline:

2023				2024			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:



Improve system reliability and system uptime for the warehouse.

Other Expected Business Benefits:



Improved inventory and order management for retail business.



Automated payments to liquor agents and treasury reducing payment errors.

Initiative Category:



Risks:

- All systems must integrate with each other and conveyor system in new facility
- POS system must be accepted and installed in each Liquor Store throughout the State of Oregon
- OLCC staff need training for new systems and new processes

Dependencies:

- New Warehouse must be completed first
- Policy that all liquor stores using new POS system must be approved
- Conveyor systems must be installed first.

Project Team

- Business Sponsor: Steve
- IS Sponsor: Jeremiah Brickhouse
- PM: Christie Scott

3. Build New Warehouse & Conveyor System

Build new warehouse in Canby to support larger OLCC operations, inventory, and delivery throughout the State

Incremental Cost:

\$139.2
CONSTRUCTION

\$15 M
SYSTEMS

\$6 M
CONTRACTS

\$160.2 M
TOTAL

CIO comments:

“Our current warehouse was built 50 years ago and last expanded 30 years ago. We have outgrown our current warehouse. In fact, we actually have two warehouses, one for receiving and the other for shipping.”

Initiative Description:

- Our new warehouse will provide that space we need and room for expected growth for the next 30 years. Both additional space for product, modern loading techniques, and expanded shipping capacity.

Project Timeline:

2023				2024			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:



Increase space to hold all product in a single warehouse

Other Expected Business Benefits:



Upgrade older conveyor system to more modern software and video capabilities for accurate deliveries

Initiative Category:



Risks:

- Current staff may not be able to work at new location.
- Warehouse must be built in a manner to not disturb the graveyard.
- Must have all digital systems (access, security, video, and IT) installed and integrated.

Dependencies:

- Conveyor system must integrate with DSSC hardware.

Project Team

- Business Sponsor: Steve Robbins
- IS Sponsor: Christie Scott
- PM: Patrick Classen

4. Implement Privilege Tax (OPTO)

Simplify and automate method for wineries to submit sales records and pay required taxes to OLCC.

Incremental Cost:

\$800,000

LABOR

\$9.3 M

SYSTEMS

\$700,00

CONTRACTS

\$10.8 M

TOTAL

CIO comments:

“Our winery customer requested an easier to use, online system that they could use to pay alcohol taxes to OLCC. The legislature has directed us to improve this system for our customers.”

Initiative Description:

- Our existing system was cumbersome to use and required a lot of manual calculation when submitting sales reports to OLCC. This request was from the customer and mandated by the State Legislature to improve the customer experience and collect taxes in an efficient and transparent manner.

Project Timeline:

2023				2024			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
[Progress bar from Q1 2023 to Q2 2024]							

Primary Business Benefits:

↑
Improve customer experience and implement automated process, replacing manual paper records

Other Expected Business Benefits:

↑
Improved accuracy of data and self-service

↑
Increase tax collection and reduce time to process tax payments

Initiative Category:

03
Drive Modernization

Risks:

- New system will require end user training

Dependencies:

-

Project Team

- Business Sponsor: <Name>
- IS Sponsor: <Name>
- PM: <Name>

Appendix-II: Glossary



Technical Debt

Analyst Perspective

Manage technical debt
to better govern risk.

The concept of “technical debt” refers to the future costs incurred when an organization decides to implement quick – and often suboptimal – solutions instead of the best overall strategy. Within the realm of government department and agency IS operations, understanding and effectively managing technical debt is crucial for providing efficient, secure, and resilient services. As technological advancement continues at an unprecedented pace, including the development of AI systems, failure to address technical debt can lead to serious operational impairment, escalated costs, and compromised operational security. Digital transformation is necessary to address governments’ constant pursuit of high standards of operational efficacy and public service.

The consequences of technical debt on government IS operations go beyond the financial. Technical debt can significantly inhibit citizen service delivery, diminishing public trust. Given that digital transformation, automation, and AI services are not just desirable but essential, government systems and processes must be contemporary and flexible enough to adapt to technological advancements.

This report aims to highlight the impact of technical debt within the federal IS environment, providing deep insights into managing and mitigating these challenges to enable informed decision making for more sustainable and efficient IS operations. Exploring this topic further will help organizations form strategies to ensure long-term sustainability and the continued delivery of reliable and robust public services.

Paul Chernousov
Research Director, Industry
Info-Tech Research Group

Subject relevance

“Like all debt, technical debt is bad because the process of satisfying it actually prevents efforts to eliminate it. In a sense, the government is paying off the interest on its technical debt by maintaining legacy and aging systems, with nothing left over to purchase new systems that would be much more efficient and less labor-intensive overall.”

– John Breeden II in Nextgov/FCW

Understanding technical debt in the digital age

Today's technical debt is the inevitable consequence of the ongoing development and maintenance of software systems within federal departments and agencies. The rapid evolution of technology and the increasing reliance on digital platforms for delivering public services have made it crucial to understand and manage technical debt. To reiterate: “technical debt” is the future cost of refactoring and improving software systems that were implemented with quick yet suboptimal solutions. Failure to properly manage technical debt can lead to inefficient systems that are difficult to maintain and upgrade, posing significant challenges in a fast-paced technological environment.

Impact on efficiency and budget in the current fiscal climate

Given the complexity of the fiscal climate, unaddressed technical debt can reduce efficiency and increase costs for federal departments and agencies. Governments are often pressured to do more with less, and the burden of growing technical debt can exacerbate this challenge. This not only compromises the overall efficiency of departments and agencies but can also significantly drain resources. Every dollar spent on development may generate up to five dollars in future costs if technical debt is not effectively managed, making it critical to address this issue today.

Technological modernization and adaptability amid rapid technological change

Given rapid technological advancement and recent developments in AI, managing technical debt is more important than ever to ensure the modernization and adaptability of government technology infrastructure. Unaddressed technical debt can severely limit an agency's ability to adapt to new technologies or implement innovative solutions and can make digital transformation a slow and expensive process. For federal governments, managing technical debt is a critical and urgent step toward enhancing public service delivery and achieving strategic objectives in the digital era.

Impact of technical debt on digital transformation

Slower innovation

Technical debt can consume resources and developer time, constraining the development of new features and technologies. Departments and agencies might find themselves falling behind in the digital transformation race, unable to keep up with the pace of technological advancements.

Increased cost of change

High levels of technical debt can make software changes more costly and time consuming, as developers must navigate complex, poorly documented, or outdated code. This lengthens lead times for implementing digital transformation initiatives and increases costs from additional labor and potential system downtime.

Risk of system failures and security vulnerabilities

Technical debt often leads to more frequent bugs and system failures, which can disrupt digital transformation efforts. Outdated or poorly designed systems can be more vulnerable to security threats, posing data integrity and cybersecurity risks during a digital transformation.



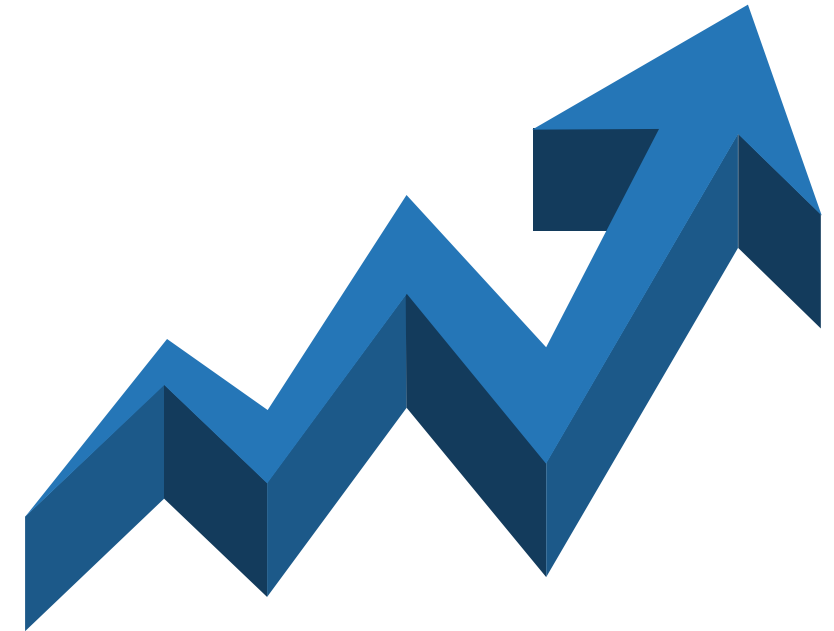
The cost of technical debt

The growing pace of federal IS spending

- US federal departments and agencies spend nearly \$100 billion every year on their IS needs, but a significant portion of that money goes to maintaining legacy systems (GAO, 2021).
- **In 2015, 75% of the US federal IS budget** was consumed by operating and maintaining legacy equipment, leaving just 25% for new technology investment (GAO, 2016).
- **80% of US federal departments and agencies report** that technical debt limits their ability to augment or modify existing legacy systems, including moving to the cloud (TechTarget, 2020).
- **In Canada, over 40% of the public sector struggles to combine next-generation and older technology systems**, which continues to generate technical debt and increase maintenance costs (Financial Post, 2023).
- 31% of Canadian government agencies felt that technical debt accounted for 25% to 50% of total full-time employee time; 25% felt it accounted for 25% to 50% of total operational budget (IDC, 2023).
- **The UK public sector** spent nearly half of its 2019 annual £4.7 billion (US\$5.76 billion) IS budget on keeping-the-lights-on activities for outdated systems (National Technology News, 2021).

+11%

The United States earmarked \$10.9 billion for federal civilian cybersecurity capabilities in 2023, also an 11% increase from 2022 (SC Media, 2022).



+11%

The US federal IS budget for 2023 is \$65 billion, an 11% increase from 2022 (The White House, 2023).

Challenges of moving away from technical debt

Budgetary and administrative constraints

The tendency to prioritize operating and maintaining legacy equipment has not improved as much as needed over the years, with most of the US government's IS budget going toward maintaining its aging systems. Little remains to invest in new and more efficient systems.



Many departments and agencies lack the necessary funding and staff to update and patch their aging IS infrastructure, which makes it difficult to manage vulnerabilities.

Given the challenges with attracting IS cyber talent to work in government, underfunding has limited resources to address technical debt, while understaffing has led to a lack of expertise in addressing technical debt.

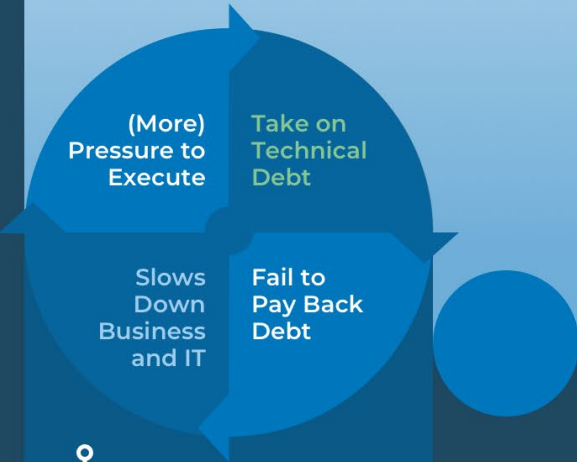


Some federal departments, like the US Air Force, face a unique challenge of managing modernization and security across a large global footprint of facilities. This necessitates careful upgrades and a focus on interoperability to ensure data is available when needed.

CORE INSIGHT

You'll always have technical debt.

Tech debt is a byproduct of the relentless pace of technological change and the realities of IT solutioning. It can't be avoided. At the same time, you have to manage how much technical debt you carry. If you don't keep technical debt under control, your "interest payments" will prevent you from delivering new features.



Managing technical debt is like bailing out a leaky boat. If you can't get rid of tech debt at least as fast as you take on new debt, eventually, you'll be under water.



There are two ways to manage the growth rate of technical debt:

AVOID NEW TECH DEBT

- Fix project closure and release processes.
- Improve architectural practices.
- Proactively budget for technology replacement.
- Address smaller issues iteratively through the backlog.

PAY BACK EXISTING TECH DEBT

- Replace or retire legacy systems.
- Refactor or rebuild poorly written or non-standard code.
- Refresh aging equipment.
- Rehost systems, or migrate to a new environment.

Ultimately, technical debt is a technical risk, which in turn is a business risk that must be accepted or mitigated. To make good decisions on risk mitigation, you need to understand the size of the risk and the options available to address it.

Info-Tech's methodology



1.

IDENTIFY

Develop a working definition of technical debt, and identify the critical technical debt in your environment.

2.

MEASURE

Estimate the hidden business costs of technical debt with a **Business Impact Analysis**.

3.

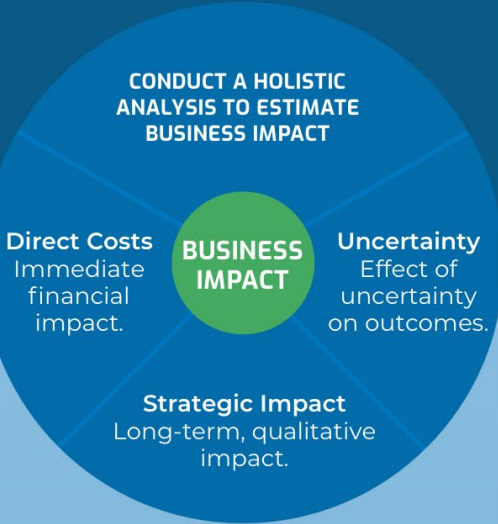
SOLVE (MITIGATE/ACCEPT)

Generate ideas to pay back high-impact technical debt, along with ideas to accept and manage debt. Present the business risk and mitigation options to business leadership, as needed.



FOCUS ON PROBLEMS YOU MUST SOLVE

Tech debt analysis should lead to concrete recommendations and practical, measurable results. Don't burn cycles on an issue you can't do anything to address.



REFACTOR, REBUILD, REHOST, (RE)PURCHASE, OR RETIRE

Consider a range of approaches to pay back tech debt and compare the value, effort, and cost required to repay debt with the impact of maintaining the status quo.

PESTLE Assessment

Key Considerations to inform PESTLE Analysis

For each prompt below, always try to answer the question: how does this affect my business?

Political	<ul style="list-style-type: none"> • Will a change in government (at any level) affect your organization? • Do inter-government or trade relations affect you? • Are there shareholder needs or demands that must be considered? 	<ul style="list-style-type: none"> • How are your costs changing (moving off-shore, fluctuations in markets, etc.)? • Do currency fluctuations have an effect on your business? • Can you attract and pay for top-quality talent (e.g. desirable location, reasonable cost of living, changes to insurance requirements)? 	Economic
Social	<ul style="list-style-type: none"> • What are the demographics of your customers and/or employees? • What are the attitudes of your customers and/or staff (do they require social media, collaboration, transparency of costs, etc.)? • What is the general lifecycle of an employee (i.e. is there high turnover)? • Is there a market of qualified staff? • Is your business seasonal? 	<ul style="list-style-type: none"> • Do you require constant technology upgrades (faster network, new hardware, etc.)? • What is the appetite for innovation within your industry/business? • Are there demands for increasing data storage, quality, BI, etc.? • Are you looking at cloud technologies? • What is the stance on bring your own device? • Are you required to do a significant amount of development work in-house? 	Technological
Legal	<ul style="list-style-type: none"> • Are there changes to trade laws? • Are there changes to regulatory requirements, e.g. data storage policies or privacy policies? • Are there union factors that must be considered? 	<ul style="list-style-type: none"> • Is there a push towards being environmentally friendly? • Does the weather have any effect on your business (hurricanes, flooding, etc.)? 	Environmental



Thank You

BUDGET NARRATIVE

SUMMARY CROSS REFERENCE LISTING & PACKAGES (BSU-003A)

BUDGET NARRATIVE

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Oregon Liquor & Cannabis Comm

Summary Cross Reference Listing and Packages 2025-27 Biennium

Agency Number: 84500

BAM Analyst: Chase, Stacey

Budget Coordinator: Mulbreght, Michelle

<i>Cross Reference Number</i>	<i>Cross Reference Description</i>	<i>Package Number</i>	<i>Priority</i>	<i>Package Description</i>	<i>Package Group</i>
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	040	0	Mandated Caseload	Essential Packages
001-00-00-00000	Distilled Spirits Program	050	0	Fundshifts	Essential Packages
001-00-00-00000	Distilled Spirits Program	060	0	Technical Adjustments	Essential Packages
001-00-00-00000	Distilled Spirits Program	070	0	Revenue Shortfalls	Policy Packages
001-00-00-00000	Distilled Spirits Program	081	0	May 2024 Emergency Board	Policy Packages
001-00-00-00000	Distilled Spirits Program	082	0	September 2024 Emergency Board	Policy Packages
001-00-00-00000	Distilled Spirits Program	090	0	Analyst Adjustments	Policy Packages
001-00-00-00000	Distilled Spirits Program	092	0	Statewide AG Adjustment	Policy Packages
001-00-00-00000	Distilled Spirits Program	093	0	Statewide Adjustment DAS Chgs	Policy Packages
001-00-00-00000	Distilled Spirits Program	101	0	IT Modernization Capital Project - Bonded	Policy Packages
001-00-00-00000	Distilled Spirits Program	102	0	Warehouse & Office Build, Move & Modernization	Policy Packages
001-00-00-00000	Distilled Spirits Program	103	0	IT Modernization - Non Bonded	Policy Packages
001-00-00-00000	Distilled Spirits Program	104	0	Marijuana Staffing & Vehicles	Policy Packages
001-00-00-00000	Distilled Spirits Program	105	0	Hemp Staffing - HB 4121 (2024 Session)	Policy Packages
001-00-00-00000	Distilled Spirits Program	106	0	Agency Realignment & Cost Allocation	Policy Packages
002-00-00-00000	Public Safety Services Program	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages

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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	040	0	Mandated Caseload	Essential Packages
002-00-00-00000	Public Safety Services Program	050	0	Fundshifts	Essential Packages
002-00-00-00000	Public Safety Services Program	060	0	Technical Adjustments	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	May 2024 Emergency Board	Policy Packages
002-00-00-00000	Public Safety Services Program	082	0	September 2024 Emergency Board	Policy Packages
002-00-00-00000	Public Safety Services Program	090	0	Analyst Adjustments	Policy Packages
002-00-00-00000	Public Safety Services Program	092	0	Statewide AG Adjustment	Policy Packages
002-00-00-00000	Public Safety Services Program	093	0	Statewide Adjustment DAS Chgs	Policy Packages
002-00-00-00000	Public Safety Services Program	101	0	IT Modernization Capital Project - Bonded	Policy Packages
002-00-00-00000	Public Safety Services Program	102	0	Warehouse & Office Build, Move & Modernization	Policy Packages
002-00-00-00000	Public Safety Services Program	103	0	IT Modernization - Non Bonded	Policy Packages
002-00-00-00000	Public Safety Services Program	104	0	Marijuana Staffing & Vehicles	Policy Packages
002-00-00-00000	Public Safety Services Program	105	0	Hemp Staffing - HB 4121 (2024 Session)	Policy Packages
002-00-00-00000	Public Safety Services Program	106	0	Agency Realignment & Cost Allocation	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

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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	040	0	Mandated Caseload	Essential Packages
003-00-00-00000	Administration and Support	050	0	Fundshifts	Essential Packages
003-00-00-00000	Administration and Support	060	0	Technical Adjustments	Essential Packages
003-00-00-00000	Administration and Support	070	0	Revenue Shortfalls	Policy Packages
003-00-00-00000	Administration and Support	081	0	May 2024 Emergency Board	Policy Packages
003-00-00-00000	Administration and Support	082	0	September 2024 Emergency Board	Policy Packages
003-00-00-00000	Administration and Support	090	0	Analyst Adjustments	Policy Packages
003-00-00-00000	Administration and Support	092	0	Statewide AG Adjustment	Policy Packages
003-00-00-00000	Administration and Support	093	0	Statewide Adjustment DAS Chgs	Policy Packages
003-00-00-00000	Administration and Support	101	0	IT Modernization Capital Project - Bonded	Policy Packages
003-00-00-00000	Administration and Support	102	0	Warehouse & Office Build, Move & Modernization	Policy Packages
003-00-00-00000	Administration and Support	103	0	IT Modernization - Non Bonded	Policy Packages
003-00-00-00000	Administration and Support	104	0	Marijuana Staffing & Vehicles	Policy Packages
003-00-00-00000	Administration and Support	105	0	Hemp Staffing - HB 4121 (2024 Session)	Policy Packages
003-00-00-00000	Administration and Support	106	0	Agency Realignment & Cost Allocation	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

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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	040	0	Mandated Caseload	Essential Packages
004-00-00-00000	Recreational Marijuana Program	050	0	Fundshifts	Essential Packages
004-00-00-00000	Recreational Marijuana Program	060	0	Technical Adjustments	Essential Packages
004-00-00-00000	Recreational Marijuana Program	070	0	Revenue Shortfalls	Policy Packages
004-00-00-00000	Recreational Marijuana Program	081	0	May 2024 Emergency Board	Policy Packages
004-00-00-00000	Recreational Marijuana Program	082	0	September 2024 Emergency Board	Policy Packages
004-00-00-00000	Recreational Marijuana Program	090	0	Analyst Adjustments	Policy Packages
004-00-00-00000	Recreational Marijuana Program	092	0	Statewide AG Adjustment	Policy Packages
004-00-00-00000	Recreational Marijuana Program	093	0	Statewide Adjustment DAS Chgs	Policy Packages
004-00-00-00000	Recreational Marijuana Program	101	0	IT Modernization Capital Project - Bonded	Policy Packages
004-00-00-00000	Recreational Marijuana Program	102	0	Warehouse & Office Build, Move & Modernization	Policy Packages
004-00-00-00000	Recreational Marijuana Program	103	0	IT Modernization - Non Bonded	Policy Packages
004-00-00-00000	Recreational Marijuana Program	104	0	Marijuana Staffing & Vehicles	Policy Packages
004-00-00-00000	Recreational Marijuana Program	105	0	Hemp Staffing - HB 4121 (2024 Session)	Policy Packages
004-00-00-00000	Recreational Marijuana Program	106	0	Agency Realignment & Cost Allocation	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

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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	040	0	Mandated Caseload	Essential Packages
005-00-00-00000	Agents Compensation Program	050	0	Fundshifts	Essential Packages
005-00-00-00000	Agents Compensation Program	060	0	Technical Adjustments	Essential Packages
005-00-00-00000	Agents Compensation Program	070	0	Revenue Shortfalls	Policy Packages
005-00-00-00000	Agents Compensation Program	081	0	May 2024 Emergency Board	Policy Packages
005-00-00-00000	Agents Compensation Program	082	0	September 2024 Emergency Board	Policy Packages
005-00-00-00000	Agents Compensation Program	090	0	Analyst Adjustments	Policy Packages
005-00-00-00000	Agents Compensation Program	092	0	Statewide AG Adjustment	Policy Packages
005-00-00-00000	Agents Compensation Program	093	0	Statewide Adjustment DAS Chgs	Policy Packages
005-00-00-00000	Agents Compensation Program	101	0	IT Modernization Capital Project - Bonded	Policy Packages
005-00-00-00000	Agents Compensation Program	102	0	Warehouse & Office Build, Move & Modernization	Policy Packages
005-00-00-00000	Agents Compensation Program	103	0	IT Modernization - Non Bonded	Policy Packages
005-00-00-00000	Agents Compensation Program	104	0	Marijuana Staffing & Vehicles	Policy Packages
005-00-00-00000	Agents Compensation Program	105	0	Hemp Staffing - HB 4121 (2024 Session)	Policy Packages
005-00-00-00000	Agents Compensation Program	106	0	Agency Realignment & Cost Allocation	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

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006-00-00-00000	Medical Marijuana Program	033	0	Exceptional Inflation	Essential Packages
006-00-00-00000	Medical Marijuana Program	040	0	Mandated Caseload	Essential Packages
006-00-00-00000	Medical Marijuana Program	050	0	Fundshifts	Essential Packages
006-00-00-00000	Medical Marijuana Program	060	0	Technical Adjustments	Essential Packages
006-00-00-00000	Medical Marijuana Program	070	0	Revenue Shortfalls	Policy Packages
006-00-00-00000	Medical Marijuana Program	081	0	May 2024 Emergency Board	Policy Packages
006-00-00-00000	Medical Marijuana Program	082	0	September 2024 Emergency Board	Policy Packages
006-00-00-00000	Medical Marijuana Program	090	0	Analyst Adjustments	Policy Packages
006-00-00-00000	Medical Marijuana Program	092	0	Statewide AG Adjustment	Policy Packages
006-00-00-00000	Medical Marijuana Program	093	0	Statewide Adjustment DAS Chgs	Policy Packages
006-00-00-00000	Medical Marijuana Program	101	0	IT Modernization Capital Project - Bonded	Policy Packages
006-00-00-00000	Medical Marijuana Program	102	0	Warehouse & Office Build, Move & Modernization	Policy Packages
006-00-00-00000	Medical Marijuana Program	103	0	IT Modernization - Non Bonded	Policy Packages
006-00-00-00000	Medical Marijuana Program	104	0	Marijuana Staffing & Vehicles	Policy Packages
006-00-00-00000	Medical Marijuana Program	105	0	Hemp Staffing - HB 4121 (2024 Session)	Policy Packages
006-00-00-00000	Medical Marijuana Program	106	0	Agency Realignment & Cost Allocation	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

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088-00-00-00000	Capital Improvements	040	0	Mandated Caseload	Essential Packages
088-00-00-00000	Capital Improvements	050	0	Fundshifts	Essential Packages
088-00-00-00000	Capital Improvements	060	0	Technical Adjustments	Essential Packages
088-00-00-00000	Capital Improvements	070	0	Revenue Shortfalls	Policy Packages
088-00-00-00000	Capital Improvements	081	0	May 2024 Emergency Board	Policy Packages
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088-00-00-00000	Capital Improvements	090	0	Analyst Adjustments	Policy Packages
088-00-00-00000	Capital Improvements	092	0	Statewide AG Adjustment	Policy Packages
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088-00-00-00000	Capital Improvements	105	0	Hemp Staffing - HB 4121 (2024 Session)	Policy Packages
088-00-00-00000	Capital Improvements	106	0	Agency Realignment & Cost Allocation	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	040	0	Mandated Caseload	Essential Packages

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089-00-00-00000	Capital Construction	050	0	Fundshifts	Essential Packages
089-00-00-00000	Capital Construction	060	0	Technical Adjustments	Essential Packages
089-00-00-00000	Capital Construction	070	0	Revenue Shortfalls	Policy Packages
089-00-00-00000	Capital Construction	081	0	May 2024 Emergency Board	Policy Packages
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089-00-00-00000	Capital Construction	101	0	IT Modernization Capital Project - Bonded	Policy Packages
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089-00-00-00000	Capital Construction	106	0	Agency Realignment & Cost Allocation	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
990-00-00-00000	Agency-Wide Consolidation	033	0	Exceptional Inflation	Essential Packages
990-00-00-00000	Agency-Wide Consolidation	040	0	Mandated Caseload	Essential Packages
990-00-00-00000	Agency-Wide Consolidation	050	0	Fundshifts	Essential Packages

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990-00-00-00000	Agency-Wide Consolidation	060	0	Technical Adjustments	Essential Packages
990-00-00-00000	Agency-Wide Consolidation	070	0	Revenue Shortfalls	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	081	0	May 2024 Emergency Board	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	082	0	September 2024 Emergency Board	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	090	0	Analyst Adjustments	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	092	0	Statewide AG Adjustment	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	093	0	Statewide Adjustment DAS Chgs	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	101	0	IT Modernization Capital Project - Bonded	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	102	0	Warehouse & Office Build, Move & Modernization	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	103	0	IT Modernization - Non Bonded	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	104	0	Marijuana Staffing & Vehicles	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	105	0	Hemp Staffing - HB 4121 (2024 Session)	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	106	0	Agency Realignment & Cost Allocation	Policy Packages

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Summary Cross Reference Listing and Packages
BSU-003A

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POLICY PACKAGE LIST by PRIORITY (BSU-004A)

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Oregon Liquor & Cannabis Comm

Policy Package List by Priority
2025-27 Biennium

Agency Number: 84500
BAM Analyst: Chase, Stacey
Budget Coordinator: Mulbreght, Michelle

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	May 2024 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
	082	September 2024 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

Oregon Liquor & Cannabis Comm

Policy Package List by Priority
2025-27 Biennium

Agency Number: 84500
BAM Analyst: Chase, Stacey
Budget Coordinator: Mulbreght, Michelle

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	082	September 2024 Emergency Board	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
	090	Analyst Adjustments	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
	092	Statewide AG Adjustment	990-00-00-00000	Agency-Wide Consolidation
			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
	093	Statewide Adjustment DAS Chgs	089-00-00-00000	Capital Construction
			990-00-00-00000	Agency-Wide Consolidation
			001-00-00-00000	Distilled Spirits Program

Oregon Liquor & Cannabis Comm

Policy Package List by Priority
2025-27 Biennium

Agency Number: 84500

BAM Analyst: Chase, Stacey

Budget Coordinator: Mulbreght, Michelle

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	093	Statewide Adjustment DAS Chgs	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
	101	IT Modernization Capital Project - Bonded	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
	102	Warehouse & Office Build, Move & Moderniza	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

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Policy Package List by Priority

BSU-004A

Oregon Liquor & Cannabis Comm

Policy Package List by Priority
2025-27 Biennium

Agency Number: 84500
BAM Analyst: Chase, Stacey
Budget Coordinator: Mulbreght, Michelle

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	102	Warehouse & Office Build, Move & Moderniza	088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
			990-00-00-00000	Agency-Wide Consolidation
	103	IT Modernization - Non Bonded	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
			001-00-00-00000	Distilled Spirits Program
			002-00-00-00000	Public Safety Services Program
			003-00-00-00000	Administration and Support
	104	Marijuana Staffing & Vehicles	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
			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
105	Hemp Staffing - HB 4121 (2024 Session)		088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
			990-00-00-00000	Agency-Wide Consolidation
			001-00-00-00000	Distilled Spirits Program
			002-00-00-00000	Public Safety Services Program

Oregon Liquor & Cannabis Comm

Policy Package List by Priority
2025-27 Biennium

Agency Number: 84500
BAM Analyst: Chase, Stacey
Budget Coordinator: Mulbreght, Michelle

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	105	Hemp Staffing - HB 4121 (2024 Session)	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
	106	Agency Realignment & Cost Allocation	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

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BUDGET SUPPORT – DETAIL OF REVENUE & EXPENDITURES (BDV103A)

BUDGET NARRATIVE

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Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-000-00-00-00000

2025-27 Biennium

Oregon Liquor & Cannabis Comm

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	19,632,786	7,916,689	7,916,689	10,229,068	10,229,068	-
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
All Funds	20,813,866	7,916,689	7,916,689	10,229,068	10,229,068	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	5,908,632	5,908,632	3,339,236	10,097,948	-
BEGINNING BALANCE						
3400 Other Funds Ltd	19,632,786	13,825,321	13,825,321	13,568,304	20,327,016	-
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
TOTAL BEGINNING BALANCE	\$20,813,866	\$13,825,321	\$13,825,321	\$13,568,304	\$20,327,016	-
REVENUE CATEGORIES						
TAXES						
0185 Privilege Taxes						
3400 Other Funds Ltd	28,176,022	30,585,160	30,585,160	28,380,452	27,510,772	-
8800 General Fund Revenue	10,698,315	11,592,059	11,592,059	10,733,292	10,733,292	-
All Funds	38,874,337	42,177,219	42,177,219	39,113,744	38,244,064	-
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	40,146,605	40,265,229	40,265,229	47,145,848	50,603,691	-
8800 General Fund Revenue	9,456,765	10,085,121	10,085,121	10,085,121	10,085,121	-
All Funds	49,603,370	50,350,350	50,350,350	57,230,969	60,688,812	-
FINES, RENTS AND ROYALTIES						

Oregon Liquor & Cannabis Comm**Agency Number: 84500****Budget Support - Detail Revenues and Expenditures****Cross Reference Number: 84500-000-00-00-00000****2025-27 Biennium****Oregon Liquor & Cannabis Comm**

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
0505 Fines and Forfeitures						
3400 Other Funds Ltd	588,397	-	-	-	-	-
8800 General Fund Revenue	261,092	-	-	-	-	-
All Funds	849,489	-	-	-	-	-
BOND SALES						
0560 Dedicated Fund Oblig Bonds						
3020 Other Funds Cap Construct	145,455,048	-	-	-	-	-
3400 Other Funds Ltd	-	16,500,000	16,500,000	11,761,657	8,090,000	-
All Funds	145,455,048	16,500,000	16,500,000	11,761,657	8,090,000	-
INTEREST EARNINGS						
0605 Interest Income						
3020 Other Funds Cap Construct	1,552,138	-	-	-	-	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	-	440,000	440,000	440,000	440,000	-
8800 General Fund Revenue	-	560,000	560,000	560,000	560,000	-
All Funds	-	1,000,000	1,000,000	1,000,000	1,000,000	-
0710 Liquor Sales						
3010 Other Funds Cap Improve	249,223	253,765	253,765	258,159	258,159	-
3400 Other Funds Ltd	1,347,982,255	1,562,298,694	1,564,921,046	1,002,285,468	974,591,290	-
8800 General Fund Revenue	339,568,947	401,822,146	399,199,794	769,491,619	754,937,655	-
All Funds	1,687,800,425	1,964,374,605	1,964,374,605	1,772,035,246	1,729,787,104	-
SALES INCOME						

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BDV103A - Budget Support - Detail Revenues & Expenditures
BDV103A

Oregon Liquor & Cannabis Comm

Agency Number: 84500

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-000-00-00-00000

2025-27 Biennium

Oregon Liquor & Cannabis Comm

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3010 Other Funds Cap Improve	249,223	253,765	253,765	258,159	258,159	-
3400 Other Funds Ltd	1,347,982,255	1,562,738,694	1,565,361,046	1,002,725,468	975,031,290	-
8800 General Fund Revenue	339,568,947	402,382,146	399,759,794	770,051,619	755,497,655	-
TOTAL SALES INCOME	\$1,687,800,425	\$1,965,374,605	\$1,965,374,605	\$1,773,035,246	\$1,730,787,104	-
COST OF GOODS SOLD						
0755 Liquor Cost of Goods Sold						
3400 Other Funds Ltd	(828,567,381)	(950,714,284)	(950,714,284)	(406,524,869)	(406,524,869)	-
8800 General Fund Revenue	-	(22,237,180)	(22,237,180)	(494,146,659)	(494,146,659)	-
All Funds	(828,567,381)	(972,951,464)	(972,951,464)	(900,671,528)	(900,671,528)	-
0760 Cost of Goods Sold						
3400 Other Funds Ltd	(17,508,211)	(19,643,746)	(19,643,746)	(17,720,352)	(17,720,352)	-
COST OF GOODS SOLD						
3400 Other Funds Ltd	(846,075,592)	(970,358,030)	(970,358,030)	(424,245,221)	(424,245,221)	-
8800 General Fund Revenue	-	(22,237,180)	(22,237,180)	(494,146,659)	(494,146,659)	-
TOTAL COST OF GOODS SOLD	(\$846,075,592)	(\$992,595,210)	(\$992,595,210)	(\$918,391,880)	(\$918,391,880)	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	1,453,787	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	4,299,828	-	-	-	-	-
8800 General Fund Revenue	1,776,816	-	-	-	-	-
All Funds	7,530,431	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						

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BDV103A - Budget Support - Detail Revenues & Expenditures
BDV103A

Oregon Liquor & Cannabis Comm

Agency Number: 84500

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-000-00-00-00000

2025-27 Biennium

Oregon Liquor & Cannabis Comm

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3010 Other Funds Cap Improve	249,223	253,765	253,765	258,159	258,159	-
3400 Other Funds Ltd	265,602,892	305,404,132	310,086,904	333,020,168	314,867,117	-
3430 Other Funds Debt Svc Ltd	-	21,581,604	21,581,604	28,677,611	29,163,929	-
All Funds	265,852,115	327,239,501	331,922,273	361,955,938	344,289,205	-
1020 Transfer In - Indirect Cost						
3400 Other Funds Ltd	7,517,394	7,364,725	7,936,569	6,889,874	10,204,595	-
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	818,376	528,000	528,000	300,000	300,000	-
8800 General Fund Revenue	1,041,570	-	-	-	-	-
All Funds	1,859,946	528,000	528,000	300,000	300,000	-
TRANSFERS IN						
3010 Other Funds Cap Improve	249,223	253,765	253,765	258,159	258,159	-
3400 Other Funds Ltd	280,938,662	320,296,857	325,551,473	347,210,042	332,371,712	-
3430 Other Funds Debt Svc Ltd	-	21,581,604	21,581,604	28,677,611	29,163,929	-
8800 General Fund Revenue	1,041,570	-	-	-	-	-
TOTAL TRANSFERS IN	\$282,229,455	\$342,132,226	\$347,386,842	\$376,145,812	\$361,793,800	-
REVENUE CATEGORIES						
3010 Other Funds Cap Improve	498,446	507,530	507,530	516,318	516,318	-
3020 Other Funds Cap Construct	147,007,186	-	-	-	-	-
3400 Other Funds Ltd	853,210,136	1,000,027,910	1,007,904,878	1,012,978,246	969,362,244	-
3430 Other Funds Debt Svc Ltd	4,299,828	21,581,604	21,581,604	28,677,611	29,163,929	-

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BDV103A - Budget Support - Detail Revenues & Expenditures
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Oregon Liquor & Cannabis Comm

Agency Number: 84500

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-000-00-00-00000

2025-27 Biennium

Oregon Liquor & Cannabis Comm

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
8800 General Fund Revenue	362,803,505	401,822,146	399,199,794	296,723,373	282,169,409	-
TOTAL REVENUE CATEGORIES	\$1,367,819,101	\$1,423,939,190	\$1,429,193,806	\$1,338,895,548	\$1,281,211,900	-
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3010 Other Funds Cap Improve	(249,223)	(253,765)	(253,765)	(258,159)	(258,159)	-
3400 Other Funds Ltd	(265,602,892)	(326,985,736)	(331,668,508)	(361,697,779)	(344,031,046)	-
All Funds	(265,852,115)	(327,239,501)	(331,922,273)	(361,955,938)	(344,289,205)	-
2020 Transfer Out - Indirect Cost						
3400 Other Funds Ltd	(7,517,394)	(7,364,725)	(7,936,569)	(6,889,874)	(10,204,595)	-
2050 Transfer to Other						
3400 Other Funds Ltd	(666,069)	(777,009)	(777,009)	(780,560)	(745,142)	-
2060 Transfer to General Fund						
8800 General Fund Revenue	(362,803,505)	(401,822,146)	(399,199,794)	(296,723,373)	(282,169,409)	-
2070 Transfer to Cities						
3400 Other Funds Ltd	(115,708,862)	(128,375,908)	(127,439,353)	(105,972,633)	(71,985,582)	-
2080 Transfer to Counties						
3400 Other Funds Ltd	(57,854,429)	(64,187,954)	(63,719,677)	(52,986,317)	(50,387,395)	-
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(80,996,203)	(89,863,135)	(89,207,547)	(74,180,843)	(100,774,789)	-
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(19,104,134)	(20,700,105)	(20,700,105)	(19,166,592)	(18,296,910)	-
2603 Tsfr To Agriculture, Dept of						
3400 Other Funds Ltd	(793,072)	(2,599,681)	(2,599,681)	(1,109,247)	(1,109,247)	-

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BDV103A - Budget Support - Detail Revenues & Expenditures
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Oregon Liquor & Cannabis Comm

Agency Number: 84500

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-000-00-00-00000

2025-27 Biennium

Oregon Liquor & Cannabis Comm

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
TRANSFERS OUT						
3010 Other Funds Cap Improve	(249,223)	(253,765)	(253,765)	(258,159)	(258,159)	-
3400 Other Funds Ltd	(548,243,055)	(640,854,253)	(644,048,449)	(622,783,845)	(597,534,706)	-
8800 General Fund Revenue	(362,803,505)	(401,822,146)	(399,199,794)	(296,723,373)	(282,169,409)	-
TOTAL TRANSFERS OUT	(\$911,295,783)	(\$1,042,930,164)	(\$1,043,502,008)	(\$919,765,377)	(\$879,962,274)	-
AVAILABLE REVENUES						
3010 Other Funds Cap Improve	249,223	253,765	253,765	258,159	258,159	-
3020 Other Funds Cap Construct	147,007,186	-	-	-	-	-
3400 Other Funds Ltd	324,599,867	372,998,978	377,681,750	403,762,705	392,154,554	-
3430 Other Funds Debt Svc Ltd	4,299,828	21,581,604	21,581,604	28,677,611	29,163,929	-
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
TOTAL AVAILABLE REVENUES	\$477,337,184	\$394,834,347	\$399,517,119	\$432,698,475	\$421,576,642	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	48,320,722	58,162,887	64,170,281	71,910,702	71,910,702	-
3160 Temporary Appointments						
3400 Other Funds Ltd	1,187,844	495,519	495,519	524,730	524,730	-
3170 Overtime Payments						
3400 Other Funds Ltd	892,694	468,870	468,870	488,563	488,563	-
3180 Shift Differential						
3400 Other Funds Ltd	79,053	70,730	70,730	73,700	73,700	-

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BDV103A - Budget Support - Detail Revenues & Expenditures
BDV103A

Oregon Liquor & Cannabis Comm

Agency Number: 84500

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-000-00-00-00000

2025-27 Biennium

Oregon Liquor & Cannabis Comm

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3190 All Other Differential						
3400 Other Funds Ltd	1,205,508	65,866	65,866	68,632	68,632	-
SALARIES & WAGES						
3400 Other Funds Ltd	51,685,821	59,263,872	65,271,266	73,066,327	73,066,327	-
TOTAL SALARIES & WAGES	\$51,685,821	\$59,263,872	\$65,271,266	\$73,066,327	\$73,066,327	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	17,741	20,091	20,091	27,990	27,990	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	9,690,723	11,271,188	12,411,819	16,104,059	16,104,059	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	2,750,253	3,124,293	2,912,624	2,796,546	2,796,546	-
3230 Social Security Taxes						
3400 Other Funds Ltd	3,911,671	4,517,168	4,973,419	5,571,439	5,571,439	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	85,207	33,030	33,030	34,416	34,416	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	63,637	233,117	233,117	288,843	288,843	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	12,869	17,441	17,441	16,323	16,323	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	292,301	357,803	357,803	438,346	438,346	-
3270 Flexible Benefits						

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Oregon Liquor & Cannabis Comm

Agency Number: 84500

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Oregon Liquor & Cannabis Comm

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	12,396,329	15,018,300	15,018,300	16,486,110	16,486,110	-
3280 Other OPE						
3400 Other Funds Ltd	798	-	-	(1,120)	(1,120)	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	29,221,529	34,592,431	35,977,644	41,762,952	41,762,952	-
TOTAL OTHER PAYROLL EXPENSES	\$29,221,529	\$34,592,431	\$35,977,644	\$41,762,952	\$41,762,952	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(1,428,439)	(1,428,439)	(3,590,423)	(3,590,423)	-
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(3,958)	(3,958)	-	-	-
P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(1,432,397)	(1,432,397)	(3,590,423)	(3,590,423)	-
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$1,432,397)	(\$1,432,397)	(\$3,590,423)	(\$3,590,423)	-
PERSONAL SERVICES						
3400 Other Funds Ltd	80,907,350	92,423,906	99,816,513	111,238,856	111,238,856	-
TOTAL PERSONAL SERVICES	\$80,907,350	\$92,423,906	\$99,816,513	\$111,238,856	\$111,238,856	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	333,050	615,794	615,794	650,976	650,976	-
4125 Out of State Travel						
3400 Other Funds Ltd	109,253	67,307	67,307	70,135	70,135	-
4150 Employee Training						

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Oregon Liquor & Cannabis Comm

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	106,004	298,395	298,395	331,158	331,158	-
4175 Office Expenses						
3400 Other Funds Ltd	21,525,658	20,020,846	20,020,846	23,712,449	23,712,449	-
4200 Telecommunications						
3400 Other Funds Ltd	1,995,334	1,938,707	1,938,707	2,042,973	2,042,973	-
4225 State Gov. Service Charges						
3010 Other Funds Cap Improve	-	6,012	6,012	-	-	-
3400 Other Funds Ltd	4,222,437	5,028,208	5,028,208	6,799,852	6,521,017	-
All Funds	4,222,437	5,034,220	5,034,220	6,799,852	6,521,017	-
4250 Data Processing						
3400 Other Funds Ltd	3,100,671	2,210,383	2,210,383	2,306,968	2,306,968	-
4275 Publicity and Publications						
3400 Other Funds Ltd	59,029	552,877	552,877	107,197	107,197	-
4300 Professional Services						
3020 Other Funds Cap Construct	20,425	-	-	-	-	-
3400 Other Funds Ltd	176,443,324	182,625,684	182,625,684	213,937,504	199,404,864	-
All Funds	176,463,749	182,625,684	182,625,684	213,937,504	199,404,864	-
4315 IT Professional Services						
3400 Other Funds Ltd	2,365,378	4,847,822	4,847,822	6,055,044	6,055,044	-
4325 Attorney General						
3400 Other Funds Ltd	947,794	1,184,262	1,184,262	1,459,721	1,350,680	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	66,051	110,940	110,940	115,599	115,599	-

Budget Support - Detail Revenues and Expenditures

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Oregon Liquor & Cannabis Comm

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
4400 Dues and Subscriptions						
3400 Other Funds Ltd	27,849	30,536	30,536	31,816	31,816	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	1,642,546	2,088,738	2,088,738	2,856,464	2,756,242	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	775,711	660,530	660,530	724,602	724,602	-
4475 Facilities Maintenance						
3010 Other Funds Cap Improve	35,215	-	-	-	-	-
3400 Other Funds Ltd	636,695	1,097,412	1,097,412	1,143,503	1,143,503	-
All Funds	671,910	1,097,412	1,097,412	1,143,503	1,143,503	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	731,057	620,756	620,756	637,168	637,168	-
4650 Other Services and Supplies						
3020 Other Funds Cap Construct	15,072,306	-	-	-	-	-
3400 Other Funds Ltd	690,691	5,675,718	5,675,718	4,386,483	4,400,459	-
All Funds	15,762,997	5,675,718	5,675,718	4,386,483	4,400,459	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	86,944	86,944	97,123	97,123	-
4715 IT Expendable Property						
3400 Other Funds Ltd	1,012,845	538,625	538,625	590,567	590,567	-
4990 S and S - BAM Analyst Adjustment						
3400 Other Funds Ltd	-	19,658,453	19,658,453	-	-	-

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Oregon Liquor & Cannabis Comm

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
3010 Other Funds Cap Improve	35,215	6,012	6,012	-	-	-
3020 Other Funds Cap Construct	15,092,731	-	-	-	-	-
3400 Other Funds Ltd	216,791,377	249,958,937	249,958,937	268,057,302	253,050,540	-
TOTAL SERVICES & SUPPLIES	\$231,919,323	\$249,964,949	\$249,964,949	\$268,057,302	\$253,050,540	-
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	40,872	54,885	54,885	26,451	26,451	-
5150 Telecommunications Equipment						
3400 Other Funds Ltd	56,999	-	-	-	-	-
5200 Technical Equipment						
3400 Other Funds Ltd	-	59,047	59,047	61,527	61,527	-
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	55,930	3,210,942	3,210,942	1,031,922	1,031,922	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	909,537	545,133	545,133	1,234,357	1,234,357	-
5550 Data Processing Software						
3400 Other Funds Ltd	1,691,087	16,500,000	16,500,000	11,861,657	14,861,657	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	-	17,059	17,059	17,775	17,775	-
5650 Land Improvements						
3010 Other Funds Cap Improve	-	5,806	5,806	6,050	6,050	-
5700 Building Structures						
3010 Other Funds Cap Improve	214,008	241,947	241,947	252,109	252,109	-

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Oregon Liquor & Cannabis Comm

<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
3020 Other Funds Cap Construct	88,820,495	-	-	-	-	-
All Funds	89,034,503	241,947	241,947	252,109	252,109	-
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	41,541,822	-	-	-	-	-
3400 Other Funds Ltd	47,174	-	-	-	-	-
All Funds	41,588,996	-	-	-	-	-
CAPITAL OUTLAY						
3010 Other Funds Cap Improve	214,008	247,753	247,753	258,159	258,159	-
3020 Other Funds Cap Construct	130,362,317	-	-	-	-	-
3400 Other Funds Ltd	2,801,599	20,387,066	20,387,066	14,233,689	17,233,689	-
TOTAL CAPITAL OUTLAY	\$133,377,924	\$20,634,819	\$20,634,819	\$14,491,848	\$17,491,848	-
DEBT SERVICE						
7100 Principal - Bonds						
3430 Other Funds Debt Svc Ltd	1,700,000	7,900,000	7,900,000	13,160,000	13,420,000	-
7150 Interest - Bonds						
3430 Other Funds Debt Svc Ltd	2,599,828	13,681,604	13,681,604	15,517,611	15,743,929	-
DEBT SERVICE						
3430 Other Funds Debt Svc Ltd	4,299,828	21,581,604	21,581,604	28,677,611	29,163,929	-
TOTAL DEBT SERVICE	\$4,299,828	\$21,581,604	\$21,581,604	\$28,677,611	\$29,163,929	-
EXPENDITURES						
3010 Other Funds Cap Improve	249,223	253,765	253,765	258,159	258,159	-
3020 Other Funds Cap Construct	145,455,048	-	-	-	-	-
3400 Other Funds Ltd	300,500,326	362,769,909	370,162,516	393,529,847	381,523,085	-

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<i>Description</i>	<i>2021-23 Actuals</i>	<i>2023-25 Leg Adopted Budget</i>	<i>2023-25 Leg Approved Budget</i>	<i>2025-27 Agency Request Budget</i>	<i>2025-27 Governor's Budget</i>	<i>2025-27 Leg. Adopted Budget</i>
3430 Other Funds Debt Svc Ltd	4,299,828	21,581,604	21,581,604	28,677,611	29,163,929	-
TOTAL EXPENDITURES	\$450,504,425	\$384,605,278	\$391,997,885	\$422,465,617	\$410,945,173	-
ENDING BALANCE						
3020 Other Funds Cap Construct	1,552,138	-	-	-	-	-
3400 Other Funds Ltd	24,099,541	10,229,069	7,519,234	10,232,858	10,631,469	-
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
TOTAL ENDING BALANCE	\$26,832,759	\$10,229,069	\$7,519,234	\$10,232,858	\$10,631,469	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	384	384	384	393	393	-
TOTAL AUTHORIZED POSITIONS	384	384	384	393	393	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	380.16	379.28	379.28	388.75	388.75	-
TOTAL AUTHORIZED FTE	380.16	379.28	379.28	388.75	388.75	-

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Distilled Spirits Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
BEGINNING BALANCE						
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	-	-	-	6,758,712	-
REVENUE CATEGORIES						
BOND SALES						
0560 Dedicated Fund Oblig Bonds						
3400 Other Funds Ltd	-	16,500,000	16,500,000	11,761,657	8,090,000	-
OTHER						
0975 Other Revenues						
3430 Other Funds Debt Svc Ltd	4,299,828	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	37,174,245	46,479,260	47,677,700	47,703,621	58,548,153	-
3430 Other Funds Debt Svc Ltd	-	21,581,604	21,581,604	28,677,611	29,163,929	-
All Funds	37,174,245	68,060,864	69,259,304	76,381,232	87,712,082	-
REVENUE CATEGORIES						
3400 Other Funds Ltd	37,174,245	62,979,260	64,177,700	59,465,278	66,638,153	-
3430 Other Funds Debt Svc Ltd	4,299,828	21,581,604	21,581,604	28,677,611	29,163,929	-
TOTAL REVENUE CATEGORIES	\$41,474,073	\$84,560,864	\$85,759,304	\$88,142,889	\$95,802,082	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	37,174,245	62,979,260	64,177,700	59,465,278	73,396,865	-
3430 Other Funds Debt Svc Ltd	4,299,828	21,581,604	21,581,604	28,677,611	29,163,929	-
TOTAL AVAILABLE REVENUES	\$41,474,073	\$84,560,864	\$85,759,304	\$88,142,889	\$102,560,794	-

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Distilled Spirits Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	7,984,408	9,037,440	10,007,919	10,995,600	10,995,600	-
3160 Temporary Appointments						
3400 Other Funds Ltd	528,556	354,417	354,417	369,303	369,303	-
3170 Overtime Payments						
3400 Other Funds Ltd	367,211	223,106	223,106	232,476	232,476	-
3180 Shift Differential						
3400 Other Funds Ltd	40,251	2,580	2,580	2,688	2,688	-
3190 All Other Differential						
3400 Other Funds Ltd	375,809	9,291	9,291	9,681	9,681	-
SALARIES & WAGES						
3400 Other Funds Ltd	9,296,235	9,626,834	10,597,313	11,609,748	11,609,748	-
TOTAL SALARIES & WAGES	\$9,296,235	\$9,626,834	\$10,597,313	\$11,609,748	\$11,609,748	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	3,757	4,028	4,028	5,400	5,400	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	1,533,781	1,779,388	1,963,656	2,496,512	2,496,512	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	477,474	489,566	459,551	440,409	440,409	-

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Distilled Spirits Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3230 Social Security Taxes						
3400 Other Funds Ltd	705,695	736,446	810,154	888,131	888,131	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	6,887	6,887	7,176	7,176	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	11,224	37,008	37,008	44,952	44,952	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	2,934	3,496	3,496	3,150	3,150	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	54,820	57,761	57,761	69,659	69,659	-
3270 Flexible Benefits						
3400 Other Funds Ltd	2,612,993	3,009,600	3,009,600	3,180,600	3,180,600	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	5,402,678	6,124,180	6,352,141	7,135,989	7,135,989	-
TOTAL OTHER PAYROLL EXPENSES	\$5,402,678	\$6,124,180	\$6,352,141	\$7,135,989	\$7,135,989	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(284,192)	(284,192)	(580,140)	(580,140)	-
PERSONAL SERVICES						
3400 Other Funds Ltd	14,698,913	15,466,822	16,665,262	18,165,597	18,165,597	-
TOTAL PERSONAL SERVICES	\$14,698,913	\$15,466,822	\$16,665,262	\$18,165,597	\$18,165,597	-
SERVICES & SUPPLIES						
4100 Instate Travel						

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Distilled Spirits Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	61,848	61,449	61,449	64,030	64,030	-
4125 Out of State Travel						
3400 Other Funds Ltd	10,933	5,649	5,649	5,886	5,886	-
4150 Employee Training						
3400 Other Funds Ltd	3,680	5,431	5,431	5,660	5,660	-
4175 Office Expenses						
3400 Other Funds Ltd	20,191,806	18,878,121	18,878,121	22,370,556	22,370,556	-
4200 Telecommunications						
3400 Other Funds Ltd	1,030	67,857	67,857	70,707	70,707	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	73,397	98,641	98,641	254,295	257,938	-
4250 Data Processing						
3400 Other Funds Ltd	1,399	89,478	89,478	93,236	93,236	-
4275 Publicity and Publications						
3400 Other Funds Ltd	2,239	19,053	19,053	19,853	19,853	-
4300 Professional Services						
3400 Other Funds Ltd	116,606	16,768	16,768	17,908	10,953,438	-
4315 IT Professional Services						
3400 Other Funds Ltd	463,936	5,732	5,732	1,070,592	1,070,592	-
4325 Attorney General						
3400 Other Funds Ltd	1,016	-	-	-	-	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	37,049	9,970	9,970	10,388	10,388	-

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Distilled Spirits Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
4400 Dues and Subscriptions						
3400 Other Funds Ltd	-	2,462	2,462	2,565	2,565	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	54,226	87,775	87,775	91,462	68,876	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	295,517	246,191	246,191	270,072	270,072	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	22,168	32,151	32,151	33,501	33,501	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	717,471	141,810	141,810	147,766	147,766	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	294,972	5,306,332	5,306,332	3,919,006	3,934,006	-
4715 IT Expendable Property						
3400 Other Funds Ltd	70,109	39,198	39,198	40,844	40,844	-
4990 S and S - BAM Analyst Adjustment						
3400 Other Funds Ltd	-	2,670,369	2,670,369	-	-	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	22,419,402	27,784,437	27,784,437	28,488,327	39,419,914	-
TOTAL SERVICES & SUPPLIES	\$22,419,402	\$27,784,437	\$27,784,437	\$28,488,327	\$39,419,914	-
CAPITAL OUTLAY						
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	55,930	3,210,942	3,210,942	1,031,922	1,031,922	-
5550 Data Processing Software						

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Distilled Spirits Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	-	16,500,000	16,500,000	11,761,657	14,761,657	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	-	17,059	17,059	17,775	17,775	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	55,930	19,728,001	19,728,001	12,811,354	15,811,354	-
TOTAL CAPITAL OUTLAY	\$55,930	\$19,728,001	\$19,728,001	\$12,811,354	\$15,811,354	-
DEBT SERVICE						
7100 Principal - Bonds						
3430 Other Funds Debt Svc Ltd	1,700,000	7,900,000	7,900,000	13,160,000	13,420,000	-
7150 Interest - Bonds						
3430 Other Funds Debt Svc Ltd	2,599,828	13,681,604	13,681,604	15,517,611	15,743,929	-
DEBT SERVICE						
3430 Other Funds Debt Svc Ltd	4,299,828	21,581,604	21,581,604	28,677,611	29,163,929	-
TOTAL DEBT SERVICE	\$4,299,828	\$21,581,604	\$21,581,604	\$28,677,611	\$29,163,929	-
EXPENDITURES						
3400 Other Funds Ltd	37,174,245	62,979,260	64,177,700	59,465,278	73,396,865	-
3430 Other Funds Debt Svc Ltd	4,299,828	21,581,604	21,581,604	28,677,611	29,163,929	-
TOTAL EXPENDITURES	\$41,474,073	\$84,560,864	\$85,759,304	\$88,142,889	\$102,560,794	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	76	76	76	75	75	-
TOTAL AUTHORIZED POSITIONS	76	76	76	75	75	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	76.00	76.00	76.00	75.00	75.00	-

Budget Support - Detail Revenues and Expenditures
2025-27 Biennium
Distilled Spirits Program

Cross Reference Number: 84500-001-00-00-00000

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
TOTAL AUTHORIZED FTE	76.00	76.00	76.00	75.00	75.00	-

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-002-00-00-00000

2025-27 Biennium

Public Safety Services Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	25,132,576	30,845,680	32,995,709	37,377,240	37,528,071	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	25,132,576	30,845,680	32,995,709	37,377,240	37,528,071	-
TOTAL AVAILABLE REVENUES	\$25,132,576	\$30,845,680	\$32,995,709	\$37,377,240	\$37,528,071	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	13,649,947	17,108,634	18,866,861	21,524,280	21,524,280	-
3160 Temporary Appointments						
3400 Other Funds Ltd	188,207	133,435	133,435	139,040	139,040	-
3170 Overtime Payments						
3400 Other Funds Ltd	142,535	111,803	111,803	116,499	116,499	-
3180 Shift Differential						
3400 Other Funds Ltd	35,875	64,980	64,980	67,709	67,709	-
3190 All Other Differential						
3400 Other Funds Ltd	337,527	43,679	43,679	45,514	45,514	-
SALARIES & WAGES						
3400 Other Funds Ltd	14,354,091	17,462,531	19,220,758	21,893,042	21,893,042	-
TOTAL SALARIES & WAGES	\$14,354,091	\$17,462,531	\$19,220,758	\$21,893,042	\$21,893,042	-

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Budget Support - Detail Revenues and Expenditures

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Public Safety Services Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	5,174	5,850	5,850	8,154	8,154	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	2,801,901	3,325,447	3,659,288	4,831,577	4,831,577	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	761,939	934,424	858,849	863,161	863,161	-
3230 Social Security Taxes						
3400 Other Funds Ltd	1,091,158	1,335,887	1,469,423	1,674,807	1,674,807	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	10,431	10,431	10,869	10,869	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	17,526	69,224	69,224	87,010	87,010	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	3,497	5,080	5,080	4,756	4,756	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	73,196	106,934	106,934	132,946	132,946	-
3270 Flexible Benefits						
3400 Other Funds Ltd	3,289,649	4,375,800	4,375,800	4,802,706	4,802,706	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	8,044,040	10,169,077	10,560,879	12,415,986	12,415,986	-
TOTAL OTHER PAYROLL EXPENSES	\$8,044,040	\$10,169,077	\$10,560,879	\$12,415,986	\$12,415,986	-

P.S. BUDGET ADJUSTMENTS

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-002-00-00-00000

2025-27 Biennium

Public Safety Services Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(422,548)	(422,548)	(1,107,143)	(1,107,143)	-
PERSONAL SERVICES						
3400 Other Funds Ltd	22,398,131	27,209,060	29,359,089	33,201,885	33,201,885	-
TOTAL PERSONAL SERVICES	\$22,398,131	\$27,209,060	\$29,359,089	\$33,201,885	\$33,201,885	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	53,395	262,428	262,428	266,688	266,688	-
4125 Out of State Travel						
3400 Other Funds Ltd	15,083	14,141	14,141	15,170	15,170	-
4150 Employee Training						
3400 Other Funds Ltd	37,750	103,965	103,965	111,261	111,261	-
4175 Office Expenses						
3400 Other Funds Ltd	251,831	362,885	362,885	431,562	431,562	-
4200 Telecommunications						
3400 Other Funds Ltd	651,587	1,105,577	1,105,577	1,156,973	1,156,973	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	107,612	149,257	149,257	405,917	395,508	-
4250 Data Processing						
3400 Other Funds Ltd	851	58,940	58,940	65,916	65,916	-
4275 Publicity and Publications						
3400 Other Funds Ltd	24,847	68,269	68,269	71,180	71,180	-
4300 Professional Services						

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-002-00-00-00000

2025-27 Biennium

Public Safety Services Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	388,123	386,304	386,304	412,573	412,573	-
4315 IT Professional Services						
3400 Other Funds Ltd	48,555	63,035	63,035	67,322	67,322	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	4,479	9,745	9,745	10,155	10,155	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	1,325	10,332	10,332	11,208	11,208	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	849,686	834,555	834,555	913,359	910,575	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	21,929	25,196	25,196	27,640	27,640	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	79,712	20,189	20,189	21,037	21,037	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	60,880	46,438	46,438	48,430	48,430	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	5,100	29,804	29,804	37,776	37,776	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	-	-	6,527	6,527	-
4715 IT Expendable Property						
3400 Other Funds Ltd	131,700	37,398	37,398	42,803	42,803	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	2,734,445	3,588,458	3,588,458	4,123,497	4,110,304	-

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-002-00-00-00000

2025-27 Biennium

Public Safety Services Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
TOTAL SERVICES & SUPPLIES	\$2,734,445	\$3,588,458	\$3,588,458	\$4,123,497	\$4,110,304	-
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	-	8,045	8,045	10,056	10,056	-
5200 Technical Equipment						
3400 Other Funds Ltd	-	40,117	40,117	41,802	41,802	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	-	-	-	-	164,024	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	-	48,162	48,162	51,858	215,882	-
TOTAL CAPITAL OUTLAY	-	\$48,162	\$48,162	\$51,858	\$215,882	-
EXPENDITURES						
3400 Other Funds Ltd	25,132,576	30,845,680	32,995,709	37,377,240	37,528,071	-
TOTAL EXPENDITURES	\$25,132,576	\$30,845,680	\$32,995,709	\$37,377,240	\$37,528,071	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	116	114	114	116	116	-
TOTAL AUTHORIZED POSITIONS	116	114	114	116	116	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	113.58	110.50	110.50	113.25	113.25	-
TOTAL AUTHORIZED FTE	113.58	110.50	110.50	113.25	113.25	-

Budget Support - Detail Revenues and Expenditures

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2025-27 Biennium

Administration and Support

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
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REVENUE CATEGORIES

OTHER

0975 Other Revenues

3400 Other Funds Ltd	23,496	-	-	-	-	-
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TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	27,954,533	29,519,192	30,853,495	35,877,227	32,196,983	-
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1020 Transfer In - Indirect Cost

3400 Other Funds Ltd	7,517,394	7,364,725	7,936,569	6,889,874	10,204,595	-
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TRANSFERS IN

3400 Other Funds Ltd	35,471,927	36,883,917	38,790,064	42,767,101	42,401,578	-
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TOTAL TRANSFERS IN	\$35,471,927	\$36,883,917	\$38,790,064	\$42,767,101	\$42,401,578	-
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REVENUE CATEGORIES

3400 Other Funds Ltd	35,495,423	36,883,917	38,790,064	42,767,101	42,401,578	-
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TOTAL REVENUE CATEGORIES	\$35,495,423	\$36,883,917	\$38,790,064	\$42,767,101	\$42,401,578	-
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AVAILABLE REVENUES

3400 Other Funds Ltd	35,495,423	36,883,917	38,790,064	42,767,101	42,401,578	-
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TOTAL AVAILABLE REVENUES	\$35,495,423	\$36,883,917	\$38,790,064	\$42,767,101	\$42,401,578	-
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	14,987,354	16,712,772	18,273,081	19,359,720	19,359,720	-
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Budget Support - Detail Revenues and Expenditures

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2025-27 Biennium

Administration and Support

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3160 Temporary Appointments						
3400 Other Funds Ltd	62,669	7,667	7,667	7,989	7,989	-
3170 Overtime Payments						
3400 Other Funds Ltd	206,965	51,197	51,197	53,348	53,348	-
3180 Shift Differential						
3400 Other Funds Ltd	1,617	3,170	3,170	3,303	3,303	-
3190 All Other Differential						
3400 Other Funds Ltd	225,900	12,896	12,896	13,437	13,437	-
SALARIES & WAGES						
3400 Other Funds Ltd	15,484,505	16,787,702	18,348,011	19,437,797	19,437,797	-
TOTAL SALARIES & WAGES	\$15,484,505	\$16,787,702	\$18,348,011	\$19,437,797	\$19,437,797	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	4,224	4,775	4,775	6,516	6,516	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	2,846,965	3,213,639	3,509,901	4,307,900	4,307,900	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	831,761	900,565	831,637	761,784	761,784	-
3230 Social Security Taxes						
3400 Other Funds Ltd	1,163,279	1,267,736	1,386,240	1,468,887	1,468,887	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	85,207	14,729	14,729	15,347	15,347	-
3241 Paid Family Medical Leave Insurance						

Budget Support - Detail Revenues and Expenditures

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2025-27 Biennium

Administration and Support

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	18,522	65,342	65,342	76,418	76,418	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	3,280	4,145	4,145	3,800	3,800	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	92,690	102,298	102,298	116,626	116,626	-
3270 Flexible Benefits						
3400 Other Funds Ltd	3,238,032	3,568,950	3,568,950	3,837,924	3,837,924	-
3280 Other OPE						
3400 Other Funds Ltd	798	-	-	-	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	8,284,758	9,142,179	9,488,017	10,595,202	10,595,202	-
TOTAL OTHER PAYROLL EXPENSES	\$8,284,758	\$9,142,179	\$9,488,017	\$10,595,202	\$10,595,202	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(344,023)	(344,023)	(970,841)	(970,841)	-
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(4,140)	(4,140)	-	-	-
P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(348,163)	(348,163)	(970,841)	(970,841)	-
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$348,163)	(\$348,163)	(\$970,841)	(\$970,841)	-
PERSONAL SERVICES						
3400 Other Funds Ltd	23,769,263	25,581,718	27,487,865	29,062,158	29,062,158	-
TOTAL PERSONAL SERVICES	\$23,769,263	\$25,581,718	\$27,487,865	\$29,062,158	\$29,062,158	-

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-003-00-00-00000

2025-27 Biennium

Administration and Support

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	129,317	113,538	113,538	116,860	116,860	-
4125 Out of State Travel						
3400 Other Funds Ltd	75,707	30,290	30,290	31,125	31,125	-
4150 Employee Training						
3400 Other Funds Ltd	47,260	79,091	79,091	82,197	82,197	-
4175 Office Expenses						
3400 Other Funds Ltd	420,456	530,607	530,607	584,068	584,068	-
4200 Telecommunications						
3400 Other Funds Ltd	638,371	137,555	137,555	140,981	140,981	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	3,955,173	4,655,231	4,655,231	5,790,411	5,482,380	-
4250 Data Processing						
3400 Other Funds Ltd	247,986	887,923	887,923	924,462	924,462	-
4275 Publicity and Publications						
3400 Other Funds Ltd	31,825	12,174	12,174	12,644	12,644	-
4300 Professional Services						
3400 Other Funds Ltd	346,468	163,113	163,113	924,205	924,205	-
4315 IT Professional Services						
3400 Other Funds Ltd	1,493,832	1,922,346	1,922,346	1,866,165	1,866,165	-
4325 Attorney General						
3400 Other Funds Ltd	520,729	651,165	651,165	802,626	742,670	-

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-003-00-00-00000

2025-27 Biennium

Administration and Support

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	24,407	8,637	8,637	9,000	9,000	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	6,464	14,361	14,361	14,520	14,520	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	13,607	246,461	246,461	873,260	875,724	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	425,312	389,143	389,143	426,890	426,890	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	455,895	239,181	239,181	249,226	249,226	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	1,776	14,689	14,689	15,264	15,264	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	242,243	209,914	209,914	218,515	218,515	-
4715 IT Expendable Property						
3400 Other Funds Ltd	731,822	445,200	445,200	462,915	462,915	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	9,808,650	10,750,619	10,750,619	13,545,334	13,179,811	-
TOTAL SERVICES & SUPPLIES	\$9,808,650	\$10,750,619	\$10,750,619	\$13,545,334	\$13,179,811	-
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	5,550	21,117	21,117	8,037	8,037	-
5200 Technical Equipment						

Budget Support - Detail Revenues and Expenditures

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2025-27 Biennium

Administration and Support

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	-	18,930	18,930	19,725	19,725	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	565,403	511,533	511,533	131,847	131,847	-
5550 Data Processing Software						
3400 Other Funds Ltd	1,346,557	-	-	-	-	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	1,917,510	551,580	551,580	159,609	159,609	-
TOTAL CAPITAL OUTLAY	\$1,917,510	\$551,580	\$551,580	\$159,609	\$159,609	-
EXPENDITURES						
3400 Other Funds Ltd	35,495,423	36,883,917	38,790,064	42,767,101	42,401,578	-
TOTAL EXPENDITURES	\$35,495,423	\$36,883,917	\$38,790,064	\$42,767,101	\$42,401,578	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	91	91	91	91	91	-
TOTAL AUTHORIZED POSITIONS	91	91	91	91	91	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	90.33	90.14	90.14	90.50	90.50	-
TOTAL AUTHORIZED FTE	90.33	90.14	90.14	90.50	90.50	-

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-004-00-00-00000

2025-27 Biennium

Recreational Marijuana Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	14,125,358	6,197,559	6,197,559	4,363,660	4,363,660	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	1,400,333	1,400,333	3,339,236	3,339,236	-
BEGINNING BALANCE						
3400 Other Funds Ltd	14,125,358	7,597,892	7,597,892	7,702,896	7,702,896	-
TOTAL BEGINNING BALANCE	\$14,125,358	\$7,597,892	\$7,597,892	\$7,702,896	\$7,702,896	-
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	32,716,290	32,341,206	32,341,206	39,221,825	42,679,668	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	383,254	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	18,137	-	-	-	-	-
REVENUE CATEGORIES						
3400 Other Funds Ltd	33,117,681	32,341,206	32,341,206	39,221,825	42,679,668	-
TOTAL REVENUE CATEGORIES	\$33,117,681	\$32,341,206	\$32,341,206	\$39,221,825	\$42,679,668	-
TRANSFERS OUT						
2020 Transfer Out - Indirect Cost						

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-004-00-00-00000

2025-27 Biennium

Recreational Marijuana Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	(5,889,918)	(5,770,836)	(6,216,874)	(6,216,874)	(9,389,986)	-
2603 Tsfr To Agriculture, Dept of						
3400 Other Funds Ltd	(793,072)	(2,599,681)	(2,599,681)	(1,109,247)	(1,109,247)	-
TRANSFERS OUT						
3400 Other Funds Ltd	(6,682,990)	(8,370,517)	(8,816,555)	(7,326,121)	(10,499,233)	-
TOTAL TRANSFERS OUT	(\$6,682,990)	(\$8,370,517)	(\$8,816,555)	(\$7,326,121)	(\$10,499,233)	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	40,560,049	31,568,581	31,122,543	39,598,600	39,883,331	-
TOTAL AVAILABLE REVENUES	\$40,560,049	\$31,568,581	\$31,122,543	\$39,598,600	\$39,883,331	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	9,985,522	12,290,001	13,675,940	16,527,682	16,527,682	-
3160 Temporary Appointments						
3400 Other Funds Ltd	408,412	-	-	8,398	8,398	-
3170 Overtime Payments						
3400 Other Funds Ltd	156,457	82,764	82,764	86,240	86,240	-
3180 Shift Differential						
3400 Other Funds Ltd	1,243	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	225,272	-	-	-	-	-
SALARIES & WAGES						

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-004-00-00-00000

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Recreational Marijuana Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	10,776,906	12,372,765	13,758,704	16,622,320	16,622,320	-
TOTAL SALARIES & WAGES	\$10,776,906	\$12,372,765	\$13,758,704	\$16,622,320	\$16,622,320	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	3,907	4,325	4,325	6,405	6,405	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	2,153,934	2,374,324	2,637,463	3,689,958	3,689,958	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	583,744	640,440	613,208	593,804	593,804	-
3230 Social Security Taxes						
3400 Other Funds Ltd	817,405	946,521	1,051,775	1,271,604	1,271,604	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	213	213	222	222	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	14,299	49,488	49,488	66,452	66,452	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	2,686	3,754	3,754	3,733	3,733	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	60,949	72,726	72,726	98,095	98,095	-
3270 Flexible Benefits						
3400 Other Funds Ltd	2,775,960	3,232,350	3,232,350	3,772,545	3,772,545	-
3280 Other OPE						
3400 Other Funds Ltd	-	-	-	(1,120)	(1,120)	-

Budget Support - Detail Revenues and Expenditures

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Recreational Marijuana Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	6,412,884	7,324,141	7,665,302	9,501,698	9,501,698	-
TOTAL OTHER PAYROLL EXPENSES	\$6,412,884	\$7,324,141	\$7,665,302	\$9,501,698	\$9,501,698	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(299,150)	(299,150)	(757,128)	(757,128)	-
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	182	182	-	-	-
P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(298,968)	(298,968)	(757,128)	(757,128)	-
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$298,968)	(\$298,968)	(\$757,128)	(\$757,128)	-
PERSONAL SERVICES						
3400 Other Funds Ltd	17,189,790	19,397,938	21,125,038	25,366,890	25,366,890	-
TOTAL PERSONAL SERVICES	\$17,189,790	\$19,397,938	\$21,125,038	\$25,366,890	\$25,366,890	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	75,816	125,735	125,735	148,543	148,543	-
4125 Out of State Travel						
3400 Other Funds Ltd	7,119	17,227	17,227	17,954	17,954	-
4150 Employee Training						
3400 Other Funds Ltd	17,175	109,908	109,908	132,040	132,040	-
4175 Office Expenses						
3400 Other Funds Ltd	640,232	223,286	223,286	290,933	290,933	-

Budget Support - Detail Revenues and Expenditures

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Recreational Marijuana Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
4200 Telecommunications						
3400 Other Funds Ltd	432,197	435,990	435,990	474,531	474,531	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	64,909	103,834	103,834	278,029	312,967	-
4250 Data Processing						
3400 Other Funds Ltd	2,821,355	138,796	138,796	144,628	144,628	-
4275 Publicity and Publications						
3400 Other Funds Ltd	118	453,381	453,381	3,520	3,520	-
4300 Professional Services						
3400 Other Funds Ltd	99,349	486,923	486,923	520,033	520,033	-
4315 IT Professional Services						
3400 Other Funds Ltd	359,055	2,856,709	2,856,709	3,050,965	3,050,965	-
4325 Attorney General						
3400 Other Funds Ltd	425,928	533,097	533,097	657,095	608,010	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	116	81,009	81,009	84,411	84,411	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	20,060	3,381	3,381	3,523	3,523	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	478,595	752,968	752,968	804,391	727,075	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	22,861	-	-	-	-	-
4475 Facilities Maintenance						

Budget Support - Detail Revenues and Expenditures

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Recreational Marijuana Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	55,112	805,891	805,891	839,739	839,739	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	113,728	417,819	417,819	425,708	425,708	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	120,911	97,932	97,932	178,117	178,117	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	86,944	86,944	90,596	90,596	-
4715 IT Expendable Property						
3400 Other Funds Ltd	68,474	16,829	16,829	44,005	44,005	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	5,823,110	7,747,659	7,747,659	8,188,761	8,097,298	-
TOTAL SERVICES & SUPPLIES	\$5,823,110	\$7,747,659	\$7,747,659	\$8,188,761	\$8,097,298	-
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	35,322	25,723	25,723	8,358	8,358	-
5150 Telecommunications Equipment						
3400 Other Funds Ltd	56,999	-	-	-	-	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	344,134	33,600	33,600	1,102,510	938,486	-
5550 Data Processing Software						
3400 Other Funds Ltd	344,530	-	-	100,000	100,000	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	47,174	-	-	-	-	-

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Recreational Marijuana Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
CAPITAL OUTLAY						
3400 Other Funds Ltd	828,159	59,323	59,323	1,210,868	1,046,844	-
TOTAL CAPITAL OUTLAY	\$828,159	\$59,323	\$59,323	\$1,210,868	\$1,046,844	-
EXPENDITURES						
3400 Other Funds Ltd	23,841,059	27,204,920	28,932,020	34,766,519	34,511,032	-
TOTAL EXPENDITURES	\$23,841,059	\$27,204,920	\$28,932,020	\$34,766,519	\$34,511,032	-
ENDING BALANCE						
3400 Other Funds Ltd	16,718,990	4,363,661	2,190,523	4,832,081	5,372,299	-
TOTAL ENDING BALANCE	\$16,718,990	\$4,363,661	\$2,190,523	\$4,832,081	\$5,372,299	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	80	82	82	90	90	-
TOTAL AUTHORIZED POSITIONS	80	82	82	90	90	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	79.25	81.64	81.64	88.96	88.96	-
TOTAL AUTHORIZED FTE	79.25	81.64	81.64	88.96	88.96	-

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-005-00-00-00000

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Agents Compensation Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	175,304,852	198,560,000	198,560,000	212,062,080	186,593,910	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	175,304,852	198,560,000	198,560,000	212,062,080	186,593,910	-
TOTAL AVAILABLE REVENUES	\$175,304,852	\$198,560,000	\$198,560,000	\$212,062,080	\$186,593,910	-
EXPENDITURES						
SERVICES & SUPPLIES						
4300 Professional Services						
3400 Other Funds Ltd	175,471,231	181,571,916	181,571,916	212,062,080	186,593,910	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	(166,378)	-	-	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	(1)	-	-	-	-	-
4990 S and S - BAM Analyst Adjustment						
3400 Other Funds Ltd	-	16,988,084	16,988,084	-	-	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	175,304,852	198,560,000	198,560,000	212,062,080	186,593,910	-
TOTAL SERVICES & SUPPLIES	\$175,304,852	\$198,560,000	\$198,560,000	\$212,062,080	\$186,593,910	-

Budget Support - Detail Revenues and Expenditures

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Medical Marijuana Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	5,188,508	219,130	219,130	4,365,408	4,365,408	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	4,508,299	4,508,299	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	5,188,508	4,727,429	4,727,429	4,365,408	4,365,408	-
TOTAL BEGINNING BALANCE	\$5,188,508	\$4,727,429	\$4,727,429	\$4,365,408	\$4,365,408	-
REVENUE CATEGORIES						
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	16,084	-	-	-	-	-
TRANSFERS IN						
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	300,000	300,000	-
TRANSFERS IN						
3400 Other Funds Ltd	7,000,000	7,528,000	7,528,000	7,300,000	7,300,000	-
TOTAL TRANSFERS IN	\$7,000,000	\$7,528,000	\$7,528,000	\$7,300,000	\$7,300,000	-
REVENUE CATEGORIES						
3400 Other Funds Ltd	7,016,084	7,528,000	7,528,000	7,300,000	7,300,000	-
TOTAL REVENUE CATEGORIES	\$7,016,084	\$7,528,000	\$7,528,000	\$7,300,000	\$7,300,000	-

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Medical Marijuana Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
TRANSFERS OUT						
2020 Transfer Out - Indirect Cost						
3400 Other Funds Ltd	(1,627,476)	(1,593,889)	(1,719,695)	(673,000)	(814,609)	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	10,577,116	10,661,540	10,535,734	10,992,408	10,850,799	-
TOTAL AVAILABLE REVENUES	\$10,577,116	\$10,661,540	\$10,535,734	\$10,992,408	\$10,850,799	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,713,491	3,014,040	3,346,480	3,503,420	3,503,420	-
3170 Overtime Payments						
3400 Other Funds Ltd	19,526	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	67	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	41,000	-	-	-	-	-
SALARIES & WAGES						
3400 Other Funds Ltd	1,774,084	3,014,040	3,346,480	3,503,420	3,503,420	-
TOTAL SALARIES & WAGES	\$1,774,084	\$3,014,040	\$3,346,480	\$3,503,420	\$3,503,420	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	679	1,113	1,113	1,515	1,515	-

Budget Support - Detail Revenues and Expenditures

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Medical Marijuana Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	354,142	578,390	641,511	778,112	778,112	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	95,335	159,298	149,379	137,388	137,388	-
3230 Social Security Taxes						
3400 Other Funds Ltd	134,134	230,578	255,827	268,010	268,010	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	770	770	802	802	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	2,066	12,055	12,055	14,011	14,011	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	472	966	966	884	884	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	10,646	18,084	18,084	21,020	21,020	-
3270 Flexible Benefits						
3400 Other Funds Ltd	479,695	831,600	831,600	892,335	892,335	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	1,077,169	1,832,854	1,911,305	2,114,077	2,114,077	-
TOTAL OTHER PAYROLL EXPENSES	\$1,077,169	\$1,832,854	\$1,911,305	\$2,114,077	\$2,114,077	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(78,526)	(78,526)	(175,171)	(175,171)	-
PERSONAL SERVICES						

Budget Support - Detail Revenues and Expenditures

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Medical Marijuana Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	2,851,253	4,768,368	5,179,259	5,442,326	5,442,326	-
TOTAL PERSONAL SERVICES	\$2,851,253	\$4,768,368	\$5,179,259	\$5,442,326	\$5,442,326	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	12,674	52,644	52,644	54,855	54,855	-
4125 Out of State Travel						
3400 Other Funds Ltd	411	-	-	-	-	-
4150 Employee Training						
3400 Other Funds Ltd	139	-	-	-	-	-
4175 Office Expenses						
3400 Other Funds Ltd	7,833	25,947	25,947	35,330	35,330	-
4200 Telecommunications						
3400 Other Funds Ltd	272,149	191,728	191,728	199,781	199,781	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	21,346	21,245	21,245	71,200	72,224	-
4250 Data Processing						
3400 Other Funds Ltd	29,080	1,035,246	1,035,246	1,078,726	1,078,726	-
4300 Professional Services						
3400 Other Funds Ltd	973	660	660	705	705	-
4325 Attorney General						
3400 Other Funds Ltd	121	-	-	-	-	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	1,579	1,579	1,645	1,645	-

Budget Support - Detail Revenues and Expenditures

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Medical Marijuana Program

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	246,432	166,979	166,979	173,992	173,992	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	10,092	-	-	-	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	21,326	-	-	-	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	3,580	-	-	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	27,336	31,736	31,736	33,069	32,045	-
4715 IT Expendable Property						
3400 Other Funds Ltd	10,740	-	-	-	-	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	664,232	1,527,764	1,527,764	1,649,303	1,649,303	-
TOTAL SERVICES & SUPPLIES	\$664,232	\$1,527,764	\$1,527,764	\$1,649,303	\$1,649,303	-
EXPENDITURES						
3400 Other Funds Ltd	3,515,485	6,296,132	6,707,023	7,091,629	7,091,629	-
TOTAL EXPENDITURES	\$3,515,485	\$6,296,132	\$6,707,023	\$7,091,629	\$7,091,629	-
ENDING BALANCE						
3400 Other Funds Ltd	7,061,631	4,365,408	3,828,711	3,900,779	3,759,170	-
TOTAL ENDING BALANCE	\$7,061,631	\$4,365,408	\$3,828,711	\$3,900,779	\$3,759,170	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	21	21	21	21	21	-

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Medical Marijuana Program

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Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
TOTAL AUTHORIZED POSITIONS	21	21	21	21	21	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	21.00	21.00	21.00	21.04	21.04	-
TOTAL AUTHORIZED FTE	21.00	21.00	21.00	21.04	21.04	-

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-088-00-00-00000

2025-27 Biennium

Capital Improvements

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3010 Other Funds Cap Improve	249,223	253,765	253,765	258,159	258,159	-
AVAILABLE REVENUES						
3010 Other Funds Cap Improve	249,223	253,765	253,765	258,159	258,159	-
TOTAL AVAILABLE REVENUES	\$249,223	\$253,765	\$253,765	\$258,159	\$258,159	-
EXPENDITURES						
SERVICES & SUPPLIES						
4225 State Gov. Service Charges						
3010 Other Funds Cap Improve	-	6,012	6,012	-	-	-
4475 Facilities Maintenance						
3010 Other Funds Cap Improve	35,215	-	-	-	-	-
SERVICES & SUPPLIES						
3010 Other Funds Cap Improve	35,215	6,012	6,012	-	-	-
TOTAL SERVICES & SUPPLIES	\$35,215	\$6,012	\$6,012	-	-	-
CAPITAL OUTLAY						
5650 Land Improvements						
3010 Other Funds Cap Improve	-	5,806	5,806	6,050	6,050	-
5700 Building Structures						
3010 Other Funds Cap Improve	214,008	241,947	241,947	252,109	252,109	-
CAPITAL OUTLAY						
3010 Other Funds Cap Improve	214,008	247,753	247,753	258,159	258,159	-

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
TOTAL CAPITAL OUTLAY	\$214,008	\$247,753	\$247,753	\$258,159	\$258,159	-
EXPENDITURES						
3010 Other Funds Cap Improve	249,223	253,765	253,765	258,159	258,159	-
TOTAL EXPENDITURES	\$249,223	\$253,765	\$253,765	\$258,159	\$258,159	-

Budget Support - Detail Revenues and Expenditures

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Capital Construction

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
REVENUE CATEGORIES						
BOND SALES						
0560 Dedicated Fund Oblig Bonds						
3020 Other Funds Cap Construct	145,455,048	-	-	-	-	-
INTEREST EARNINGS						
0605 Interest Income						
3020 Other Funds Cap Construct	1,552,138	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	36,686	-	-	-	-	-
REVENUE CATEGORIES						
3020 Other Funds Cap Construct	147,007,186	-	-	-	-	-
3400 Other Funds Ltd	36,686	-	-	-	-	-
TOTAL REVENUE CATEGORIES	\$147,043,872	-	-	-	-	-
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	147,007,186	-	-	-	-	-
3400 Other Funds Ltd	36,686	-	-	-	-	-
TOTAL AVAILABLE REVENUES	\$147,043,872	-	-	-	-	-
EXPENDITURES						
SERVICES & SUPPLIES						
4175 Office Expenses						
3400 Other Funds Ltd	13,500	-	-	-	-	-
4300 Professional Services						

Budget Support - Detail Revenues and Expenditures

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Capital Construction

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3020 Other Funds Cap Construct	20,425	-	-	-	-	-
3400 Other Funds Ltd	20,574	-	-	-	-	-
All Funds	40,999	-	-	-	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	2,482	-	-	-	-	-
4650 Other Services and Supplies						
3020 Other Funds Cap Construct	15,072,306	-	-	-	-	-
3400 Other Funds Ltd	130	-	-	-	-	-
All Funds	15,072,436	-	-	-	-	-
SERVICES & SUPPLIES						
3020 Other Funds Cap Construct	15,092,731	-	-	-	-	-
3400 Other Funds Ltd	36,686	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	\$15,129,417	-	-	-	-	-
CAPITAL OUTLAY						
5700 Building Structures						
3020 Other Funds Cap Construct	88,820,495	-	-	-	-	-
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	41,541,822	-	-	-	-	-
CAPITAL OUTLAY						
3020 Other Funds Cap Construct	130,362,317	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$130,362,317	-	-	-	-	-
EXPENDITURES						
3020 Other Funds Cap Construct	145,455,048	-	-	-	-	-

Budget Support - Detail Revenues and Expenditures
2025-27 Biennium
Capital Construction

Cross Reference Number: 84500-089-00-00-00000

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	36,686	-	-	-	-	-
TOTAL EXPENDITURES	\$145,491,734	-	-	-	-	-
ENDING BALANCE						
3020 Other Funds Cap Construct	1,552,138	-	-	-	-	-
TOTAL ENDING BALANCE	\$1,552,138	-	-	-	-	-

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-990-00-00-00000

2025-27 Biennium

Agency-Wide Consolidation

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	318,920	1,500,000	1,500,000	1,500,000	1,500,000	-
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
All Funds	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	28,176,022	30,585,160	30,585,160	28,380,452	27,510,772	-
8800 General Fund Revenue	10,698,315	11,592,059	11,592,059	10,733,292	10,733,292	-
All Funds	38,874,337	42,177,219	42,177,219	39,113,744	38,244,064	-
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	7,430,315	7,924,023	7,924,023	7,924,023	7,924,023	-
8800 General Fund Revenue	9,456,765	10,085,121	10,085,121	10,085,121	10,085,121	-
All Funds	16,887,080	18,009,144	18,009,144	18,009,144	18,009,144	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	205,143	-	-	-	-	-
8800 General Fund Revenue	261,092	-	-	-	-	-
All Funds	466,235	-	-	-	-	-
SALES INCOME						
0705 Sales Income						

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-990-00-00-00000

2025-27 Biennium

Agency-Wide Consolidation

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
3400 Other Funds Ltd	-	440,000	440,000	440,000	440,000	-
8800 General Fund Revenue	-	560,000	560,000	560,000	560,000	-
All Funds	-	1,000,000	1,000,000	1,000,000	1,000,000	-
0710 Liquor Sales						
3010 Other Funds Cap Improve	249,223	253,765	253,765	258,159	258,159	-
3400 Other Funds Ltd	1,347,982,255	1,562,298,694	1,564,921,046	1,002,285,468	974,591,290	-
8800 General Fund Revenue	339,568,947	401,822,146	399,199,794	769,491,619	754,937,655	-
All Funds	1,687,800,425	1,964,374,605	1,964,374,605	1,772,035,246	1,729,787,104	-
SALES INCOME						
3010 Other Funds Cap Improve	249,223	253,765	253,765	258,159	258,159	-
3400 Other Funds Ltd	1,347,982,255	1,562,738,694	1,565,361,046	1,002,725,468	975,031,290	-
8800 General Fund Revenue	339,568,947	402,382,146	399,759,794	770,051,619	755,497,655	-
TOTAL SALES INCOME	\$1,687,800,425	\$1,965,374,605	\$1,965,374,605	\$1,773,035,246	\$1,730,787,104	-
COST OF GOODS SOLD						
0755 Liquor Cost of Goods Sold						
3400 Other Funds Ltd	(828,567,381)	(950,714,284)	(950,714,284)	(406,524,869)	(406,524,869)	-
8800 General Fund Revenue	-	(22,237,180)	(22,237,180)	(494,146,659)	(494,146,659)	-
All Funds	(828,567,381)	(972,951,464)	(972,951,464)	(900,671,528)	(900,671,528)	-
0760 Cost of Goods Sold						
3400 Other Funds Ltd	(17,508,211)	(19,643,746)	(19,643,746)	(17,720,352)	(17,720,352)	-
COST OF GOODS SOLD						
3400 Other Funds Ltd	(846,075,592)	(970,358,030)	(970,358,030)	(424,245,221)	(424,245,221)	-
8800 General Fund Revenue	-	(22,237,180)	(22,237,180)	(494,146,659)	(494,146,659)	-

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-990-00-00-00000

2025-27 Biennium

Agency-Wide Consolidation

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
TOTAL COST OF GOODS SOLD	(\$846,075,592)	(\$992,595,210)	(\$992,595,210)	(\$918,391,880)	(\$918,391,880)	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	1,396,070	-	-	-	-	-
8800 General Fund Revenue	1,776,816	-	-	-	-	-
All Funds	3,172,886	-	-	-	-	-
TRANSFERS IN						
1443 Tsfr From Oregon Health Authority						
3400 Other Funds Ltd	818,376	-	-	-	-	-
8800 General Fund Revenue	1,041,570	-	-	-	-	-
All Funds	1,859,946	-	-	-	-	-
REVENUE CATEGORIES						
3010 Other Funds Cap Improve	249,223	253,765	253,765	258,159	258,159	-
3400 Other Funds Ltd	539,932,589	630,889,847	633,512,199	614,784,722	586,220,864	-
8800 General Fund Revenue	362,803,505	401,822,146	399,199,794	296,723,373	282,169,409	-
TOTAL REVENUE CATEGORIES	\$902,985,317	\$1,032,965,758	\$1,032,965,758	\$911,766,254	\$868,648,432	-
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3010 Other Funds Cap Improve	(249,223)	(253,765)	(253,765)	(258,159)	(258,159)	-
3400 Other Funds Ltd	(265,602,892)	(326,985,736)	(331,668,508)	(361,697,779)	(344,031,046)	-
All Funds	(265,852,115)	(327,239,501)	(331,922,273)	(361,955,938)	(344,289,205)	-
2050 Transfer to Other						
3400 Other Funds Ltd	(666,069)	(777,009)	(777,009)	(780,560)	(745,142)	-

Budget Support - Detail Revenues and Expenditures

Cross Reference Number: 84500-990-00-00-00000

2025-27 Biennium

Agency-Wide Consolidation

Description	2021-23 Actuals	2023-25 Leg Adopted Budget	2023-25 Leg Approved Budget	2025-27 Agency Request Budget	2025-27 Governor's Budget	2025-27 Leg. Adopted Budget
2060 Transfer to General Fund						
8800 General Fund Revenue	(362,803,505)	(401,822,146)	(399,199,794)	(296,723,373)	(282,169,409)	-
2070 Transfer to Cities						
3400 Other Funds Ltd	(115,708,862)	(128,375,908)	(127,439,353)	(105,972,633)	(71,985,582)	-
2080 Transfer to Counties						
3400 Other Funds Ltd	(57,854,429)	(64,187,954)	(63,719,677)	(52,986,317)	(50,387,395)	-
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(80,996,203)	(89,863,135)	(89,207,547)	(74,180,843)	(100,774,789)	-
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(19,104,134)	(20,700,105)	(20,700,105)	(19,166,592)	(18,296,910)	-
TRANSFERS OUT						
3010 Other Funds Cap Improve	(249,223)	(253,765)	(253,765)	(258,159)	(258,159)	-
3400 Other Funds Ltd	(539,932,589)	(630,889,847)	(633,512,199)	(614,784,724)	(586,220,864)	-
8800 General Fund Revenue	(362,803,505)	(401,822,146)	(399,199,794)	(296,723,373)	(282,169,409)	-
TOTAL TRANSFERS OUT	(\$902,985,317)	(\$1,032,965,758)	(\$1,032,965,758)	(\$911,766,256)	(\$868,648,432)	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	318,920	1,500,000	1,500,000	1,499,998	1,500,000	-
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
TOTAL AVAILABLE REVENUES	\$1,500,000	\$1,500,000	\$1,500,000	\$1,499,998	\$1,500,000	-
ENDING BALANCE						
3400 Other Funds Ltd	318,920	1,500,000	1,500,000	1,499,998	1,500,000	-
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
TOTAL ENDING BALANCE	\$1,500,000	\$1,500,000	\$1,500,000	\$1,499,998	\$1,500,000	-

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BDV103A

BUDGET NARRATIVE

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BUDGET NARRATIVE

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Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0030 Beginning Balance Adjustment				
3400 Other Funds Ltd	-	6,758,712	6,758,712	100.00%
REVENUE CATEGORIES				
BOND SALES				
0560 Dedicated Fund Oblig Bonds				
3400 Other Funds Ltd	11,761,657	-	(11,761,657)	-100.00%
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	47,703,621	47,703,621	0	-
3430 Other Funds Debt Svc Ltd	28,677,611	28,677,611	0	-
All Funds	76,381,232	76,381,232	0	-
TOTAL REVENUES				
3400 Other Funds Ltd	59,465,278	47,703,621	(11,761,657)	-19.78%
3430 Other Funds Debt Svc Ltd	28,677,611	28,677,611	0	-
TOTAL REVENUES	\$88,142,889	\$76,381,232	(\$11,761,657)	-13.34%
AVAILABLE REVENUES				
3400 Other Funds Ltd	59,465,278	54,462,333	(5,002,945)	-8.41%
3430 Other Funds Debt Svc Ltd	28,677,611	28,677,611	0	-
TOTAL AVAILABLE REVENUES	\$88,142,889	\$83,139,944	(\$5,002,945)	-5.68%
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	10,995,600	10,995,600	0	-
3160 Temporary Appointments				
3400 Other Funds Ltd	354,417	354,417	0	-
3170 Overtime Payments				
3400 Other Funds Ltd	223,106	223,106	0	-
3180 Shift Differential				
3400 Other Funds Ltd	2,580	2,580	0	-
3190 All Other Differential				
3400 Other Funds Ltd	9,291	9,291	0	-
TOTAL SALARIES & WAGES				
3400 Other Funds Ltd	11,584,994	11,584,994	0	-
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
3400 Other Funds Ltd	5,400	5,400	0	-
3220 Public Employees' Retire Cont				
3400 Other Funds Ltd	2,494,321	2,494,321	0	-
3221 Pension Obligation Bond				
3400 Other Funds Ltd	459,551	459,551	0	-
3230 Social Security Taxes				
3400 Other Funds Ltd	886,237	886,237	0	-
3240 Unemployment Assessments				
3400 Other Funds Ltd	6,887	6,887	0	-
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	44,913	44,913	0	-

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Cross Reference Number:84500-001-00-00-00000

2025-27 Biennium

Distilled Spirits Program

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3250 Worker's Comp. Assess. (WCD)				
3400 Other Funds Ltd	3,150	3,150	0	-
3260 Mass Transit Tax				
3400 Other Funds Ltd	57,761	57,761	0	-
3270 Flexible Benefits				
3400 Other Funds Ltd	3,180,600	3,180,600	0	-
TOTAL OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	7,138,820	7,138,820	0	-
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(284,192)	(284,192)	0	-
TOTAL PERSONAL SERVICES				
3400 Other Funds Ltd	18,439,622	18,439,622	0	-
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	61,449	61,449	0	-
4125 Out of State Travel				
3400 Other Funds Ltd	5,649	5,649	0	-
4150 Employee Training				
3400 Other Funds Ltd	5,431	5,431	0	-
4175 Office Expenses				
3400 Other Funds Ltd	18,878,121	18,878,121	0	-
4200 Telecommunications				
3400 Other Funds Ltd	67,857	67,857	0	-

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Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4225 State Gov. Service Charges				
3400 Other Funds Ltd	98,641	98,641	0	-
4250 Data Processing				
3400 Other Funds Ltd	89,478	89,478	0	-
4275 Publicity and Publications				
3400 Other Funds Ltd	19,053	19,053	0	-
4300 Professional Services				
3400 Other Funds Ltd	16,768	16,768	0	-
4315 IT Professional Services				
3400 Other Funds Ltd	5,732	5,732	0	-
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	9,970	9,970	0	-
4400 Dues and Subscriptions				
3400 Other Funds Ltd	2,462	2,462	0	-
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	87,775	87,775	0	-
4450 Fuels and Utilities				
3400 Other Funds Ltd	246,191	246,191	0	-
4475 Facilities Maintenance				
3400 Other Funds Ltd	32,151	32,151	0	-
4575 Agency Program Related S and S				
3400 Other Funds Ltd	141,810	141,810	0	-
4650 Other Services and Supplies				
3400 Other Funds Ltd	5,306,332	5,306,332	0	-

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2025-27 Biennium

Distilled Spirits Program

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4715 IT Expendable Property				
3400 Other Funds Ltd	39,198	39,198	0	-
4990 S and S - BAM Analyst Adjustment				
3400 Other Funds Ltd	2,670,369	2,670,369	0	-
TOTAL SERVICES & SUPPLIES				
3400 Other Funds Ltd	27,784,437	27,784,437	0	-
CAPITAL OUTLAY				
5350 Industrial and Heavy Equipment				
3400 Other Funds Ltd	3,210,942	3,210,942	0	-
5550 Data Processing Software				
3400 Other Funds Ltd	16,500,000	16,500,000	0	-
5600 Data Processing Hardware				
3400 Other Funds Ltd	17,059	17,059	0	-
TOTAL CAPITAL OUTLAY				
3400 Other Funds Ltd	19,728,001	19,728,001	0	-
DEBT SERVICE				
7100 Principal - Bonds				
3430 Other Funds Debt Svc Ltd	12,720,000	12,720,000	0	-
7150 Interest - Bonds				
3430 Other Funds Debt Svc Ltd	15,136,722	15,136,722	0	-
TOTAL DEBT SERVICE				
3430 Other Funds Debt Svc Ltd	27,856,722	27,856,722	0	-
TOTAL EXPENDITURES				
3400 Other Funds Ltd	65,952,060	65,952,060	0	-

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Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3430 Other Funds Debt Svc Ltd	27,856,722	27,856,722	0	-
TOTAL EXPENDITURES	\$93,808,782	\$93,808,782	0	-
ENDING BALANCE				
3400 Other Funds Ltd	(6,486,782)	(11,489,727)	(5,002,945)	-77.13%
3430 Other Funds Debt Svc Ltd	820,889	820,889	0	-
TOTAL ENDING BALANCE	(\$5,665,893)	(\$10,668,838)	(\$5,002,945)	-88.30%
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	75	75	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	75.00	75.00	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	37,377,240	37,377,240	0	-
AVAILABLE REVENUES				
3400 Other Funds Ltd	37,377,240	37,377,240	0	-
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
3400 Other Funds Ltd	21,089,868	21,089,868	0	-
3160 Temporary Appointments				
3400 Other Funds Ltd	133,435	133,435	0	-
3170 Overtime Payments				
3400 Other Funds Ltd	111,803	111,803	0	-
3180 Shift Differential				
3400 Other Funds Ltd	64,980	64,980	0	-
3190 All Other Differential				
3400 Other Funds Ltd	43,679	43,679	0	-
TOTAL SALARIES & WAGES				
3400 Other Funds Ltd	21,443,765	21,443,765	0	-
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
3400 Other Funds Ltd	7,992	7,992	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3220 Public Employees' Retire Cont				
3400 Other Funds Ltd	4,733,037	4,733,037	0	-
3221 Pension Obligation Bond				
3400 Other Funds Ltd	858,849	858,849	0	-
3230 Social Security Taxes				
3400 Other Funds Ltd	1,640,436	1,640,436	0	-
3240 Unemployment Assessments				
3400 Other Funds Ltd	10,431	10,431	0	-
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	85,236	85,236	0	-
3250 Worker's Comp. Assess. (WCD)				
3400 Other Funds Ltd	4,662	4,662	0	-
3260 Mass Transit Tax				
3400 Other Funds Ltd	106,934	106,934	0	-
3270 Flexible Benefits				
3400 Other Funds Ltd	4,707,288	4,707,288	0	-
TOTAL OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	12,154,865	12,154,865	0	-
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(422,548)	(422,548)	0	-
TOTAL PERSONAL SERVICES				
3400 Other Funds Ltd	33,176,082	33,176,082	0	-
SERVICES & SUPPLIES				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4100 Instate Travel				
3400 Other Funds Ltd	262,428	262,428	0	-
4125 Out of State Travel				
3400 Other Funds Ltd	14,141	14,141	0	-
4150 Employee Training				
3400 Other Funds Ltd	103,965	103,965	0	-
4175 Office Expenses				
3400 Other Funds Ltd	362,885	362,885	0	-
4200 Telecommunications				
3400 Other Funds Ltd	1,105,577	1,105,577	0	-
4225 State Gov. Service Charges				
3400 Other Funds Ltd	149,257	149,257	0	-
4250 Data Processing				
3400 Other Funds Ltd	58,940	58,940	0	-
4275 Publicity and Publications				
3400 Other Funds Ltd	68,269	68,269	0	-
4300 Professional Services				
3400 Other Funds Ltd	386,304	386,304	0	-
4315 IT Professional Services				
3400 Other Funds Ltd	63,035	63,035	0	-
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	9,745	9,745	0	-
4400 Dues and Subscriptions				
3400 Other Funds Ltd	10,332	10,332	0	-

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Public Safety Services Program

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	834,555	834,555	0	-
4450 Fuels and Utilities				
3400 Other Funds Ltd	25,196	25,196	0	-
4475 Facilities Maintenance				
3400 Other Funds Ltd	20,189	20,189	0	-
4575 Agency Program Related S and S				
3400 Other Funds Ltd	46,438	46,438	0	-
4650 Other Services and Supplies				
3400 Other Funds Ltd	29,804	29,804	0	-
4715 IT Expendable Property				
3400 Other Funds Ltd	37,398	37,398	0	-
TOTAL SERVICES & SUPPLIES				
3400 Other Funds Ltd	3,588,458	3,588,458	0	-
CAPITAL OUTLAY				
5100 Office Furniture and Fixtures				
3400 Other Funds Ltd	8,045	8,045	0	-
5200 Technical Equipment				
3400 Other Funds Ltd	40,117	40,117	0	-
TOTAL CAPITAL OUTLAY				
3400 Other Funds Ltd	48,162	48,162	0	-
TOTAL EXPENDITURES				
3400 Other Funds Ltd	36,812,702	36,812,702	0	-
ENDING BALANCE				

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Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	564,538	564,538	0	-
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	113	113	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	111.00	111.00	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	35,877,227	35,877,227	0	-
1020 Transfer In - Indirect Cost				
3400 Other Funds Ltd	6,889,874	6,889,874	0	-
TOTAL TRANSFERS IN				
3400 Other Funds Ltd	42,767,101	42,767,101	0	-

AVAILABLE REVENUES

3400 Other Funds Ltd	42,767,101	42,767,101	0	-
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EXPENDITURES

PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
3400 Other Funds Ltd	19,919,712	19,919,712	0	-
3160 Temporary Appointments				
3400 Other Funds Ltd	7,667	7,667	0	-
3170 Overtime Payments				
3400 Other Funds Ltd	51,197	51,197	0	-
3180 Shift Differential				
3400 Other Funds Ltd	3,170	3,170	0	-
3190 All Other Differential				
3400 Other Funds Ltd	12,896	12,896	0	-
TOTAL SALARIES & WAGES				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	19,994,642	19,994,642	0	-
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
3400 Other Funds Ltd	6,660	6,660	0	-
3220 Public Employees' Retire Cont				
3400 Other Funds Ltd	4,431,647	4,431,647	0	-
3221 Pension Obligation Bond				
3400 Other Funds Ltd	831,637	831,637	0	-
3230 Social Security Taxes				
3400 Other Funds Ltd	1,510,435	1,510,435	0	-
3240 Unemployment Assessments				
3400 Other Funds Ltd	14,729	14,729	0	-
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	78,578	78,578	0	-
3250 Worker's Comp. Assess. (WCD)				
3400 Other Funds Ltd	3,884	3,884	0	-
3260 Mass Transit Tax				
3400 Other Funds Ltd	102,298	102,298	0	-
3270 Flexible Benefits				
3400 Other Funds Ltd	3,922,740	3,922,740	0	-
TOTAL OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	10,902,608	10,902,608	0	-
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				

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Administration and Support

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(344,023)	(344,023)	0	-
TOTAL PERSONAL SERVICES				
3400 Other Funds Ltd	30,553,227	30,553,227	0	-
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	113,538	113,538	0	-
4125 Out of State Travel				
3400 Other Funds Ltd	30,290	30,290	0	-
4150 Employee Training				
3400 Other Funds Ltd	79,091	79,091	0	-
4175 Office Expenses				
3400 Other Funds Ltd	530,607	530,607	0	-
4200 Telecommunications				
3400 Other Funds Ltd	137,555	137,555	0	-
4225 State Gov. Service Charges				
3400 Other Funds Ltd	4,655,231	4,655,231	0	-
4250 Data Processing				
3400 Other Funds Ltd	887,923	887,923	0	-
4275 Publicity and Publications				
3400 Other Funds Ltd	12,174	12,174	0	-
4300 Professional Services				
3400 Other Funds Ltd	163,113	163,113	0	-
4315 IT Professional Services				
3400 Other Funds Ltd	1,922,346	1,922,346	0	-

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Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4325 Attorney General				
3400 Other Funds Ltd	651,165	651,165	0	-
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	8,637	8,637	0	-
4400 Dues and Subscriptions				
3400 Other Funds Ltd	14,361	14,361	0	-
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	246,461	246,461	0	-
4450 Fuels and Utilities				
3400 Other Funds Ltd	389,143	389,143	0	-
4475 Facilities Maintenance				
3400 Other Funds Ltd	239,181	239,181	0	-
4575 Agency Program Related S and S				
3400 Other Funds Ltd	14,689	14,689	0	-
4650 Other Services and Supplies				
3400 Other Funds Ltd	209,914	209,914	0	-
4715 IT Expendable Property				
3400 Other Funds Ltd	445,200	445,200	0	-
TOTAL SERVICES & SUPPLIES				
3400 Other Funds Ltd	10,750,619	10,750,619	0	-
CAPITAL OUTLAY				
5100 Office Furniture and Fixtures				
3400 Other Funds Ltd	21,117	21,117	0	-
5200 Technical Equipment				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	18,930	18,930	0	-
5400 Automotive and Aircraft				
3400 Other Funds Ltd	511,533	511,533	0	-
TOTAL CAPITAL OUTLAY				
3400 Other Funds Ltd	551,580	551,580	0	-
TOTAL EXPENDITURES				
3400 Other Funds Ltd	41,855,426	41,855,426	0	-
ENDING BALANCE				
3400 Other Funds Ltd	911,675	911,675	0	-
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	93	93	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	92.50	92.50	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	4,363,660	4,363,660	0	-
0030 Beginning Balance Adjustment				
3400 Other Funds Ltd	3,339,236	3,339,236	0	-
TOTAL BEGINNING BALANCE				
3400 Other Funds Ltd	7,702,896	7,702,896	0	-
REVENUE CATEGORIES				
LICENSES AND FEES				
0205 Business Lic and Fees				
3400 Other Funds Ltd	39,221,825	39,221,825	0	-
TRANSFERS OUT				
2020 Transfer Out - Indirect Cost				
3400 Other Funds Ltd	(6,216,874)	(6,216,874)	0	-
2603 Tsfr To Agriculture, Dept of				
3400 Other Funds Ltd	(2,859,247)	(2,859,247)	0	-
TOTAL TRANSFERS OUT				
3400 Other Funds Ltd	(9,076,121)	(9,076,121)	0	-
AVAILABLE REVENUES				
3400 Other Funds Ltd	37,848,600	37,848,600	0	-
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	15,213,624	15,213,624	0	-
3170 Overtime Payments				
3400 Other Funds Ltd	82,764	82,764	0	-
TOTAL SALARIES & WAGES				
3400 Other Funds Ltd	15,296,388	15,296,388	0	-
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
3400 Other Funds Ltd	5,904	5,904	0	-
3220 Public Employees' Retire Cont				
3400 Other Funds Ltd	3,397,334	3,397,334	0	-
3221 Pension Obligation Bond				
3400 Other Funds Ltd	613,208	613,208	0	-
3230 Social Security Taxes				
3400 Other Funds Ltd	1,170,170	1,170,170	0	-
3240 Unemployment Assessments				
3400 Other Funds Ltd	213	213	0	-
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	61,184	61,184	0	-
3250 Worker's Comp. Assess. (WCD)				
3400 Other Funds Ltd	3,444	3,444	0	-
3260 Mass Transit Tax				
3400 Other Funds Ltd	72,726	72,726	0	-
3270 Flexible Benefits				
3400 Other Funds Ltd	3,477,456	3,477,456	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	8,801,639	8,801,639	0	-
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(299,150)	(299,150)	0	-
TOTAL PERSONAL SERVICES				
3400 Other Funds Ltd	23,798,877	23,798,877	0	-
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	125,735	125,735	0	-
4125 Out of State Travel				
3400 Other Funds Ltd	17,227	17,227	0	-
4150 Employee Training				
3400 Other Funds Ltd	109,908	109,908	0	-
4175 Office Expenses				
3400 Other Funds Ltd	223,286	223,286	0	-
4200 Telecommunications				
3400 Other Funds Ltd	435,990	435,990	0	-
4225 State Gov. Service Charges				
3400 Other Funds Ltd	103,834	103,834	0	-
4250 Data Processing				
3400 Other Funds Ltd	138,796	138,796	0	-
4275 Publicity and Publications				
3400 Other Funds Ltd	453,381	453,381	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4300 Professional Services				
3400 Other Funds Ltd	486,923	486,923	0	-
4315 IT Professional Services				
3400 Other Funds Ltd	2,856,709	2,856,709	0	-
4325 Attorney General				
3400 Other Funds Ltd	533,097	533,097	0	-
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	81,009	81,009	0	-
4400 Dues and Subscriptions				
3400 Other Funds Ltd	3,381	3,381	0	-
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	752,968	752,968	0	-
4475 Facilities Maintenance				
3400 Other Funds Ltd	805,891	805,891	0	-
4575 Agency Program Related S and S				
3400 Other Funds Ltd	417,819	417,819	0	-
4650 Other Services and Supplies				
3400 Other Funds Ltd	97,932	97,932	0	-
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	86,944	86,944	0	-
4715 IT Expendable Property				
3400 Other Funds Ltd	16,829	16,829	0	-
TOTAL SERVICES & SUPPLIES				
3400 Other Funds Ltd	7,747,659	7,747,659	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
CAPITAL OUTLAY				
5100 Office Furniture and Fixtures				
3400 Other Funds Ltd	25,723	25,723	0	-
5400 Automotive and Aircraft				
3400 Other Funds Ltd	33,600	33,600	0	-
TOTAL CAPITAL OUTLAY				
3400 Other Funds Ltd	59,323	59,323	0	-
TOTAL EXPENDITURES				
3400 Other Funds Ltd	31,605,859	31,605,859	0	-
ENDING BALANCE				
3400 Other Funds Ltd	6,242,741	6,242,741	0	-
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	82	82	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	82.00	82.00	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	212,062,080	212,062,080	0	-
AVAILABLE REVENUES				
3400 Other Funds Ltd	212,062,080	212,062,080	0	-
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
3400 Other Funds Ltd	181,571,916	181,571,916	0	-
4990 S and S - BAM Analyst Adjustment				
3400 Other Funds Ltd	16,988,084	16,988,084	0	-
TOTAL SERVICES & SUPPLIES				
3400 Other Funds Ltd	198,560,000	198,560,000	0	-
ENDING BALANCE				
3400 Other Funds Ltd	13,502,080	13,502,080	0	-

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Medical Marijuana Program

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	4,365,408	4,365,408	0	-
REVENUE CATEGORIES				
TRANSFERS IN				
1150 Tsfr From Revenue, Dept of				
3400 Other Funds Ltd	7,000,000	7,000,000	0	-
1443 Tsfr From Oregon Health Authority				
3400 Other Funds Ltd	300,000	300,000	0	-
TOTAL TRANSFERS IN				
3400 Other Funds Ltd	7,300,000	7,300,000	0	-
TRANSFERS OUT				
2020 Transfer Out - Indirect Cost				
3400 Other Funds Ltd	(673,000)	(673,000)	0	-
AVAILABLE REVENUES				
3400 Other Funds Ltd	10,992,408	10,992,408	0	-
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
3400 Other Funds Ltd	3,488,664	3,488,664	0	-
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
3400 Other Funds Ltd	1,512	1,512	0	-

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Medical Marijuana Program

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3220 Public Employees' Retire Cont				
3400 Other Funds Ltd	774,835	774,835	0	-
3221 Pension Obligation Bond				
3400 Other Funds Ltd	149,379	149,379	0	-
3230 Social Security Taxes				
3400 Other Funds Ltd	266,881	266,881	0	-
3240 Unemployment Assessments				
3400 Other Funds Ltd	770	770	0	-
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	13,952	13,952	0	-
3250 Worker's Comp. Assess. (WCD)				
3400 Other Funds Ltd	882	882	0	-
3260 Mass Transit Tax				
3400 Other Funds Ltd	18,084	18,084	0	-
3270 Flexible Benefits				
3400 Other Funds Ltd	890,568	890,568	0	-
TOTAL OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	2,116,863	2,116,863	0	-
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(78,526)	(78,526)	0	-
TOTAL PERSONAL SERVICES				
3400 Other Funds Ltd	5,527,001	5,527,001	0	-
SERVICES & SUPPLIES				

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Medical Marijuana Program

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4100 Instate Travel				
3400 Other Funds Ltd	52,644	52,644	0	-
4175 Office Expenses				
3400 Other Funds Ltd	25,947	25,947	0	-
4200 Telecommunications				
3400 Other Funds Ltd	191,728	191,728	0	-
4225 State Gov. Service Charges				
3400 Other Funds Ltd	21,245	21,245	0	-
4250 Data Processing				
3400 Other Funds Ltd	1,035,246	1,035,246	0	-
4300 Professional Services				
3400 Other Funds Ltd	660	660	0	-
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	1,579	1,579	0	-
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	166,979	166,979	0	-
4650 Other Services and Supplies				
3400 Other Funds Ltd	31,736	31,736	0	-
TOTAL SERVICES & SUPPLIES				
3400 Other Funds Ltd	1,527,764	1,527,764	0	-
TOTAL EXPENDITURES				
3400 Other Funds Ltd	7,054,765	7,054,765	0	-
ENDING BALANCE				
3400 Other Funds Ltd	3,937,643	3,937,643	0	-

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Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	21	21	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	21.00	21.00	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
TRANSFERS IN				
1010 Transfer In - Intrafund				
3010 Other Funds Cap Improve	258,159	258,159	0	-
AVAILABLE REVENUES				
3010 Other Funds Cap Improve	258,159	258,159	0	-
EXPENDITURES				
SERVICES & SUPPLIES				
4225 State Gov. Service Charges				
3010 Other Funds Cap Improve	6,012	6,012	0	-
CAPITAL OUTLAY				
5650 Land Improvements				
3010 Other Funds Cap Improve	5,806	5,806	0	-
5700 Building Structures				
3010 Other Funds Cap Improve	241,947	241,947	0	-
TOTAL CAPITAL OUTLAY				
3010 Other Funds Cap Improve	247,753	247,753	0	-
TOTAL EXPENDITURES				
3010 Other Funds Cap Improve	253,765	253,765	0	-
ENDING BALANCE				
3010 Other Funds Cap Improve	4,394	4,394	0	-

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	1,500,000	1,500,000	0	-
REVENUE CATEGORIES				
TAXES				
0185 Privilege Taxes				
3400 Other Funds Ltd	28,380,452	28,380,452	0	-
8800 General Fund Revenue	10,733,292	10,733,292	0	-
All Funds	39,113,744	39,113,744	0	-
LICENSES AND FEES				
0205 Business Lic and Fees				
3400 Other Funds Ltd	7,924,023	7,924,023	0	-
8800 General Fund Revenue	10,085,121	10,085,121	0	-
All Funds	18,009,144	18,009,144	0	-
SALES INCOME				
0705 Sales Income				
3400 Other Funds Ltd	440,000	440,000	0	-
8800 General Fund Revenue	560,000	560,000	0	-
All Funds	1,000,000	1,000,000	0	-
0710 Liquor Sales				
3010 Other Funds Cap Improve	258,159	258,159	0	-
3400 Other Funds Ltd	1,002,285,468	1,002,285,468	0	-
8800 General Fund Revenue	769,491,619	769,491,619	0	-
All Funds	1,772,035,246	1,772,035,246	0	-

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Agency-Wide Consolidation

Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SALES INCOME				
3010 Other Funds Cap Improve	258,159	258,159	0	-
3400 Other Funds Ltd	1,002,725,468	1,002,725,468	0	-
8800 General Fund Revenue	770,051,619	770,051,619	0	-
TOTAL SALES INCOME	\$1,773,035,246	\$1,773,035,246	0	-
COST OF GOODS SOLD				
0755 Liquor Cost of Goods Sold				
3400 Other Funds Ltd	(406,524,869)	(406,524,869)	0	-
8800 General Fund Revenue	(494,146,659)	(494,146,659)	0	-
All Funds	(900,671,528)	(900,671,528)	0	-
0760 Cost of Goods Sold				
3400 Other Funds Ltd	(17,720,352)	(17,720,352)	0	-
TOTAL COST OF GOODS SOLD				
3400 Other Funds Ltd	(424,245,221)	(424,245,221)	0	-
8800 General Fund Revenue	(494,146,659)	(494,146,659)	0	-
TOTAL COST OF GOODS SOLD	(\$918,391,880)	(\$918,391,880)	0	-
TOTAL REVENUES				
3010 Other Funds Cap Improve	258,159	258,159	0	-
3400 Other Funds Ltd	614,784,722	614,784,722	0	-
8800 General Fund Revenue	296,723,373	296,723,373	0	-
TOTAL REVENUES	\$911,766,254	\$911,766,254	0	-
TRANSFERS OUT				
2010 Transfer Out - Intrafund				
3010 Other Funds Cap Improve	(258,159)	(258,159)	0	-

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Description	Agency Request Budget (V-01) 2025-27 Base Budget	Governor's Budget (Y-01) 2025-27 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(361,697,779)	(361,697,779)	0	-
All Funds	(361,955,938)	(361,955,938)	0	-
2050 Transfer to Other				
3400 Other Funds Ltd	(780,560)	(780,560)	0	-
2060 Transfer to General Fund				
8800 General Fund Revenue	(296,723,373)	(296,723,373)	0	-
2070 Transfer to Cities				
3400 Other Funds Ltd	(105,972,633)	(105,972,633)	0	-
2080 Transfer to Counties				
3400 Other Funds Ltd	(52,986,317)	(52,986,317)	0	-
2107 Tsfr To Administrative Svcs				
3400 Other Funds Ltd	(74,180,843)	(74,180,843)	0	-
2443 Tsfr To Oregon Health Authority				
3400 Other Funds Ltd	(19,166,592)	(19,166,592)	0	-
TOTAL TRANSFERS OUT				
3010 Other Funds Cap Improve	(258,159)	(258,159)	0	-
3400 Other Funds Ltd	(614,784,724)	(614,784,724)	0	-
8800 General Fund Revenue	(296,723,373)	(296,723,373)	0	-
TOTAL TRANSFERS OUT	(\$911,766,256)	(\$911,766,256)	0	-
AVAILABLE REVENUES				
3400 Other Funds Ltd	1,499,998	1,499,998	0	-
ENDING BALANCE				
3400 Other Funds Ltd	1,499,998	1,499,998	0	-

BUDGET NARRATIVE

PACKAGE COMPARISON DETAIL (ANA101A)

BUDGET NARRATIVE

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Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3160 Temporary Appointments

3400 Other Funds Ltd

14,88614,88600.00%

3170 Overtime Payments

3400 Other Funds Ltd

9,3709,3700.00%

3180 Shift Differential

3400 Other Funds Ltd

1081080.00%

3190 All Other Differential

3400 Other Funds Ltd

3903900.00%

SALARIES & WAGES

3400 Other Funds Ltd

24,75424,7540.00%

TOTAL SALARIES & WAGES

\$24,754\$24,754\$00.00%

OTHER PAYROLL EXPENSES

3220 Public Employees Retire Cont

3400 Other Funds Ltd

2,1912,1910.00%

3221 Pension Obligation Bond

3400 Other Funds Ltd

(19,142)(19,142)0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3230 Social Security Taxes				
3400 Other Funds Ltd	1,894	1,894	0	0.00%
3240 Unemployment Assessments				
3400 Other Funds Ltd	289	289	0	0.00%
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	39	39	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	11,898	11,898	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	(2,831)	(2,831)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	(\$2,831)	(\$2,831)	\$0	0.00%
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(295,948)	(295,948)	0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	(274,025)	(274,025)	0	0.00%
TOTAL PERSONAL SERVICES	(\$274,025)	(\$274,025)	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	(274,025)	(274,025)	0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Distilled Spirits Program

Cross Reference Number: 84500-001-00-00-00000
Package: Vacancy Factor and Non-ORPICS Personal Services
Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	(\$274,025)	(\$274,025)	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	274,025	274,025	0	0.00%
TOTAL ENDING BALANCE	\$274,025	\$274,025	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Distilled Spirits Program

Cross Reference Number: 84500-001-00-00-00000
Package: Phase-out Pgm & One-time Costs
Pkg Group: ESS Pkg Type: 020 Pkg Number: 022

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4650 Other Services and Supplies				
3400 Other Funds Ltd	(1,614,441)	(1,614,441)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(1,614,441)	(1,614,441)	0	0.00%
TOTAL SERVICES & SUPPLIES	(\$1,614,441)	(\$1,614,441)	\$0	0.00%
CAPITAL OUTLAY				
5350 Industrial and Heavy Equipment				
3400 Other Funds Ltd	(3,185,614)	(3,185,614)	0	0.00%
5550 Data Processing Software				
3400 Other Funds Ltd	(16,500,000)	(16,500,000)	0	0.00%
CAPITAL OUTLAY				
3400 Other Funds Ltd	(19,685,614)	(19,685,614)	0	0.00%
TOTAL CAPITAL OUTLAY	(\$19,685,614)	(\$19,685,614)	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	(21,300,055)	(21,300,055)	0	0.00%
TOTAL EXPENDITURES	(\$21,300,055)	(\$21,300,055)	\$0	0.00%
ENDING BALANCE				

Package Comparison Report - Detail
2025-27 Biennium
Distilled Spirits Program

Cross Reference Number: 84500-001-00-00-00000
Package: Phase-out Pgm & One-time Costs
Pkg Group: ESS Pkg Type: 020 Pkg Number: 022

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	21,300,055	21,300,055	0	0.00%
TOTAL ENDING BALANCE	\$21,300,055	\$21,300,055	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

SERVICES & SUPPLIES

4100 Instate Travel

3400 Other Funds Ltd	2,581	2,581	0	0.00%
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4125 Out of State Travel

3400 Other Funds Ltd	237	237	0	0.00%
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4150 Employee Training

3400 Other Funds Ltd	229	229	0	0.00%
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4175 Office Expenses

3400 Other Funds Ltd	792,880	792,880	0	0.00%
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4200 Telecommunications

3400 Other Funds Ltd	2,850	2,850	0	0.00%
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4225 State Gov. Service Charges

3400 Other Funds Ltd	155,654	155,654	0	0.00%
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4250 Data Processing

3400 Other Funds Ltd	3,758	3,758	0	0.00%
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4275 Publicity and Publications

3400 Other Funds Ltd	800	800	0	0.00%
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4300 Professional Services

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	1,140	1,140	0	0.00%
4315 IT Professional Services				
3400 Other Funds Ltd	390	390	0	0.00%
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	418	418	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	103	103	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	3,687	3,687	0	0.00%
4450 Fuels and Utilities				
3400 Other Funds Ltd	10,340	10,340	0	0.00%
4475 Facilities Maintenance				
3400 Other Funds Ltd	1,350	1,350	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	5,956	5,956	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	155,060	155,060	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	1,646	1,646	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
3400 Other Funds Ltd	1,139,079	1,139,079	0	0.00%
TOTAL SERVICES & SUPPLIES	\$1,139,079	\$1,139,079	\$0	0.00%
CAPITAL OUTLAY				
5350 Industrial and Heavy Equipment				
3400 Other Funds Ltd	1,064	1,064	0	0.00%
5600 Data Processing Hardware				
3400 Other Funds Ltd	716	716	0	0.00%
CAPITAL OUTLAY				
3400 Other Funds Ltd	1,780	1,780	0	0.00%
TOTAL CAPITAL OUTLAY	\$1,780	\$1,780	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	1,140,859	1,140,859	0	0.00%
TOTAL EXPENDITURES	\$1,140,859	\$1,140,859	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(1,140,859)	(1,140,859)	0	0.00%
TOTAL ENDING BALANCE	(\$1,140,859)	(\$1,140,859)	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Distilled Spirits Program

Cross Reference Number: 84500-001-00-00-00000
Package: Above Standard Inflation
Pkg Group: ESS Pkg Type: 030 Pkg Number: 032

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
3400 Other Funds Ltd	29,186	29,186	0	0.00%
4450 Fuels and Utilities				
3400 Other Funds Ltd	13,541	13,541	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	42,727	42,727	0	0.00%
TOTAL SERVICES & SUPPLIES	\$42,727	\$42,727	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	42,727	42,727	0	0.00%
TOTAL EXPENDITURES	\$42,727	\$42,727	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(42,727)	(42,727)	0	0.00%
TOTAL ENDING BALANCE	(\$42,727)	(\$42,727)	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
3400 Other Funds Ltd	2,670,369	2,670,369	0	0.00%
4990 S and S - BAM Analyst Adjustment				
3400 Other Funds Ltd	(2,670,369)	(2,670,369)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL SERVICES & SUPPLIES	-	-	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL EXPENDITURES	-	-	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
TRANSFERS IN				
1010 Transfer In - Intrafund				
3430 Other Funds Debt Svc Ltd	-	(820,889)	(820,889)	100.00%
REVENUE CATEGORIES				
3430 Other Funds Debt Svc Ltd	-	(820,889)	(820,889)	100.00%
TOTAL REVENUE CATEGORIES	-	(\$820,889)	(\$820,889)	100.00%
AVAILABLE REVENUES				
3430 Other Funds Debt Svc Ltd	-	(820,889)	(820,889)	100.00%
TOTAL AVAILABLE REVENUES	-	(\$820,889)	(\$820,889)	100.00%
ENDING BALANCE				
3430 Other Funds Debt Svc Ltd	-	(820,889)	(820,889)	100.00%
TOTAL ENDING BALANCE	-	(\$820,889)	(\$820,889)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	(18,943)	(18,943)	100.00%
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REVENUE CATEGORIES

3400 Other Funds Ltd	-	(18,943)	(18,943)	100.00%
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TOTAL REVENUE CATEGORIES	-	(\$18,943)	(\$18,943)	100.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	(18,943)	(18,943)	100.00%
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TOTAL AVAILABLE REVENUES	-	(\$18,943)	(\$18,943)	100.00%
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EXPENDITURES

SERVICES & SUPPLIES

4225 State Gov. Service Charges

3400 Other Funds Ltd	-	3,643	3,643	100.00%
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4425 Facilities Rental and Taxes

3400 Other Funds Ltd	-	(22,586)	(22,586)	100.00%
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SERVICES & SUPPLIES

3400 Other Funds Ltd	-	(18,943)	(18,943)	100.00%
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TOTAL SERVICES & SUPPLIES	-	(\$18,943)	(\$18,943)	100.00%
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Package Comparison Report - Detail
2025-27 Biennium
Distilled Spirits Program

Cross Reference Number: 84500-001-00-00-00000
Package: Statewide Adjustment DAS Chgs
Pkg Group: POL Pkg Type: 090 Pkg Number: 093

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
3400 Other Funds Ltd	-	(18,943)	(18,943)	100.00%
TOTAL EXPENDITURES	-	(\$18,943)	(\$18,943)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Distilled Spirits Program

Cross Reference Number: 84500-001-00-00-00000
Package: IT Modernization Capital Project - Bonded
Pkg Group: POL Pkg Type: POL Pkg Number: 101

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

BOND SALES

0560 Dedicated Fund Oblig Bonds

3400 Other Funds Ltd	-	8,090,000	8,090,000	100.00%
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TRANSFERS IN

1010 Transfer In - Intrafund

3430 Other Funds Debt Svc Ltd	-	1,307,207	1,307,207	100.00%
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REVENUE CATEGORIES

3400 Other Funds Ltd	-	8,090,000	8,090,000	100.00%
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3430 Other Funds Debt Svc Ltd	-	1,307,207	1,307,207	100.00%
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TOTAL REVENUE CATEGORIES	-	\$9,397,207	\$9,397,207	100.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	8,090,000	8,090,000	100.00%
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3430 Other Funds Debt Svc Ltd	-	1,307,207	1,307,207	100.00%
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TOTAL AVAILABLE REVENUES	-	\$9,397,207	\$9,397,207	100.00%
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EXPENDITURES

SERVICES & SUPPLIES

4650 Other Services and Supplies

3400 Other Funds Ltd	72,055	87,055	15,000	20.82%
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Package Comparison Report - Detail
2025-27 Biennium
Distilled Spirits Program

Cross Reference Number: 84500-001-00-00-00000
Package: IT Modernization Capital Project - Bonded
Pkg Group: POL Pkg Type: POL Pkg Number: 101

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
3400 Other Funds Ltd	72,055	87,055	15,000	20.82%
TOTAL SERVICES & SUPPLIES	\$72,055	\$87,055	\$15,000	20.82%
CAPITAL OUTLAY				
5550 Data Processing Software				
3400 Other Funds Ltd	11,761,657	14,761,657	3,000,000	25.51%
CAPITAL OUTLAY				
3400 Other Funds Ltd	11,761,657	14,761,657	3,000,000	25.51%
TOTAL CAPITAL OUTLAY	\$11,761,657	\$14,761,657	\$3,000,000	25.51%
DEBT SERVICE				
7100 Principal - Bonds				
3430 Other Funds Debt Svc Ltd	440,000	700,000	260,000	59.09%
7150 Interest - Bonds				
3430 Other Funds Debt Svc Ltd	380,889	607,207	226,318	59.42%
DEBT SERVICE				
3430 Other Funds Debt Svc Ltd	820,889	1,307,207	486,318	59.24%
TOTAL DEBT SERVICE	\$820,889	\$1,307,207	\$486,318	59.24%
EXPENDITURES				
3400 Other Funds Ltd	11,833,712	14,848,712	3,015,000	25.48%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3430 Other Funds Debt Svc Ltd	820,889	1,307,207	486,318	59.24%
TOTAL EXPENDITURES	\$12,654,601	\$16,155,919	\$3,501,318	27.67%
ENDING BALANCE				
3400 Other Funds Ltd	(11,833,712)	(6,758,712)	5,075,000	42.89%
3430 Other Funds Debt Svc Ltd	(820,889)	-	820,889	100.00%
TOTAL ENDING BALANCE	(\$12,654,601)	(\$6,758,712)	\$5,895,889	46.59%

Package Comparison Report - Detail
2025-27 Biennium
Distilled Spirits Program

Cross Reference Number: 84500-001-00-00-00000
Package: Warehouse & Office Build, Move & Modernization
Pkg Group: POL Pkg Type: POL Pkg Number: 102

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
CAPITAL OUTLAY				
5350 Industrial and Heavy Equipment				
3400 Other Funds Ltd	1,005,530	1,005,530	0	0.00%
CAPITAL OUTLAY				
3400 Other Funds Ltd	1,005,530	1,005,530	0	0.00%
TOTAL CAPITAL OUTLAY	\$1,005,530	\$1,005,530	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	1,005,530	1,005,530	0	0.00%
TOTAL EXPENDITURES	\$1,005,530	\$1,005,530	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(1,005,530)	(1,005,530)	0	0.00%
TOTAL ENDING BALANCE	(\$1,005,530)	(\$1,005,530)	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	10,863,475	10,863,475	100.00%
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REVENUE CATEGORIES

3400 Other Funds Ltd	-	10,863,475	10,863,475	100.00%
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TOTAL REVENUE CATEGORIES	-	\$10,863,475	\$10,863,475	100.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	10,863,475	10,863,475	100.00%
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TOTAL AVAILABLE REVENUES	-	\$10,863,475	\$10,863,475	100.00%
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EXPENDITURES

SERVICES & SUPPLIES

4300 Professional Services

3400 Other Funds Ltd	-	10,935,530	10,935,530	100.00%
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4315 IT Professional Services

3400 Other Funds Ltd	1,064,470	1,064,470	0	0.00%
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SERVICES & SUPPLIES

3400 Other Funds Ltd	1,064,470	12,000,000	10,935,530	1,027.32%
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TOTAL SERVICES & SUPPLIES	\$1,064,470	\$12,000,000	\$10,935,530	1,027.32%
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Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
3400 Other Funds Ltd	1,064,470	12,000,000	10,935,530	1,027.32%
TOTAL EXPENDITURES	\$1,064,470	\$12,000,000	\$10,935,530	1,027.32%
ENDING BALANCE				
3400 Other Funds Ltd	(1,064,470)	(1,136,525)	(72,055)	(6.77%)
TOTAL ENDING BALANCE	(\$1,064,470)	(\$1,136,525)	(\$72,055)	(6.77%)

Package Comparison Report - Detail
2025-27 Biennium
Public Safety Services Program

Cross Reference Number: 84500-002-00-00-00000
Package: Vacancy Factor and Non-ORPICS Personal Services
Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3160 Temporary Appointments

3400 Other Funds Ltd	5,605	5,605	0	0.00%
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3170 Overtime Payments

3400 Other Funds Ltd	4,696	4,696	0	0.00%
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3180 Shift Differential

3400 Other Funds Ltd	2,729	2,729	0	0.00%
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3190 All Other Differential

3400 Other Funds Ltd	1,835	1,835	0	0.00%
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SALARIES & WAGES

3400 Other Funds Ltd	14,865	14,865	0	0.00%
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TOTAL SALARIES & WAGES	\$14,865	\$14,865	\$0	0.00%
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OTHER PAYROLL EXPENSES

3220 Public Employees Retire Cont

3400 Other Funds Ltd	2,056	2,056	0	0.00%
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3221 Pension Obligation Bond

3400 Other Funds Ltd	(23,162)	(23,162)	0	0.00%
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Package Comparison Report - Detail
2025-27 Biennium
Public Safety Services Program

Cross Reference Number: 84500-002-00-00-00000
Package: Vacancy Factor and Non-ORPICS Personal Services
Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3230 Social Security Taxes				
3400 Other Funds Ltd	1,138	1,138	0	0.00%
3240 Unemployment Assessments				
3400 Other Funds Ltd	438	438	0	0.00%
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	37	37	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	21,817	21,817	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	2,324	2,324	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	\$2,324	\$2,324	\$0	0.00%
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(649,641)	(649,641)	0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	(632,452)	(632,452)	0	0.00%
TOTAL PERSONAL SERVICES	(\$632,452)	(\$632,452)	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	(632,452)	(632,452)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	(\$632,452)	(\$632,452)	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	632,452	632,452	0	0.00%
TOTAL ENDING BALANCE	\$632,452	\$632,452	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

SERVICES & SUPPLIES

4100 Instate Travel

3400 Other Funds Ltd

(7,548)(7,548)00.00%

4150 Employee Training

3400 Other Funds Ltd

2,7112,71100.00%

4175 Office Expenses

3400 Other Funds Ltd

2,2612,26100.00%

4200 Telecommunications

3400 Other Funds Ltd

2,6112,61100.00%

4250 Data Processing

3400 Other Funds Ltd

3,7513,75100.00%

4650 Other Services and Supplies

3400 Other Funds Ltd

6,5026,50200.00%

4700 Expendable Prop 250 - 5000

3400 Other Funds Ltd

6,5276,52700.00%

4715 IT Expendable Property

3400 Other Funds Ltd

2,8512,85100.00%

SERVICES & SUPPLIES

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	19,666	19,666	0	0.00%
TOTAL SERVICES & SUPPLIES	\$19,666	\$19,666	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	19,666	19,666	0	0.00%
TOTAL EXPENDITURES	\$19,666	\$19,666	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(19,666)	(19,666)	0	0.00%
TOTAL ENDING BALANCE	(\$19,666)	(\$19,666)	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

SERVICES & SUPPLIES

4100 Instate Travel

3400 Other Funds Ltd	10,364	10,364	0	0.00%
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4125 Out of State Travel

3400 Other Funds Ltd	594	594	0	0.00%
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4150 Employee Training

3400 Other Funds Ltd	4,367	4,367	0	0.00%
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4175 Office Expenses

3400 Other Funds Ltd	15,222	15,222	0	0.00%
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4200 Telecommunications

3400 Other Funds Ltd	46,435	46,435	0	0.00%
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4225 State Gov. Service Charges

3400 Other Funds Ltd	233,874	233,874	0	0.00%
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4250 Data Processing

3400 Other Funds Ltd	2,475	2,475	0	0.00%
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4275 Publicity and Publications

3400 Other Funds Ltd	2,867	2,867	0	0.00%
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4300 Professional Services

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	26,269	26,269	0	0.00%
4315 IT Professional Services				
3400 Other Funds Ltd	4,287	4,287	0	0.00%
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	410	410	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	433	433	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	35,051	35,051	0	0.00%
4450 Fuels and Utilities				
3400 Other Funds Ltd	1,058	1,058	0	0.00%
4475 Facilities Maintenance				
3400 Other Funds Ltd	848	848	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	1,951	1,951	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	1,252	1,252	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	1,571	1,571	0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Public Safety Services Program

Cross Reference Number: 84500-002-00-00-00000
Package: Standard Inflation
Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
3400 Other Funds Ltd	389,328	389,328	0	0.00%
TOTAL SERVICES & SUPPLIES	\$389,328	\$389,328	\$0	0.00%
CAPITAL OUTLAY				
5100 Office Furniture and Fixtures				
3400 Other Funds Ltd	338	338	0	0.00%
5200 Technical Equipment				
3400 Other Funds Ltd	1,685	1,685	0	0.00%
CAPITAL OUTLAY				
3400 Other Funds Ltd	2,023	2,023	0	0.00%
TOTAL CAPITAL OUTLAY	\$2,023	\$2,023	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	391,351	391,351	0	0.00%
TOTAL EXPENDITURES	\$391,351	\$391,351	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(391,351)	(391,351)	0	0.00%
TOTAL ENDING BALANCE	(\$391,351)	(\$391,351)	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
3400 Other Funds Ltd	43,761	43,761	0	0.00%
4450 Fuels and Utilities				
3400 Other Funds Ltd	1,386	1,386	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	45,147	45,147	0	0.00%
TOTAL SERVICES & SUPPLIES	\$45,147	\$45,147	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	45,147	45,147	0	0.00%
TOTAL EXPENDITURES	\$45,147	\$45,147	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(45,147)	(45,147)	0	0.00%
TOTAL ENDING BALANCE	(\$45,147)	(\$45,147)	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	(13,193)	(13,193)	100.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	(13,193)	(13,193)	100.00%
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TOTAL AVAILABLE REVENUES	-	(\$13,193)	(\$13,193)	100.00%
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EXPENDITURES

SERVICES & SUPPLIES

4225 State Gov. Service Charges

3400 Other Funds Ltd	-	(10,409)	(10,409)	100.00%
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4425 Facilities Rental and Taxes

3400 Other Funds Ltd	-	(2,784)	(2,784)	100.00%
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SERVICES & SUPPLIES

3400 Other Funds Ltd	-	(13,193)	(13,193)	100.00%
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TOTAL SERVICES & SUPPLIES	-	(\$13,193)	(\$13,193)	100.00%
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EXPENDITURES

3400 Other Funds Ltd	-	(13,193)	(13,193)	100.00%
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TOTAL EXPENDITURES	-	(\$13,193)	(\$13,193)	100.00%
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Package Comparison Report - Detail
2025-27 Biennium
Public Safety Services Program

Cross Reference Number: 84500-002-00-00-00000
Package: Statewide Adjustment DAS Chgs
Pkg Group: POL Pkg Type: 090 Pkg Number: 093

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Public Safety Services Program

Cross Reference Number: 84500-002-00-00-00000
Package: Warehouse & Office Build, Move & Modernization
Pkg Group: POL Pkg Type: POL Pkg Number: 102

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	40,200	40,200	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	40,200	40,200	0	0.00%
TOTAL SERVICES & SUPPLIES	\$40,200	\$40,200	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	40,200	40,200	0	0.00%
TOTAL EXPENDITURES	\$40,200	\$40,200	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(40,200)	(40,200)	0	0.00%
TOTAL ENDING BALANCE	(\$40,200)	(\$40,200)	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	164,024	164,024	100.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	164,024	164,024	100.00%
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TOTAL AVAILABLE REVENUES	-	\$164,024	\$164,024	100.00%
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EXPENDITURES

CAPITAL OUTLAY

5400 Automotive and Aircraft

3400 Other Funds Ltd	-	164,024	164,024	100.00%
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CAPITAL OUTLAY

3400 Other Funds Ltd	-	164,024	164,024	100.00%
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TOTAL CAPITAL OUTLAY	-	\$164,024	\$164,024	100.00%
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EXPENDITURES

3400 Other Funds Ltd	-	164,024	164,024	100.00%
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TOTAL EXPENDITURES	-	\$164,024	\$164,024	100.00%
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ENDING BALANCE

3400 Other Funds Ltd	-	-	0	0.00%
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Package Comparison Report - Detail
2025-27 Biennium
Public Safety Services Program

Cross Reference Number: 84500-002-00-00-00000
Package: Marijuana Staffing & Vehicles
Pkg Group: POL Pkg Type: POL Pkg Number: 104

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Public Safety Services Program

Cross Reference Number: 84500-002-00-00-00000
Package: Agency Realignment & Cost Allocation
Pkg Group: POL Pkg Type: POL Pkg Number: 106

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	434,412	434,412	0	0.00%
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SALARIES & WAGES

3400 Other Funds Ltd	434,412	434,412	0	0.00%
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TOTAL SALARIES & WAGES	\$434,412	\$434,412	\$0	0.00%
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	162	162	0	0.00%
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	96,484	96,484	0	0.00%
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3221 Pension Obligation Bond

3400 Other Funds Ltd	27,474	27,474	0	0.00%
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3230 Social Security Taxes

3400 Other Funds Ltd	33,233	33,233	0	0.00%
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	1,737	1,737	0	0.00%
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Package Comparison Report - Detail
2025-27 Biennium
Public Safety Services Program

Cross Reference Number: 84500-002-00-00-00000
Package: Agency Realignment & Cost Allocation
Pkg Group: POL Pkg Type: POL Pkg Number: 106

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3250 Workers Comp. Assess. (WCD)				
3400 Other Funds Ltd	94	94	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	4,195	4,195	0	0.00%
3270 Flexible Benefits				
3400 Other Funds Ltd	95,418	95,418	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	258,797	258,797	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	\$258,797	\$258,797	\$0	0.00%
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(34,954)	(34,954)	0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	658,255	658,255	0	0.00%
TOTAL PERSONAL SERVICES	\$658,255	\$658,255	\$0	0.00%
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	1,444	1,444	0	0.00%
4125 Out of State Travel				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	435	435	0	0.00%
4150 Employee Training				
3400 Other Funds Ltd	218	218	0	0.00%
4175 Office Expenses				
3400 Other Funds Ltd	7,433	7,433	0	0.00%
4200 Telecommunications				
3400 Other Funds Ltd	2,350	2,350	0	0.00%
4225 State Gov. Service Charges				
3400 Other Funds Ltd	22,786	22,786	0	0.00%
4250 Data Processing				
3400 Other Funds Ltd	750	750	0	0.00%
4275 Publicity and Publications				
3400 Other Funds Ltd	44	44	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	443	443	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	3,553	3,553	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	41	41	0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Public Safety Services Program

Cross Reference Number: 84500-002-00-00-00000
Package: Agency Realignment & Cost Allocation
Pkg Group: POL Pkg Type: POL Pkg Number: 106

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4650 Other Services and Supplies				
3400 Other Funds Ltd	218	218	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	983	983	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	40,698	40,698	0	0.00%
TOTAL SERVICES & SUPPLIES	\$40,698	\$40,698	\$0	0.00%
CAPITAL OUTLAY				
5100 Office Furniture and Fixtures				
3400 Other Funds Ltd	1,673	1,673	0	0.00%
CAPITAL OUTLAY				
3400 Other Funds Ltd	1,673	1,673	0	0.00%
TOTAL CAPITAL OUTLAY	\$1,673	\$1,673	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	700,626	700,626	0	0.00%
TOTAL EXPENDITURES	\$700,626	\$700,626	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(700,626)	(700,626)	0	0.00%
TOTAL ENDING BALANCE	(\$700,626)	(\$700,626)	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	3	3	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	2.25	2.25	0.00	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

PERSONAL SERVICES				
SALARIES & WAGES				
3160 Temporary Appointments				
3400 Other Funds Ltd	322	322	0	0.00%
3170 Overtime Payments				
3400 Other Funds Ltd	2,151	2,151	0	0.00%
3180 Shift Differential				
3400 Other Funds Ltd	133	133	0	0.00%
3190 All Other Differential				
3400 Other Funds Ltd	541	541	0	0.00%
SALARIES & WAGES				
3400 Other Funds Ltd	3,147	3,147	0	0.00%
TOTAL SALARIES & WAGES	\$3,147	\$3,147	\$0	0.00%
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	628	628	0	0.00%
3221 Pension Obligation Bond				
3400 Other Funds Ltd	(47,845)	(47,845)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3230 Social Security Taxes				
3400 Other Funds Ltd	240	240	0	0.00%
3240 Unemployment Assessments				
3400 Other Funds Ltd	618	618	0	0.00%
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	11	11	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	17,688	17,688	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	(28,660)	(28,660)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	(\$28,660)	(\$28,660)	\$0	0.00%
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(654,818)	(654,818)	0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	(680,331)	(680,331)	0	0.00%
TOTAL PERSONAL SERVICES	(\$680,331)	(\$680,331)	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	(680,331)	(680,331)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	(\$680,331)	(\$680,331)	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	680,331	680,331	0	0.00%
TOTAL ENDING BALANCE	\$680,331	\$680,331	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Administration and Support

Cross Reference Number: 84500-003-00-00-00000
Package: Phase-out Pgm & One-time Costs
Pkg Group: ESS Pkg Type: 020 Pkg Number: 022

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

SERVICES & SUPPLIES				
4315 IT Professional Services				
3400 Other Funds Ltd	(175,000)	(175,000)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(175,000)	(175,000)	0	0.00%
TOTAL SERVICES & SUPPLIES	(\$175,000)	(\$175,000)	\$0	0.00%

CAPITAL OUTLAY				
5100 Office Furniture and Fixtures				
3400 Other Funds Ltd	(11,800)	(11,800)	0	0.00%
5400 Automotive and Aircraft				
3400 Other Funds Ltd	(385,000)	(385,000)	0	0.00%
CAPITAL OUTLAY				
3400 Other Funds Ltd	(396,800)	(396,800)	0	0.00%
TOTAL CAPITAL OUTLAY	(\$396,800)	(\$396,800)	\$0	0.00%

EXPENDITURES				
3400 Other Funds Ltd	(571,800)	(571,800)	0	0.00%
TOTAL EXPENDITURES	(\$571,800)	(\$571,800)	\$0	0.00%

ENDING BALANCE

Package Comparison Report - Detail
2025-27 Biennium
Administration and Support

Cross Reference Number: 84500-003-00-00-00000
Package: Phase-out Pgm & One-time Costs
Pkg Group: ESS Pkg Type: 020 Pkg Number: 022

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	571,800	571,800	0	0.00%
TOTAL ENDING BALANCE	\$571,800	\$571,800	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Administration and Support

Cross Reference Number: 84500-003-00-00-00000
Package: Standard Inflation
Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

SERVICES & SUPPLIES

4100 Instate Travel				
3400 Other Funds Ltd	4,768	4,768	0	0.00%
4125 Out of State Travel				
3400 Other Funds Ltd	1,273	1,273	0	0.00%
4150 Employee Training				
3400 Other Funds Ltd	3,322	3,322	0	0.00%
4175 Office Expenses				
3400 Other Funds Ltd	22,285	22,285	0	0.00%
4200 Telecommunications				
3400 Other Funds Ltd	5,778	5,778	0	0.00%
4225 State Gov. Service Charges				
3400 Other Funds Ltd	1,157,968	1,157,968	0	0.00%
4250 Data Processing				
3400 Other Funds Ltd	37,292	37,292	0	0.00%
4275 Publicity and Publications				
3400 Other Funds Ltd	512	512	0	0.00%
4300 Professional Services				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	11,092	11,092	0	0.00%
4315 IT Professional Services				
3400 Other Funds Ltd	118,819	118,819	0	0.00%
4325 Attorney General				
3400 Other Funds Ltd	151,461	151,461	0	0.00%
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	363	363	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	603	603	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	10,351	10,351	0	0.00%
4450 Fuels and Utilities				
3400 Other Funds Ltd	16,344	16,344	0	0.00%
4475 Facilities Maintenance				
3400 Other Funds Ltd	10,045	10,045	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	617	617	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	8,817	8,817	0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Administration and Support

Cross Reference Number: 84500-003-00-00-00000
Package: Standard Inflation
Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4715 IT Expendable Property				
3400 Other Funds Ltd	18,699	18,699	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	1,580,409	1,580,409	0	0.00%
TOTAL SERVICES & SUPPLIES	\$1,580,409	\$1,580,409	\$0	0.00%
CAPITAL OUTLAY				
5100 Office Furniture and Fixtures				
3400 Other Funds Ltd	391	391	0	0.00%
5200 Technical Equipment				
3400 Other Funds Ltd	795	795	0	0.00%
5400 Automotive and Aircraft				
3400 Other Funds Ltd	5,314	5,314	0	0.00%
CAPITAL OUTLAY				
3400 Other Funds Ltd	6,500	6,500	0	0.00%
TOTAL CAPITAL OUTLAY	\$6,500	\$6,500	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	1,586,909	1,586,909	0	0.00%
TOTAL EXPENDITURES	\$1,586,909	\$1,586,909	\$0	0.00%
ENDING BALANCE				

Package Comparison Report - Detail
2025-27 Biennium
Administration and Support

Cross Reference Number: 84500-003-00-00-00000

Package: Standard Inflation

Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(1,586,909)	(1,586,909)	0	0.00%
TOTAL ENDING BALANCE	(\$1,586,909)	(\$1,586,909)	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Administration and Support

Cross Reference Number: 84500-003-00-00-00000
Package: Above Standard Inflation
Pkg Group: ESS Pkg Type: 030 Pkg Number: 032

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
3400 Other Funds Ltd	37,365	37,365	0	0.00%
4450 Fuels and Utilities				
3400 Other Funds Ltd	21,403	21,403	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	58,768	58,768	0	0.00%
TOTAL SERVICES & SUPPLIES	\$58,768	\$58,768	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	58,768	58,768	0	0.00%
TOTAL EXPENDITURES	\$58,768	\$58,768	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(58,768)	(58,768)	0	0.00%
TOTAL ENDING BALANCE	(\$58,768)	(\$58,768)	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	(59,956)	(59,956)	100.00%
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TRANSFERS IN

3400 Other Funds Ltd	-	(59,956)	(59,956)	100.00%
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TOTAL TRANSFERS IN	-	(\$59,956)	(\$59,956)	100.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	(59,956)	(59,956)	100.00%
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TOTAL AVAILABLE REVENUES	-	(\$59,956)	(\$59,956)	100.00%
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EXPENDITURES

SERVICES & SUPPLIES

4325 Attorney General

3400 Other Funds Ltd	-	(59,956)	(59,956)	100.00%
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SERVICES & SUPPLIES

3400 Other Funds Ltd	-	(59,956)	(59,956)	100.00%
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TOTAL SERVICES & SUPPLIES	-	(\$59,956)	(\$59,956)	100.00%
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EXPENDITURES

3400 Other Funds Ltd	-	(59,956)	(59,956)	100.00%
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Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	-	(\$59,956)	(\$59,956)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	(305,567)	(305,567)	100.00%
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TRANSFERS IN

3400 Other Funds Ltd	-	(305,567)	(305,567)	100.00%
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TOTAL TRANSFERS IN	-	(\$305,567)	(\$305,567)	100.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	(305,567)	(305,567)	100.00%
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TOTAL AVAILABLE REVENUES	-	(\$305,567)	(\$305,567)	100.00%
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EXPENDITURES

SERVICES & SUPPLIES

4225 State Gov. Service Charges

3400 Other Funds Ltd	-	(308,031)	(308,031)	100.00%
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4425 Facilities Rental and Taxes

3400 Other Funds Ltd	-	2,464	2,464	100.00%
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SERVICES & SUPPLIES

3400 Other Funds Ltd	-	(305,567)	(305,567)	100.00%
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TOTAL SERVICES & SUPPLIES	-	(\$305,567)	(\$305,567)	100.00%
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Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
3400 Other Funds Ltd	-	(305,567)	(305,567)	100.00%
TOTAL EXPENDITURES	-	(\$305,567)	(\$305,567)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
3400 Other Funds Ltd	750,000	750,000	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	620,000	620,000	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	1,370,000	1,370,000	0	0.00%
TOTAL SERVICES & SUPPLIES	\$1,370,000	\$1,370,000	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	1,370,000	1,370,000	0	0.00%
TOTAL EXPENDITURES	\$1,370,000	\$1,370,000	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(1,370,000)	(1,370,000)	0	0.00%
TOTAL ENDING BALANCE	(\$1,370,000)	(\$1,370,000)	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Administration and Support

Cross Reference Number: 84500-003-00-00-00000
Package: Agency Realignment & Cost Allocation
Pkg Group: POL Pkg Type: POL Pkg Number: 106

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	(3,314,721)	(3,314,721)	100.00%
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1020 Transfer In - Indirect Cost

3400 Other Funds Ltd	-	3,314,721	3,314,721	100.00%
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TRANSFERS IN

3400 Other Funds Ltd	-	-	0	0.00%
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TOTAL TRANSFERS IN	-	-	\$0	0.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	-	0	0.00%
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TOTAL AVAILABLE REVENUES	-	-	\$0	0.00%
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	(559,992)	(559,992)	0	0.00%
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SALARIES & WAGES

3400 Other Funds Ltd	(559,992)	(559,992)	0	0.00%
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Package Comparison Report - Detail
2025-27 Biennium
Administration and Support

Cross Reference Number: 84500-003-00-00-00000
Package: Agency Realignment & Cost Allocation
Pkg Group: POL Pkg Type: POL Pkg Number: 106

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SALARIES & WAGES	(\$559,992)	(\$559,992)	\$0	0.00%
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
3400 Other Funds Ltd	(144)	(144)	0	0.00%
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	(124,375)	(124,375)	0	0.00%
3221 Pension Obligation Bond				
3400 Other Funds Ltd	(22,008)	(22,008)	0	0.00%
3230 Social Security Taxes				
3400 Other Funds Ltd	(41,788)	(41,788)	0	0.00%
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	(2,171)	(2,171)	0	0.00%
3250 Workers Comp. Assess. (WCD)				
3400 Other Funds Ltd	(84)	(84)	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	(3,360)	(3,360)	0	0.00%
3270 Flexible Benefits				
3400 Other Funds Ltd	(84,816)	(84,816)	0	0.00%
OTHER PAYROLL EXPENSES				

Package Comparison Report - Detail
2025-27 Biennium
Administration and Support

Cross Reference Number: 84500-003-00-00-00000
Package: Agency Realignment & Cost Allocation
Pkg Group: POL Pkg Type: POL Pkg Number: 106

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(278,746)	(278,746)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	(\$278,746)	(\$278,746)	\$0	0.00%
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	28,000	28,000	0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	(810,738)	(810,738)	0	0.00%
TOTAL PERSONAL SERVICES	(\$810,738)	(\$810,738)	\$0	0.00%
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	(1,446)	(1,446)	0	0.00%
4125 Out of State Travel				
3400 Other Funds Ltd	(438)	(438)	0	0.00%
4150 Employee Training				
3400 Other Funds Ltd	(216)	(216)	0	0.00%
4175 Office Expenses				
3400 Other Funds Ltd	(6,189)	(6,189)	0	0.00%
4200 Telecommunications				
3400 Other Funds Ltd	(2,352)	(2,352)	0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Administration and Support

Cross Reference Number: 84500-003-00-00-00000
Package: Agency Realignment & Cost Allocation
Pkg Group: POL Pkg Type: POL Pkg Number: 106

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4225 State Gov. Service Charges				
3400 Other Funds Ltd	(22,788)	(22,788)	0	0.00%
4250 Data Processing				
3400 Other Funds Ltd	(753)	(753)	0	0.00%
4275 Publicity and Publications				
3400 Other Funds Ltd	(42)	(42)	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	(444)	(444)	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	(3,552)	(3,552)	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	(42)	(42)	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	(216)	(216)	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	(984)	(984)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(39,462)	(39,462)	0	0.00%
TOTAL SERVICES & SUPPLIES	(\$39,462)	(\$39,462)	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Administration and Support

Cross Reference Number: 84500-003-00-00-00000
Package: Agency Realignment & Cost Allocation
Pkg Group: POL Pkg Type: POL Pkg Number: 106

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
CAPITAL OUTLAY				
5100 Office Furniture and Fixtures				
3400 Other Funds Ltd	(1,671)	(1,671)	0	0.00%
CAPITAL OUTLAY				
3400 Other Funds Ltd	(1,671)	(1,671)	0	0.00%
TOTAL CAPITAL OUTLAY	(\$1,671)	(\$1,671)	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	(851,871)	(851,871)	0	0.00%
TOTAL EXPENDITURES	(\$851,871)	(\$851,871)	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	851,871	851,871	0	0.00%
TOTAL ENDING BALANCE	\$851,871	\$851,871	\$0	0.00%
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	(2)	(2)	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	(2.00)	(2.00)	0.00	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Recreational Marijuana Program

Cross Reference Number: 84500-004-00-00-00000
Package: Vacancy Factor and Non-ORPICS Personal Services
Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3170 Overtime Payments

3400 Other Funds Ltd	3,476	3,476	0	0.00%
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SALARIES & WAGES

3400 Other Funds Ltd	3,476	3,476	0	0.00%
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TOTAL SALARIES & WAGES	\$3,476	\$3,476	\$0	0.00%
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OTHER PAYROLL EXPENSES

3220 Public Employees Retire Cont

3400 Other Funds Ltd	772	772	0	0.00%
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3221 Pension Obligation Bond

3400 Other Funds Ltd	(13,358)	(13,358)	0	0.00%
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3230 Social Security Taxes

3400 Other Funds Ltd	266	266	0	0.00%
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3240 Unemployment Assessments

3400 Other Funds Ltd	9	9	0	0.00%
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	14	14	0	0.00%
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Package Comparison Report - Detail
2025-27 Biennium
Recreational Marijuana Program

Cross Reference Number: 84500-004-00-00-00000
Package: Vacancy Factor and Non-ORPICS Personal Services
Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3260 Mass Transit Tax				
3400 Other Funds Ltd	19,073	19,073	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	6,776	6,776	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	\$6,776	\$6,776	\$0	0.00%
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(465,670)	(465,670)	0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	(455,418)	(455,418)	0	0.00%
TOTAL PERSONAL SERVICES	(\$455,418)	(\$455,418)	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	(455,418)	(455,418)	0	0.00%
TOTAL EXPENDITURES	(\$455,418)	(\$455,418)	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	455,418	455,418	0	0.00%
TOTAL ENDING BALANCE	\$455,418	\$455,418	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Recreational Marijuana Program

Cross Reference Number: 84500-004-00-00-00000
Package: Phase-out Pgm & One-time Costs
Pkg Group: ESS Pkg Type: 020 Pkg Number: 022

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
2000				
2603 Tsfr To Agriculture, Dept of				
3400 Other Funds Ltd	1,750,000	1,750,000	0	0.00%
2000				
3400 Other Funds Ltd	1,750,000	1,750,000	0	0.00%
TOTAL 2000	\$1,750,000	\$1,750,000	\$0	0.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	1,750,000	1,750,000	0	0.00%
TOTAL AVAILABLE REVENUES	\$1,750,000	\$1,750,000	\$0	0.00%
EXPENDITURES				
SERVICES & SUPPLIES				
4275 Publicity and Publications				
3400 Other Funds Ltd	(450,000)	(450,000)	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	(9,660)	(9,660)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(459,660)	(459,660)	0	0.00%
TOTAL SERVICES & SUPPLIES	(\$459,660)	(\$459,660)	\$0	0.00%
CAPITAL OUTLAY				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
5100 Office Furniture and Fixtures				
3400 Other Funds Ltd	(17,700)	(17,700)	0	0.00%
5400 Automotive and Aircraft				
3400 Other Funds Ltd	(33,600)	(33,600)	0	0.00%
CAPITAL OUTLAY				
3400 Other Funds Ltd	(51,300)	(51,300)	0	0.00%
TOTAL CAPITAL OUTLAY	(\$51,300)	(\$51,300)	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	(510,960)	(510,960)	0	0.00%
TOTAL EXPENDITURES	(\$510,960)	(\$510,960)	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	2,260,960	2,260,960	0	0.00%
TOTAL ENDING BALANCE	\$2,260,960	\$2,260,960	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Recreational Marijuana Program

Cross Reference Number: 84500-004-00-00-00000
Package: Standard Inflation
Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

SERVICES & SUPPLIES

4100 Instate Travel

3400 Other Funds Ltd	5,281	5,281	0	0.00%
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4125 Out of State Travel

3400 Other Funds Ltd	724	724	0	0.00%
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4150 Employee Training

3400 Other Funds Ltd	4,617	4,617	0	0.00%
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4175 Office Expenses

3400 Other Funds Ltd	9,378	9,378	0	0.00%
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4200 Telecommunications

3400 Other Funds Ltd	18,312	18,312	0	0.00%
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4225 State Gov. Service Charges

3400 Other Funds Ltd	174,193	174,193	0	0.00%
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4250 Data Processing

3400 Other Funds Ltd	5,829	5,829	0	0.00%
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4275 Publicity and Publications

3400 Other Funds Ltd	141	141	0	0.00%
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4300 Professional Services

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	33,110	33,110	0	0.00%
4315 IT Professional Services				
3400 Other Funds Ltd	194,256	194,256	0	0.00%
4325 Attorney General				
3400 Other Funds Ltd	123,998	123,998	0	0.00%
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	3,402	3,402	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	141	141	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	31,624	31,624	0	0.00%
4475 Facilities Maintenance				
3400 Other Funds Ltd	33,848	33,848	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	17,548	17,548	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	4,113	4,113	0	0.00%
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	3,652	3,652	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4715 IT Expendable Property				
3400 Other Funds Ltd	707	707	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	664,874	664,874	0	0.00%
TOTAL SERVICES & SUPPLIES	\$664,874	\$664,874	\$0	0.00%
CAPITAL OUTLAY				
5100 Office Furniture and Fixtures				
3400 Other Funds Ltd	337	337	0	0.00%
CAPITAL OUTLAY				
3400 Other Funds Ltd	337	337	0	0.00%
TOTAL CAPITAL OUTLAY	\$337	\$337	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	665,211	665,211	0	0.00%
TOTAL EXPENDITURES	\$665,211	\$665,211	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(665,211)	(665,211)	0	0.00%
TOTAL ENDING BALANCE	(\$665,211)	(\$665,211)	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Recreational Marijuana Program

Cross Reference Number: 84500-004-00-00-00000
Package: Above Standard Inflation
Pkg Group: ESS Pkg Type: 030 Pkg Number: 032

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
3400 Other Funds Ltd	33,244	33,244	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	33,244	33,244	0	0.00%
TOTAL SERVICES & SUPPLIES	\$33,244	\$33,244	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	33,244	33,244	0	0.00%
TOTAL EXPENDITURES	\$33,244	\$33,244	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(33,244)	(33,244)	0	0.00%
TOTAL ENDING BALANCE	(\$33,244)	(\$33,244)	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4325 Attorney General				
3400 Other Funds Ltd	-	(49,085)	(49,085)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(49,085)	(49,085)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$49,085)	(\$49,085)	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	(49,085)	(49,085)	100.00%
TOTAL EXPENDITURES	-	(\$49,085)	(\$49,085)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	49,085	49,085	100.00%
TOTAL ENDING BALANCE	-	\$49,085	\$49,085	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4225 State Gov. Service Charges				
3400 Other Funds Ltd	-	34,938	34,938	100.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	-	(77,316)	(77,316)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(42,378)	(42,378)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$42,378)	(\$42,378)	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	(42,378)	(42,378)	100.00%
TOTAL EXPENDITURES	-	(\$42,378)	(\$42,378)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	42,378	42,378	100.00%
TOTAL ENDING BALANCE	-	\$42,378	\$42,378	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	19,800	19,800	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	19,800	19,800	0	0.00%
TOTAL SERVICES & SUPPLIES	\$19,800	\$19,800	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	19,800	19,800	0	0.00%
TOTAL EXPENDITURES	\$19,800	\$19,800	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(19,800)	(19,800)	0	0.00%
TOTAL ENDING BALANCE	(\$19,800)	(\$19,800)	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Recreational Marijuana Program

Cross Reference Number: 84500-004-00-00-00000
Package: Marijuana Staffing & Vehicles
Pkg Group: POL Pkg Type: POL Pkg Number: 104

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	458,016	458,016	0	0.00%
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SALARIES & WAGES

3400 Other Funds Ltd	458,016	458,016	0	0.00%
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TOTAL SALARIES & WAGES	\$458,016	\$458,016	\$0	0.00%
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	144	144	0	0.00%
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	101,726	101,726	0	0.00%
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3230 Social Security Taxes

3400 Other Funds Ltd	35,038	35,038	0	0.00%
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	1,832	1,832	0	0.00%
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3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd	84	84	0	0.00%
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Package Comparison Report - Detail
2025-27 Biennium
Recreational Marijuana Program

Cross Reference Number: 84500-004-00-00-00000
Package: Marijuana Staffing & Vehicles
Pkg Group: POL Pkg Type: POL Pkg Number: 104

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3260 Mass Transit Tax				
3400 Other Funds Ltd	2,748	2,748	0	0.00%
3270 Flexible Benefits				
3400 Other Funds Ltd	84,816	84,816	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	226,388	226,388	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	\$226,388	\$226,388	\$0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	684,404	684,404	0	0.00%
TOTAL PERSONAL SERVICES	\$684,404	\$684,404	\$0	0.00%
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	1,050	1,050	0	0.00%
4150 Employee Training				
3400 Other Funds Ltd	1,042	1,042	0	0.00%
4175 Office Expenses				
3400 Other Funds Ltd	9,794	9,794	0	0.00%
4200 Telecommunications				
3400 Other Funds Ltd	3,752	3,752	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4650 Other Services and Supplies				
3400 Other Funds Ltd	76,074	76,074	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	9,992	9,992	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	101,704	101,704	0	0.00%
TOTAL SERVICES & SUPPLIES	\$101,704	\$101,704	\$0	0.00%
CAPITAL OUTLAY				
5400 Automotive and Aircraft				
3400 Other Funds Ltd	812,760	648,736	(164,024)	(20.18%)
CAPITAL OUTLAY				
3400 Other Funds Ltd	812,760	648,736	(164,024)	(20.18%)
TOTAL CAPITAL OUTLAY	\$812,760	\$648,736	(\$164,024)	(20.18%)
EXPENDITURES				
3400 Other Funds Ltd	1,598,868	1,434,844	(164,024)	(10.26%)
TOTAL EXPENDITURES	\$1,598,868	\$1,434,844	(\$164,024)	(10.26%)
ENDING BALANCE				
3400 Other Funds Ltd	(1,598,868)	(1,434,844)	164,024	10.26%
TOTAL ENDING BALANCE	(\$1,598,868)	(\$1,434,844)	\$164,024	10.26%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	2	2	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	2.00	2.00	0.00	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Recreational Marijuana Program

Cross Reference Number: 84500-004-00-00-00000
Package: Hemp Staffing - HB 4121 (2024 Session)
Pkg Group: POL Pkg Type: POL Pkg Number: 105

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

LICENSES AND FEES

0205 Business Lic and Fees

3400 Other Funds Ltd	-	3,457,843	3,457,843	100.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	3,457,843	3,457,843	100.00%
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TOTAL AVAILABLE REVENUES	-	\$3,457,843	\$3,457,843	100.00%
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	745,218	745,218	0	0.00%
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3160 Temporary Appointments

3400 Other Funds Ltd	8,398	8,398	0	0.00%
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SALARIES & WAGES

3400 Other Funds Ltd	753,616	753,616	0	0.00%
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TOTAL SALARIES & WAGES	\$753,616	\$753,616	\$0	0.00%
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

Package Comparison Report - Detail
2025-27 Biennium
Recreational Marijuana Program

Cross Reference Number: 84500-004-00-00-00000
Package: Hemp Staffing - HB 4121 (2024 Session)
Pkg Group: POL Pkg Type: POL Pkg Number: 105

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	378	378	0	0.00%
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	165,511	165,511	0	0.00%
3230 Social Security Taxes				
3400 Other Funds Ltd	57,653	57,653	0	0.00%
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	2,979	2,979	0	0.00%
3250 Workers Comp. Assess. (WCD)				
3400 Other Funds Ltd	217	217	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	4,471	4,471	0	0.00%
3270 Flexible Benefits				
3400 Other Funds Ltd	222,642	222,642	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	453,851	453,851	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	\$453,851	\$453,851	\$0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	1,207,467	1,207,467	0	0.00%
TOTAL PERSONAL SERVICES	\$1,207,467	\$1,207,467	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Recreational Marijuana Program

Cross Reference Number: 84500-004-00-00-00000
Package: Hemp Staffing - HB 4121 (2024 Session)
Pkg Group: POL Pkg Type: POL Pkg Number: 105

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	16,475	16,475	0	0.00%
4150 Employee Training				
3400 Other Funds Ltd	16,475	16,475	0	0.00%
4175 Office Expenses				
3400 Other Funds Ltd	16,475	16,475	0	0.00%
4200 Telecommunications				
3400 Other Funds Ltd	16,475	16,475	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	16,476	16,476	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	82,376	82,376	0	0.00%
TOTAL SERVICES & SUPPLIES	\$82,376	\$82,376	\$0	0.00%
CAPITAL OUTLAY				
5400 Automotive and Aircraft				
3400 Other Funds Ltd	289,750	289,750	0	0.00%
5550 Data Processing Software				
3400 Other Funds Ltd	100,000	100,000	0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Recreational Marijuana Program

Cross Reference Number: 84500-004-00-00-00000
Package: Hemp Staffing - HB 4121 (2024 Session)
Pkg Group: POL Pkg Type: POL Pkg Number: 105

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
CAPITAL OUTLAY				
3400 Other Funds Ltd	389,750	389,750	0	0.00%
TOTAL CAPITAL OUTLAY	\$389,750	\$389,750	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	1,679,593	1,679,593	0	0.00%
TOTAL EXPENDITURES	\$1,679,593	\$1,679,593	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(1,679,593)	1,778,250	3,457,843	205.87%
TOTAL ENDING BALANCE	(\$1,679,593)	\$1,778,250	\$3,457,843	205.87%
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	7	7	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	5.25	5.25	0.00	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Recreational Marijuana Program

Cross Reference Number: 84500-004-00-00-00000
Package: Agency Realignment & Cost Allocation
Pkg Group: POL Pkg Type: POL Pkg Number: 106

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
2000				
2020 Transfer Out - Indirect Cost				
3400 Other Funds Ltd	-	(3,173,112)	(3,173,112)	100.00%
2000				
3400 Other Funds Ltd	-	(3,173,112)	(3,173,112)	100.00%
TOTAL 2000	-	(\$3,173,112)	(\$3,173,112)	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	-	(3,173,112)	(3,173,112)	100.00%
TOTAL AVAILABLE REVENUES	-	(\$3,173,112)	(\$3,173,112)	100.00%
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
3400 Other Funds Ltd	110,824	110,824	0	0.00%
SALARIES & WAGES				
3400 Other Funds Ltd	110,824	110,824	0	0.00%
TOTAL SALARIES & WAGES	\$110,824	\$110,824	\$0	0.00%
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				

Package Comparison Report - Detail
2025-27 Biennium
Recreational Marijuana Program

Cross Reference Number: 84500-004-00-00-00000
Package: Agency Realignment & Cost Allocation
Pkg Group: POL Pkg Type: POL Pkg Number: 106

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(21)	(21)	0	0.00%
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	24,615	24,615	0	0.00%
3221 Pension Obligation Bond				
3400 Other Funds Ltd	(6,046)	(6,046)	0	0.00%
3230 Social Security Taxes				
3400 Other Funds Ltd	8,477	8,477	0	0.00%
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	443	443	0	0.00%
3250 Workers Comp. Assess. (WCD)				
3400 Other Funds Ltd	(12)	(12)	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	(923)	(923)	0	0.00%
3270 Flexible Benefits				
3400 Other Funds Ltd	(12,369)	(12,369)	0	0.00%
3280 Other OPE				
3400 Other Funds Ltd	(1,120)	(1,120)	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	13,044	13,044	0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Recreational Marijuana Program

Cross Reference Number: 84500-004-00-00-00000
Package: Agency Realignment & Cost Allocation
Pkg Group: POL Pkg Type: POL Pkg Number: 106

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL OTHER PAYROLL EXPENSES	\$13,044	\$13,044	\$0	0.00%
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	7,692	7,692	0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	131,560	131,560	0	0.00%
TOTAL PERSONAL SERVICES	\$131,560	\$131,560	\$0	0.00%
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	2	2	0	0.00%
4125 Out of State Travel				
3400 Other Funds Ltd	3	3	0	0.00%
4150 Employee Training				
3400 Other Funds Ltd	(2)	(2)	0	0.00%
4175 Office Expenses				
3400 Other Funds Ltd	(1,244)	(1,244)	0	0.00%
4200 Telecommunications				
3400 Other Funds Ltd	2	2	0	0.00%
4225 State Gov. Service Charges				

Package Comparison Report - Detail
2025-27 Biennium
Recreational Marijuana Program

Cross Reference Number: 84500-004-00-00-00000
Package: Agency Realignment & Cost Allocation
Pkg Group: POL Pkg Type: POL Pkg Number: 106

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	2	2	0	0.00%
4250 Data Processing				
3400 Other Funds Ltd	3	3	0	0.00%
4275 Publicity and Publications				
3400 Other Funds Ltd	(2)	(2)	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	1	1	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	(1)	(1)	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	1	1	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	(2)	(2)	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	1	1	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(1,236)	(1,236)	0	0.00%
TOTAL SERVICES & SUPPLIES	(\$1,236)	(\$1,236)	\$0	0.00%

CAPITAL OUTLAY

Package Comparison Report - Detail
2025-27 Biennium
Recreational Marijuana Program

Cross Reference Number: 84500-004-00-00-00000
Package: Agency Realignment & Cost Allocation
Pkg Group: POL Pkg Type: POL Pkg Number: 106

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
5100 Office Furniture and Fixtures				
3400 Other Funds Ltd	(2)	(2)	0	0.00%
CAPITAL OUTLAY				
3400 Other Funds Ltd	(2)	(2)	0	0.00%
TOTAL CAPITAL OUTLAY	(\$2)	(\$2)	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	130,322	130,322	0	0.00%
TOTAL EXPENDITURES	\$130,322	\$130,322	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(130,322)	(3,303,434)	(3,173,112)	(2,434.82%)
TOTAL ENDING BALANCE	(\$130,322)	(\$3,303,434)	(\$3,173,112)	(2,434.82%)
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	(1)	(1)	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	(0.29)	(0.29)	0.00	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
3400 Other Funds Ltd	13,502,080	13,502,080	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	13,502,080	13,502,080	0	0.00%
TOTAL SERVICES & SUPPLIES	\$13,502,080	\$13,502,080	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(13,502,080)	(13,502,080)	0	0.00%
TOTAL ENDING BALANCE	(\$13,502,080)	(\$13,502,080)	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
3400 Other Funds Ltd	16,988,084	16,988,084	0	0.00%
4990 S and S - BAM Analyst Adjustment				
3400 Other Funds Ltd	(16,988,084)	(16,988,084)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL SERVICES & SUPPLIES	-	-	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	-	(13,466,209)	(13,466,209)	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	-	(13,466,209)	(13,466,209)	100.00%
TOTAL AVAILABLE REVENUES	-	(\$13,466,209)	(\$13,466,209)	100.00%
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
3400 Other Funds Ltd	-	(11,050,479)	(11,050,479)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(11,050,479)	(11,050,479)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$11,050,479)	(\$11,050,479)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	(2,415,730)	(2,415,730)	100.00%
TOTAL ENDING BALANCE	-	(\$2,415,730)	(\$2,415,730)	100.00%

Package Comparison Report - Detail
2025-27 Biennium
Agents Compensation Program

Cross Reference Number: 84500-005-00-00-00000
Package: Statewide Adjustment DAS Chgs
Pkg Group: POL Pkg Type: 090 Pkg Number: 093

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	-	(1,961)	(1,961)	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	-	(1,961)	(1,961)	100.00%
TOTAL AVAILABLE REVENUES	-	(\$1,961)	(\$1,961)	100.00%
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
3400 Other Funds Ltd	-	(1,961)	(1,961)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(1,961)	(1,961)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$1,961)	(\$1,961)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
3400 Other Funds Ltd	-	(2,415,730)	(2,415,730)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(2,415,730)	(2,415,730)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$2,415,730)	(\$2,415,730)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	2,415,730	2,415,730	100.00%
TOTAL ENDING BALANCE	-	\$2,415,730	\$2,415,730	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	-	(12,000,000)	(12,000,000)	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	-	(12,000,000)	(12,000,000)	100.00%
TOTAL AVAILABLE REVENUES	-	(\$12,000,000)	(\$12,000,000)	100.00%
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
3400 Other Funds Ltd	-	(12,000,000)	(12,000,000)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(12,000,000)	(12,000,000)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$12,000,000)	(\$12,000,000)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Medical Marijuana Program

Cross Reference Number: 84500-006-00-00-00000
Package: Vacancy Factor and Non-ORPICS Personal Services
Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

PERSONAL SERVICES

OTHER PAYROLL EXPENSES

3221 Pension Obligation Bond

3400 Other Funds Ltd	(12,571)	(12,571)	0	0.00%
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3240 Unemployment Assessments

3400 Other Funds Ltd	32	32	0	0.00%
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3260 Mass Transit Tax

3400 Other Funds Ltd	2,848	2,848	0	0.00%
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OTHER PAYROLL EXPENSES

3400 Other Funds Ltd	(9,691)	(9,691)	0	0.00%
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TOTAL OTHER PAYROLL EXPENSES

(\$9,691)	(\$9,691)	\$0	0.00%
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P.S. BUDGET ADJUSTMENTS

3455 Vacancy Savings

3400 Other Funds Ltd	(95,907)	(95,907)	0	0.00%
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PERSONAL SERVICES

3400 Other Funds Ltd	(105,598)	(105,598)	0	0.00%
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TOTAL PERSONAL SERVICES

(\$105,598)	(\$105,598)	\$0	0.00%
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EXPENDITURES

Package Comparison Report - Detail
2025-27 Biennium
Medical Marijuana Program

Cross Reference Number: 84500-006-00-00-00000
Package: Vacancy Factor and Non-ORPICS Personal Services
Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(105,598)	(105,598)	0	0.00%
TOTAL EXPENDITURES	(\$105,598)	(\$105,598)	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	105,598	105,598	0	0.00%
TOTAL ENDING BALANCE	\$105,598	\$105,598	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Medical Marijuana Program

Cross Reference Number: 84500-006-00-00-00000
Package: Standard Inflation
Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

SERVICES & SUPPLIES

4100 Instate Travel

3400 Other Funds Ltd	2,211	2,211	0	0.00%
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4175 Office Expenses

3400 Other Funds Ltd	1,090	1,090	0	0.00%
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4200 Telecommunications

3400 Other Funds Ltd	8,053	8,053	0	0.00%
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4225 State Gov. Service Charges

3400 Other Funds Ltd	49,955	49,955	0	0.00%
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4250 Data Processing

3400 Other Funds Ltd	43,480	43,480	0	0.00%
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4300 Professional Services

3400 Other Funds Ltd	45	45	0	0.00%
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4375 Employee Recruitment and Develop

3400 Other Funds Ltd	66	66	0	0.00%
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4425 Facilities Rental and Taxes

3400 Other Funds Ltd	7,013	7,013	0	0.00%
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4650 Other Services and Supplies

Package Comparison Report - Detail
2025-27 Biennium
Medical Marijuana Program

Cross Reference Number: 84500-006-00-00-00000
Package: Standard Inflation
Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	1,333	1,333	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	113,246	113,246	0	0.00%
TOTAL SERVICES & SUPPLIES	\$113,246	\$113,246	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	113,246	113,246	0	0.00%
TOTAL EXPENDITURES	\$113,246	\$113,246	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(113,246)	(113,246)	0	0.00%
TOTAL ENDING BALANCE	(\$113,246)	(\$113,246)	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
3400 Other Funds Ltd	8,293	8,293	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	8,293	8,293	0	0.00%
TOTAL SERVICES & SUPPLIES	\$8,293	\$8,293	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	8,293	8,293	0	0.00%
TOTAL EXPENDITURES	\$8,293	\$8,293	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(8,293)	(8,293)	0	0.00%
TOTAL ENDING BALANCE	(\$8,293)	(\$8,293)	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Medical Marijuana Program

Cross Reference Number: 84500-006-00-00-00000
Package: Statewide Adjustment DAS Chgs
Pkg Group: POL Pkg Type: 090 Pkg Number: 093

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4225 State Gov. Service Charges				
3400 Other Funds Ltd	-	1,024	1,024	100.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	-	(1,024)	(1,024)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL SERVICES & SUPPLIES	-	-	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL EXPENDITURES	-	-	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Package Comparison Report - Detail
2025-27 Biennium
Medical Marijuana Program

Cross Reference Number: 84500-006-00-00-00000
Package: Agency Realignment & Cost Allocation
Pkg Group: POL Pkg Type: POL Pkg Number: 106

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
2000				
2020 Transfer Out - Indirect Cost				
3400 Other Funds Ltd	-	(141,609)	(141,609)	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	-	(141,609)	(141,609)	100.00%
TOTAL AVAILABLE REVENUES	-	(\$141,609)	(\$141,609)	100.00%
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
3400 Other Funds Ltd	14,756	14,756	0	0.00%
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
3400 Other Funds Ltd	3	3	0	0.00%
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	3,277	3,277	0	0.00%
3221 Pension Obligation Bond				
3400 Other Funds Ltd	580	580	0	0.00%
3230 Social Security Taxes				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	1,129	1,129	0	0.00%
3241 Paid Family Medical Leave Insurance				
3400 Other Funds Ltd	59	59	0	0.00%
3250 Workers Comp. Assess. (WCD)				
3400 Other Funds Ltd	2	2	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	88	88	0	0.00%
3270 Flexible Benefits				
3400 Other Funds Ltd	1,767	1,767	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	6,905	6,905	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	\$6,905	\$6,905	\$0	0.00%
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(738)	(738)	0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	20,923	20,923	0	0.00%
TOTAL PERSONAL SERVICES	\$20,923	\$20,923	\$0	0.00%

EXPENDITURES

Package Comparison Report - Detail
2025-27 Biennium
Medical Marijuana Program

Cross Reference Number: 84500-006-00-00-00000
Package: Agency Realignment & Cost Allocation
Pkg Group: POL Pkg Type: POL Pkg Number: 106

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	20,923	20,923	0	0.00%
TOTAL EXPENDITURES	\$20,923	\$20,923	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	(20,923)	(162,532)	(141,609)	(676.81%)
TOTAL ENDING BALANCE	(\$20,923)	(\$162,532)	(\$141,609)	(676.81%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	0.04	0.04	0.00	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SERVICES & SUPPLIES				
4225 State Gov. Service Charges				
3010 Other Funds Cap Improve	(6,012)	(6,012)	0	0.00%
CAPITAL OUTLAY				
5650 Land Improvements				
3010 Other Funds Cap Improve	244	244	0	0.00%
5700 Building Structures				
3010 Other Funds Cap Improve	10,162	10,162	0	0.00%
CAPITAL OUTLAY				
3010 Other Funds Cap Improve	10,406	10,406	0	0.00%
TOTAL CAPITAL OUTLAY	\$10,406	\$10,406	\$0	0.00%
EXPENDITURES				
3010 Other Funds Cap Improve	4,394	4,394	0	0.00%
TOTAL EXPENDITURES	\$4,394	\$4,394	\$0	0.00%
ENDING BALANCE				
3010 Other Funds Cap Improve	(4,394)	(4,394)	0	0.00%
TOTAL ENDING BALANCE	(\$4,394)	(\$4,394)	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TAXES				
0185 Privilege Taxes				
3400 Other Funds Ltd	-	(869,680)	(869,680)	100.00%
SALES INCOME				
0710 Liquor Sales				
3400 Other Funds Ltd	-	(27,694,178)	(27,694,178)	100.00%
8800 General Fund Revenue	-	(14,553,964)	(14,553,964)	100.00%
All Funds	-	(42,248,142)	(42,248,142)	100.00%

REVENUE CATEGORIES

3400 Other Funds Ltd	-	(28,563,858)	(28,563,858)	100.00%
8800 General Fund Revenue	-	(14,553,964)	(14,553,964)	100.00%

TOTAL REVENUE CATEGORIES	-	(\$43,117,822)	(\$43,117,822)	100.00%
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2000

2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	-	17,431,137	17,431,137	100.00%
2050 Transfer to Other				
3400 Other Funds Ltd	-	35,418	35,418	100.00%
2060 Transfer to General Fund				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8800 General Fund Revenue	-	14,553,964	14,553,964	100.00%
2070 Transfer to Cities				
3400 Other Funds Ltd	-	33,987,051	33,987,051	100.00%
2080 Transfer to Counties				
3400 Other Funds Ltd	-	2,598,922	2,598,922	100.00%
2107 Tsfr To Administrative Svcs				
3400 Other Funds Ltd	-	(26,593,946)	(26,593,946)	100.00%
2443 Tsfr To Oregon Health Authority				
3400 Other Funds Ltd	-	869,682	869,682	100.00%
2000				
3400 Other Funds Ltd	-	28,328,264	28,328,264	100.00%
8800 General Fund Revenue	-	14,553,964	14,553,964	100.00%
TOTAL 2000	-	\$42,882,228	\$42,882,228	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	-	(235,594)	(235,594)	100.00%
8800 General Fund Revenue	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	-	(\$235,594)	(\$235,594)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	(235,594)	(235,594)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8800 General Fund Revenue	-	-	0	0.00%
TOTAL ENDING BALANCE	-	(\$235,594)	(\$235,594)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
2000				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	-	59,956	59,956	100.00%
2000				
3400 Other Funds Ltd	-	59,956	59,956	100.00%
TOTAL 2000	-	\$59,956	\$59,956	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	-	59,956	59,956	100.00%
TOTAL AVAILABLE REVENUES	-	\$59,956	\$59,956	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	59,956	59,956	100.00%
TOTAL ENDING BALANCE	-	\$59,956	\$59,956	100.00%

Package Comparison Report - Detail
2025-27 Biennium
Agency-Wide Consolidation

Cross Reference Number: 84500-990-00-00-00000
Package: Statewide Adjustment DAS Chgs
Pkg Group: POL Pkg Type: 090 Pkg Number: 093

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
2000				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	-	339,664	339,664	100.00%
2000				
3400 Other Funds Ltd	-	339,664	339,664	100.00%
TOTAL 2000	-	\$339,664	\$339,664	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	-	339,664	339,664	100.00%
TOTAL AVAILABLE REVENUES	-	\$339,664	\$339,664	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	339,664	339,664	100.00%
TOTAL ENDING BALANCE	-	\$339,664	\$339,664	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
2000				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	-	(164,024)	(164,024)	100.00%
2000				
3400 Other Funds Ltd	-	(164,024)	(164,024)	100.00%
TOTAL 2000	-	(\$164,024)	(\$164,024)	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	-	(164,024)	(164,024)	100.00%
TOTAL AVAILABLE REVENUES	-	(\$164,024)	(\$164,024)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	(164,024)	(164,024)	100.00%
TOTAL ENDING BALANCE	-	(\$164,024)	(\$164,024)	100.00%

BUDGET NARRATIVE

POSITION BUDGET REPORT LIST (PIC100)

BUDGET NARRATIVE

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BUDGET NARRATIVE

PIC100 - Position Budget Report

Oregon Liquor & Cannabis Comm

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84500-000-00-00-00000
Governors Budget

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											-	-	71,910,702	-	71,910,702
Total OPE											-	-	38,263,715	-	38,263,715
Total Personal Services					393	388.77					-	-	110,174,417	-	110,174,417

PIC100 - Position Budget Report

Business Services

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84500-001-20-00-00000
Governors Budget

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 Z7783 AF	SHIPPING DISTRIBUTION AND WAREHC	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408	
										OPE	-	-	139,781	-	139,781	
2000180	AL C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968	
										OPE	-	-	105,756	-	105,756	
Total Salary											-	-	530,376	-	530,376	
Total OPE											-	-	245,537	-	245,537	
Total Personal Services					2	2.00						-	-	775,913	-	775,913

PIC100 - Position Budget Report

Distribution Services

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84500-001-30-00-00000
Governors Budget

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	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	81,848	-	81,848
3000002	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
3000003	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000005	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000006	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	10	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
3000008	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	10	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
3000009	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	10	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
3000011	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000012	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	10	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
3000013	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000014	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000015	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000016	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000017	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000018	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000020	AL C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	10	7200	SAL	-	-	172,800	-	172,800

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PIC100 - Position Budget Report
PIC100

PIC100 - Position Budget Report

Distribution Services

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84500-001-30-00-00000
Governors Budget

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	-	-	94,811	-	94,811
3000021	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000022	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000023	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	10	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
3000024	MESN Z7784 AF	SHIPPING DISTRIBUTION AND WAREHC 33X		PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	130,869	-	130,869
3000025	MMS X7786 AP	SHIPPING DISTRIBUTION AND WAREHC 28X		PF	1	1.00	24	9	9095	SAL	-	-	218,280	-	218,280
										OPE	-	-	108,573	-	108,573
3000027	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000028	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000029	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000030	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000031	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000032	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	9	5041	SAL	-	-	120,984	-	120,984
										OPE	-	-	79,132	-	79,132
3000034	AL C4409 AP	GENERAL MAINTENANCE MECHANIC	21	PF	1	1.00	24	9	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
3000075	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000077	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000079	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896

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PIC100 - Position Budget Report
PIC100

PIC100 - Position Budget Report

Distribution Services

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84500-001-30-00-00000
Governors Budget

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	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000081	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000082	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000083	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	9	5041	SAL	-	-	120,984	-	120,984
										OPE	-	-	79,132	-	79,132
3000086	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
3000088	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000123	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000124	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000150	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000151	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000152	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	9	5041	SAL	-	-	120,984	-	120,984
										OPE	-	-	79,132	-	79,132
3000153	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000154	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000155	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	8	4809	SAL	-	-	115,416	-	115,416
										OPE	-	-	77,447	-	77,447
3000205	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000206	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	9	5041	SAL	-	-	120,984	-	120,984

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Distribution Services

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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	-	-	79,132	-	79,132
3000207	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000208	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	10	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
3000241	MMS X7786 AP	SHIPPING DISTRIBUTION AND WAREHC 28X		PF	1	1.00	24	4	7128	SAL	-	-	171,072	-	171,072
										OPE	-	-	94,288	-	94,288
3000242	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	10	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
3000243	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	10	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
3000244	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	10	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
3000245	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	10	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
3000246	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	10	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
3000247	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	10	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
3000261	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	10	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
3000262	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	9	5417	SAL	-	-	130,008	-	130,008
										OPE	-	-	81,863	-	81,863
3000263	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000264	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000265	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816
										OPE	-	-	80,896	-	80,896
3000266	AL C4409 AP	GENERAL MAINTENANCE MECHANIC	21	PF	1	1.00	24	10	6545	SAL	-	-	157,080	-	157,080
										OPE	-	-	90,054	-	90,054

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Distribution Services

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE					
											GF	LF	OF	FF	AF	
3000267	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5284	SAL	-	-	126,816	-	126,816	
										OPE	-	-	80,896	-	80,896	
3000268	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	9	5041	SAL	-	-	120,984	-	120,984	
										OPE	-	-	79,132	-	79,132	
Total Salary											-	-	8,713,968	-	8,713,968	
Total OPE											-	-	5,358,236	-	5,358,236	
Total Personal Services					64	64.00						-	-	14,072,204	-	14,072,204

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Retail Services

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Cross Reference Number: 84500-001-40-00-00000
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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	5	4297	SAL	-	-	103,128	-	103,128	
										OPE	-	-	73,729	-	73,729	
4000003	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968	
										OPE	-	-	105,756	-	105,756	
4000004	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	7	7557	SAL	-	-	181,368	-	181,368	
										OPE	-	-	97,404	-	97,404	
4000012	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968	
										OPE	-	-	105,756	-	105,756	
4000085	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968	
										OPE	-	-	105,756	-	105,756	
4000170	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968	
										OPE	-	-	105,756	-	105,756	
4000171	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968	
										OPE	-	-	105,756	-	105,756	
4000173	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960	
										OPE	-	-	81,848	-	81,848	
4000508	MESN Z7084 AF	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960	
										OPE	-	-	130,869	-	130,869	
Total Salary											-	-	1,751,256	-	1,751,256	
Total OPE											-	-	912,630	-	912,630	
Total Personal Services					9	9.00						-	-	2,663,886	-	2,663,886

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Alcohol License Services

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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	8	4605	SAL	-	-	110,520	-	110,520
										OPE	-	-	75,965	-	75,965
4500052	MMS X7435 AP	LICENSING AND PERMITTING MANAGER 31X	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	122,612	-	122,612
4500054	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4942	SAL	-	-	118,608	-	118,608
										OPE	-	-	78,413	-	78,413
4500058	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	5177	SAL	-	-	124,248	-	124,248
										OPE	-	-	80,119	-	80,119
4500091	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	5	4034	SAL	-	-	96,816	-	96,816
										OPE	-	-	71,818	-	71,818
4500126	MMS X7436 AP	LICENSING AND PERMITTING SUPERVISOR 28X	28X	PF	1	1.00	24	7	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	102,465	-	102,465
4500128	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	10	5063	SAL	-	-	121,512	-	121,512
										OPE	-	-	79,292	-	79,292
4500157	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
4500158	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	81,848	-	81,848
4500194	MMS X7436 AP	LICENSING AND PERMITTING SUPERVISOR 28X	28X	PF	1	1.00	24	10	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	111,820	-	111,820
4500507	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	5	4942	SAL	-	-	118,608	-	118,608
										OPE	-	-	78,413	-	78,413
4500511	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	SAL	-	-	190,032	-	190,032
										OPE	-	-	100,025	-	100,025
4500512	AL C0103 AP	OFFICE SPECIALIST 1	13C	PF	1	1.00	24	10	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	76,765	-	76,765
4500517	MESN Z7433 AF	LICENSING AND PERMITTING MANAGER 35X	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	139,781	-	139,781
4500519	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	6	6545	SAL	-	-	157,080	-	157,080
										OPE	-	-	90,054	-	90,054
4500525	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	6	6545	SAL	-	-	157,080	-	157,080

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
4500531	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	OPE	-	-	90,054	-	90,054
										SAL	-	-	190,032	-	190,032
4500602	AL C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	7	6243	OPE	-	-	100,025	-	100,025
										SAL	-	-	149,832	-	149,832
4500606	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	5	4297	OPE	-	-	87,861	-	87,861
										SAL	-	-	103,128	-	103,128
4500624	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	OPE	-	-	73,729	-	73,729
										SAL	-	-	190,032	-	190,032
4500631	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	OPE	-	-	100,025	-	100,025
										SAL	-	-	190,032	-	190,032
4500651	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	OPE	-	-	100,025	-	100,025
										SAL	-	-	190,032	-	190,032
4500685	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9587	OPE	-	-	100,025	-	100,025
										SAL	-	-	230,088	-	230,088
4500906	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	OPE	-	-	112,147	-	112,147
										SAL	-	-	190,032	-	190,032
4600117	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5415	OPE	-	-	100,025	-	100,025
										SAL	-	-	129,960	-	129,960
4600611	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9587	OPE	-	-	81,848	-	81,848
										SAL	-	-	230,088	-	230,088
4700047	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	5	6243	OPE	-	-	112,147	-	112,147
										SAL	-	-	149,832	-	149,832
4700504	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	OPE	-	-	87,861	-	87,861
										SAL	-	-	190,032	-	190,032
4700532	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	OPE	-	-	100,025	-	100,025
										SAL	-	-	190,032	-	190,032
4700536	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	OPE	-	-	100,025	-	100,025
										SAL	-	-	190,032	-	190,032
4700542	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	8	7200	OPE	-	-	100,025	-	100,025
										SAL	-	-	172,800	-	172,800
										OPE	-	-	94,811	-	94,811

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE					
											GF	LF	OF	FF	AF	
4700549	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	SAL	-	-	190,032	-	190,032	
										OPE	-	-	100,025	-	100,025	
4700553	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	9	7557	SAL	-	-	181,368	-	181,368	
										OPE	-	-	97,404	-	97,404	
4700554	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	SAL	-	-	190,032	-	190,032	
										OPE	-	-	100,025	-	100,025	
4700621	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	5	6243	SAL	-	-	149,832	-	149,832	
										OPE	-	-	87,861	-	87,861	
4700634	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	SAL	-	-	190,032	-	190,032	
										OPE	-	-	100,025	-	100,025	
Total Salary												-	-	6,187,920	-	6,187,920
Total OPE												-	-	3,403,249	-	3,403,249
Total Personal Services					36	36.00						-	-	9,591,169	-	9,591,169

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Alcohol Public Safety

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
4700035	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700036	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700037	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	4942	SAL	-	-	118,608	-	118,608
										OPE	-	-	78,413	-	78,413
4700040	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700041	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA 31X	31X	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	118,864	-	118,864
4700042	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700045	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700048	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	6	7201	SAL	-	-	172,824	-	172,824
										OPE	-	-	94,818	-	94,818
4700049	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	8309	SAL	-	-	199,416	-	199,416
										OPE	-	-	102,865	-	102,865
4700054	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA 31X	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	122,612	-	122,612
4700055	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	81,848	-	81,848
4700060	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA 31X	31X	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	118,864	-	118,864
4700072	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700073	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	81,848	-	81,848
4700076	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700089	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968

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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	-	-	105,756	-	105,756
4700131	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700132	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
4700161	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	81,848	-	81,848
4700195	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA 31X	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	122,612	-	122,612
4700308	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
4700309	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
4700310	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
4700311	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
4700312	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
4700509	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
4700520	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	8	7918	SAL	-	-	190,032	-	190,032
										OPE	-	-	100,025	-	100,025
4700521	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA 31X	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	122,612	-	122,612
4700522	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	8	7918	SAL	-	-	190,032	-	190,032
										OPE	-	-	100,025	-	100,025
4700524	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	112,147	-	112,147
4700526	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756

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Alcohol Public Safety

**2025-27 Biennium
Budget Preparation**

**Cross Reference Number: 84500-002-47-00-00000
Governors Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE				
											GF	LF	OF	FF	AF
4700527	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700529	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700530	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700544	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	8309	SAL	-	-	199,416	-	199,416
										OPE	-	-	102,865	-	102,865
4700545	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
4700547	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700550	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700551	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	8309	SAL	-	-	199,416	-	199,416
										OPE	-	-	102,865	-	102,865
4700552	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	8309	SAL	-	-	199,416	-	199,416
										OPE	-	-	102,865	-	102,865
4700556	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	6	7201	SAL	-	-	172,824	-	172,824
										OPE	-	-	94,818	-	94,818
4700560	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	9	4829	SAL	-	-	115,896	-	115,896
										OPE	-	-	77,593	-	77,593
4700585	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
4700607	MESN Z7143 AF	COMPLIANCE AND REGULATORY MANA	35X	PF	1	1.00	24	10	13392	SAL	-	-	321,408	-	321,408
										OPE	-	-	139,781	-	139,781
4700627	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700629	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700652	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968

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Alcohol Public Safety

**2025-27 Biennium
Budget Preparation**

**Cross Reference Number: 84500-002-47-00-00000
Governors Budget**

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	-	-	105,756	-	105,756
4700653	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700660	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA 31X	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	122,612	-	122,612
4700750	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA 31X	31X	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	118,864	-	118,864
4700752	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700785	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	5	4034	SAL	-	-	96,816	-	96,816
										OPE	-	-	71,818	-	71,818
4700876	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700877	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	6	7201	SAL	-	-	172,824	-	172,824
										OPE	-	-	94,818	-	94,818
4700878	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
4700879	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700903	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700904	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	8309	SAL	-	-	199,416	-	199,416
										OPE	-	-	102,865	-	102,865
4700905	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
4700935	AL C0104 AP	OFFICE SPECIALIST 2	15C	PP	1	0.50	12	10	5063	SAL	-	-	60,756	-	60,756
										OPE	-	-	39,646	-	39,646
4700936	AL C0104 AP	OFFICE SPECIALIST 2	15C	PP	1	0.50	12	5	4034	SAL	-	-	48,408	-	48,408
										OPE	-	-	35,909	-	35,909
4700937	AL C0104 AP	OFFICE SPECIALIST 2	15C	PP	1	0.50	12	8	4605	SAL	-	-	55,260	-	55,260
										OPE	-	-	37,982	-	37,982

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Alcohol Public Safety

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84500-002-47-00-00000
Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
4700938	AL C0104 AP	OFFICE SPECIALIST 2	15C	PP	1	0.50	12	10	5063	SAL	-	-	60,756	-	60,756
										OPE	-	-	39,646	-	39,646
8000401	MESN Z7082 AF	BUSINESS OPERATIONS ADMINISTRATC	38X	PF	0	0.25	6	9	14756	SAL	-	-	88,536	-	88,536
										OPE	-	-	37,421	-	37,421
Total Salary											-	-	11,797,860	-	11,797,860
Total OPE											-	-	6,174,507	-	6,174,507
Total Personal Services					63	61.25					-	-	17,972,367	-	17,972,367

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Bottle Bill Program

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84500-002-54-00-00000
Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE					
											GF	LF	OF	FF	AF	
5500053	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832	
										OPE	-	-	87,861	-	87,861	
5500604	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088	
										OPE	-	-	112,147	-	112,147	
Total Salary											-	-	379,920	-	379,920	
Total OPE											-	-	200,008	-	200,008	
Total Personal Services					2	2.00						-	-	579,928	-	579,928

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Administrative Hearings

**2025-27 Biennium
Budget Preparation**

**Cross Reference Number: 84500-002-55-00-00000
Governors Budget**

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	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	112,147	-	112,147
5500069	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
5500070	AL C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	10	11055	SAL	-	-	265,320	-	265,320
										OPE	-	-	122,808	-	122,808
5500087	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	7	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	76,765	-	76,765
5500093	AL C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	10	11055	SAL	-	-	265,320	-	265,320
										OPE	-	-	122,808	-	122,808
5500150	MESN Z7624 AF	POLICY PLANNING AND DEVELOPMENT 33X	PF		1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	126,605	-	126,605
5500197	AL C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	5	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
5500198	AL C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	10	11055	SAL	-	-	265,320	-	265,320
										OPE	-	-	122,808	-	122,808
5500403	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	112,147	-	112,147
5500404	AL C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	10	11055	SAL	-	-	265,320	-	265,320
										OPE	-	-	122,808	-	122,808
5500506	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
5500625	AL C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	10	11055	SAL	-	-	265,320	-	265,320
										OPE	-	-	122,808	-	122,808
5500650	AL C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	8	10063	SAL	-	-	241,512	-	241,512
										OPE	-	-	115,604	-	115,604
Total Salary											-	-	2,927,952	-	2,927,952
Total OPE											-	-	1,438,786	-	1,438,786
Total Personal Services					13	13.00					-	-	4,366,738	-	4,366,738

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Alcohol Rules & Policy

2025-27 Biennium

Cross Reference Number: 84500-002-56-00-00000

Budget Preparation

Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE					
											GF	LF	OF	FF	AF	
5500059	AL C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	0.50	12	10	8707	SAL	-	-	104,484	-	104,484	
										OPE	-	-	52,878	-	52,878	
5500561	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	0.50	12	9	10512	SAL	-	-	126,144	-	126,144	
										OPE	-	-	59,433	-	59,433	
Total Salary												-	-	230,628	-	230,628
Total OPE												-	-	112,311	-	112,311
Total Personal Services						2	1.00					-	-	342,939	-	342,939

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Agency Directors Office

2025-27 Biennium

Cross Reference Number: 84500-003-10-00-00000

Budget Preparation

Governors Budget

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	21069	SAL	-	-	505,656	-	505,656
										OPE	-	-	184,415	-	184,415
1000002	MENN Z0830 AF	EXECUTIVE ASSISTANT	25	PF	1	1.00	24	9	8254	SAL	-	-	198,096	-	198,096
										OPE	-	-	102,465	-	102,465
1100010	MESN Z7624 AF	POLICY PLANNING AND DEVELOPMENT	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	130,869	-	130,869
1600179	MMN X5618 AP	INTERNAL AUDITOR 3	31	PF	1	1.00	24	9	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	122,612	-	122,612
2000003	MESP Z7596 DF	DEPUTY/CHIEF 6	41X	PF	1	1.00	24	10	18472	SAL	-	-	443,328	-	443,328
										OPE	-	-	169,669	-	169,669
3000250	MMN X0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	9	6469	SAL	-	-	155,256	-	155,256
										OPE	-	-	89,502	-	89,502
Total Salary											-	-	1,858,968	-	1,858,968
Total OPE											-	-	799,532	-	799,532
Total Personal Services					6	6.00					-	-	2,658,500	-	2,658,500

PIC100 - Position Budget Report

Human Resources

**2025-27 Biennium
Budget Preparation**

**Cross Reference Number: 84500-003-12-00-00000
Governors Budget**

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	5887	SAL	-	-	141,288	-	141,288	
										OPE	-	-	85,276	-	85,276	
1000028	MESN Z7344 AF	HUMAN RESOURCES MANAGER 2	33X	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872	
										OPE	-	-	126,605	-	126,605	
1000038	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	9	10021	SAL	-	-	240,504	-	240,504	
										OPE	-	-	115,299	-	115,299	
1000402	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	8	7128	SAL	-	-	171,072	-	171,072	
										OPE	-	-	94,288	-	94,288	
1000749	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	8658	SAL	-	-	207,792	-	207,792	
										OPE	-	-	105,400	-	105,400	
1200071	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	9	10021	SAL	-	-	240,504	-	240,504	
										OPE	-	-	115,299	-	115,299	
1200179	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	8658	SAL	-	-	207,792	-	207,792	
										OPE	-	-	105,400	-	105,400	
1200181	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	8658	SAL	-	-	207,792	-	207,792	
										OPE	-	-	105,400	-	105,400	
1200221	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	8658	SAL	-	-	207,792	-	207,792	
										OPE	-	-	105,400	-	105,400	
1200222	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	6	7490	SAL	-	-	179,760	-	179,760	
										OPE	-	-	96,918	-	96,918	
Total Salary											-	-	2,082,168	-	2,082,168	
Total OPE											-	-	1,055,285	-	1,055,285	
Total Personal Services					10	10.00						-	-	3,137,453	-	3,137,453

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Commissioners

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84500-003-13-00-00000
Governors Budget

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					0	0.00					-	-	36,169	-	36,169

PIC100 - Position Budget Report

Administrative Services

**2025-27 Biennium
Budget Preparation**

**Cross Reference Number: 84500-003-15-00-00000
Governors Budget**

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	10	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
1500005	AL C4033 AP	FACILITY ENERGY TECHNICIAN 2	22	PF	1	1.00	24	10	6861	SAL	-	-	164,664	-	164,664
										OPE	-	-	92,350	-	92,350
1500006	AL C4033 AP	FACILITY ENERGY TECHNICIAN 2	22	PF	1	1.00	24	10	6861	SAL	-	-	164,664	-	164,664
										OPE	-	-	92,350	-	92,350
1500014	AL C3267 AP	CONSTRUCTION PROJECT MANAGER 1	27	PF	1	1.00	24	8	7918	SAL	-	-	190,032	-	190,032
										OPE	-	-	100,025	-	100,025
1500026	MESN Z7084 AF	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	126,605	-	126,605
1600802	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	8	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
Total Salary											-	-	1,083,624	-	1,083,624
Total OPE											-	-	583,036	-	583,036
Total Personal Services					6	6.00					-	-	1,666,660	-	1,666,660

PIC100 - Position Budget Report

Policy Analytics Communication & Education

2025-27 Biennium

Cross Reference Number: 84500-003-16-00-00000

Budget Preparation

Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE					
											GF	LF	OF	FF	AF	
4600850	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	3	6861	SAL	-	-	164,664	-	164,664	
										OPE	-	-	92,350	-	92,350	
5500064	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	3	6861	SAL	-	-	164,664	-	164,664	
										OPE	-	-	92,350	-	92,350	
Total Salary											-	-	329,328	-	329,328	
Total OPE											-	-	184,700	-	184,700	
Total Personal Services					2	2.00						-	-	514,028	-	514,028

PIC100 - Position Budget Report

Financial Reporting & Accounting

**2025-27 Biennium
Budget Preparation**

**Cross Reference Number: 84500-003-25-00-00000
Governors Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2500006	AL C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	10	7200	SAL	-	-	172,800	-	172,800
										OPE	-	-	94,811	-	94,811
2500007	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	8	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	81,848	-	81,848
2500009	AL C1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	10	10063	SAL	-	-	241,512	-	241,512
										OPE	-	-	115,604	-	115,604
2500010	AL C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
2500022	MESN Z7073 AF	BUDGET AND FISCAL MANAGER 3	35X	PF	0	0.13	3	10	13392	SAL	-	-	40,176	-	40,176
										OPE	-	-	17,472	-	17,472
2500057	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5960	SAL	-	-	143,040	-	143,040
										OPE	-	-	85,806	-	85,806
2500063	MMS X7034 AP	ACCOUNTING MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960
										OPE	-	-	130,869	-	130,869
2500087	AL C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	7	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
2500145	AL C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
2500147	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5960	SAL	-	-	143,040	-	143,040
										OPE	-	-	85,806	-	85,806
8000413	AL C1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	3	7200	SAL	-	-	172,800	-	172,800
										OPE	-	-	94,811	-	94,811
8000415	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5960	SAL	-	-	143,040	-	143,040
										OPE	-	-	85,806	-	85,806
8000438	AL C0104 AP	OFFICE SPECIALIST 2	15C	PP	1	0.50	12	5	4034	SAL	-	-	48,408	-	48,408
										OPE	-	-	35,909	-	35,909
Total Salary											-	-	2,094,504	-	2,094,504
Total OPE											-	-	1,128,115	-	1,128,115
Total Personal Services					12	11.63					-	-	3,222,619	-	3,222,619

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PIC100 - Position Budget Report

Information Technology

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84500-003-26-00-00000
Governors Budget

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	10784	SAL	-	-	258,816	-	258,816
										OPE	-	-	120,839	-	120,839
2600010	AL C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	10784	SAL	-	-	258,816	-	258,816
										OPE	-	-	120,839	-	120,839
2600016	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	9742	SAL	-	-	233,808	-	233,808
										OPE	-	-	113,272	-	113,272
2600062	MESN Z7883 IP	INFORMATION TECHNOLOGY MANAGEF 35X	PF	1	1.00	24	9	14756	SAL	-	-	354,144	-	354,144	
										OPE	-	-	148,567	-	148,567
2600065	AL C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	10	12340	SAL	-	-	296,160	-	296,160
										OPE	-	-	132,140	-	132,140
2600066	AL C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	10784	SAL	-	-	258,816	-	258,816
										OPE	-	-	120,839	-	120,839
2600067	AL C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	7	9402	SAL	-	-	225,648	-	225,648
										OPE	-	-	110,803	-	110,803
2600068	AL C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	7	9402	SAL	-	-	225,648	-	225,648
										OPE	-	-	110,803	-	110,803
2600086	AL C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	7	10740	SAL	-	-	257,760	-	257,760
										OPE	-	-	120,520	-	120,520
2600087	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	9742	SAL	-	-	233,808	-	233,808
										OPE	-	-	113,272	-	113,272
2600183	MMS X7885 IP	INFORMATION TECHNOLOGY MANAGEF 31X	PF	1	1.00	24	10	12769	SAL	-	-	306,456	-	306,456	
										OPE	-	-	135,256	-	135,256
2600187	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
2600269	AL C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	10	12340	SAL	-	-	296,160	-	296,160
										OPE	-	-	132,140	-	132,140
2600305	MMS X7885 IP	INFORMATION TECHNOLOGY MANAGEF 31X	PF	1	1.00	24	3	9095	SAL	-	-	218,280	-	218,280	
										OPE	-	-	108,573	-	108,573
2600405	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	8	8892	SAL	-	-	213,408	-	213,408
										OPE	-	-	107,100	-	107,100
2600406	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	3	7063	SAL	-	-	169,512	-	169,512

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PIC100 - Position Budget Report

Information Technology

2025-27 Biennium

Cross Reference Number: 84500-003-26-00-00000

Budget Preparation

Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/OPE	Salary/OPE					
											GF	LF	OF	FF	AF	
2600407	AL C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	8157	OPE	-	-	93,817	-	93,817	
										SAL	-	-	195,768	-	195,768	
2600510	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	3	7063	OPE	-	-	101,761	-	101,761	
										SAL	-	-	169,512	-	169,512	
2600537	AL C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	10	12340	OPE	-	-	93,817	-	93,817	
										SAL	-	-	296,160	-	296,160	
2600617	AL C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	8157	OPE	-	-	132,140	-	132,140	
										SAL	-	-	195,768	-	195,768	
2600751	AL C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	10	9113	OPE	-	-	101,761	-	101,761	
										SAL	-	-	218,712	-	218,712	
2600826	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGER 33X	PF	1	1.00	24	10	14065	OPE	-	-	108,704	-	108,704		
									SAL	-	-	337,560	-	337,560		
8000420	AL C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	10	8157	OPE	-	-	144,644	-	144,644	
										SAL	-	-	195,768	-	195,768	
											OPE	-	-	101,761	-	101,761
Total Salary												-	-	5,566,320	-	5,566,320
Total OPE												-	-	2,661,229	-	2,661,229
Total Personal Services					23	23.00						-	-	8,227,549	-	8,227,549

PIC100 - Position Budget Report

Auditing - Privilege Tax

**2025-27 Biennium
Budget Preparation**

**Cross Reference Number: 84500-003-34-00-00000
Governors Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2500002	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
2500003	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5960	SAL	-	-	143,040	-	143,040
										OPE	-	-	85,806	-	85,806
2500018	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	5	4715	SAL	-	-	113,160	-	113,160
										OPE	-	-	76,765	-	76,765
2500022	MESN Z7073 AF	BUDGET AND FISCAL MANAGER 3	35X	PF	0	0.13	3	10	13392	SAL	-	-	40,176	-	40,176
										OPE	-	-	17,472	-	17,472
2500804	MMS X7035 AP	ACCOUNTING MANAGER 1	31X	PF	1	0.50	12	10	11028	SAL	-	-	132,336	-	132,336
										OPE	-	-	61,306	-	61,306
2500950	AL C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	10	7200	SAL	-	-	172,800	-	172,800
										OPE	-	-	94,811	-	94,811
8000414	AL C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8000433	AL C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	9	8309	SAL	-	-	199,416	-	199,416
										OPE	-	-	102,865	-	102,865
Total Salary											-	-	1,159,728	-	1,159,728
Total OPE											-	-	632,642	-	632,642
Total Personal Services					7	6.63					-	-	1,792,370	-	1,792,370

PIC100 - Position Budget Report

Auditing - Liquor Stores

**2025-27 Biennium
Budget Preparation**

**Cross Reference Number: 84500-003-48-00-00000
Governors Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2500008	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	10	5960	SAL	-	-	143,040	-	143,040
										OPE	-	-	85,806	-	85,806
2500011	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7200	SAL	-	-	172,800	-	172,800
										OPE	-	-	94,811	-	94,811
2500013	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	5	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
2500014	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7200	SAL	-	-	172,800	-	172,800
										OPE	-	-	94,811	-	94,811
2500015	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7200	SAL	-	-	172,800	-	172,800
										OPE	-	-	94,811	-	94,811
2500022	MESN Z7073 AF	BUDGET AND FISCAL MANAGER 3	35X	PF	0	0.13	3	10	13392	SAL	-	-	40,176	-	40,176
										OPE	-	-	17,472	-	17,472
2500201	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7200	SAL	-	-	172,800	-	172,800
										OPE	-	-	94,811	-	94,811
2500803	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	10	7200	SAL	-	-	172,800	-	172,800
										OPE	-	-	94,811	-	94,811
2500804	MMS X7035 AP	ACCOUNTING MANAGER 1	31X	PF	0	0.50	12	10	11028	SAL	-	-	132,336	-	132,336
										OPE	-	-	61,306	-	61,306
Total Salary											-	-	1,316,112	-	1,316,112
Total OPE											-	-	722,484	-	722,484
Total Personal Services						7	7.63				-	-	2,038,596	-	2,038,596

PIC100 - Position Budget Report

Budget

2025-27 Biennium

Cross Reference Number: 84500-003-49-00-00000

Budget Preparation

Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
1600707	MMN X1118 AP	RESEARCH ANALYST 4	30	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	118,864	-	118,864
2500021	AL C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	9	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	112,147	-	112,147
2500022	MESN Z7073 AF	BUDGET AND FISCAL MANAGER 3	35X	PF	1	0.50	12	10	13392	SAL	-	-	160,704	-	160,704
										OPE	-	-	69,890	-	69,890
Total Salary											-	-	643,080	-	643,080
Total OPE											-	-	300,901	-	300,901
Total Personal Services					3	2.50					-	-	943,981	-	943,981

PIC100 - Position Budget Report

Procurement

**2025-27 Biennium
Budget Preparation**

**Cross Reference Number: 84500-003-50-00-00000
Governors Budget**

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 SPECIAL	23	PF	1	1.00	24	7	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
1500603	AL C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	9	9138	SAL	-	-	219,312	-	219,312
										OPE	-	-	108,885	-	108,885
2500020	MMS X7635 AP	PROCUREMENT MANAGER 1	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	122,612	-	122,612
2500022	MESN Z7073 AF	BUDGET AND FISCAL MANAGER 3	35X	PF	0	0.13	3	10	13392	SAL	-	-	40,176	-	40,176
										OPE	-	-	17,472	-	17,472
8000412	AL C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
Total Salary											-	-	882,960	-	882,960
Total OPE											-	-	442,586	-	442,586
Total Personal Services					4	4.13					-	-	1,325,546	-	1,325,546

PIC100 - Position Budget Report

Records & Communications

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84500-003-51-00-00000
Governors Budget

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	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	122,612	-	122,612
1100017	AL C0864 AP	PUBLIC AFFAIRS SPECIALIST 1	25	PF	1	1.00	24	10	7918	SAL	-	-	190,032	-	190,032
										OPE	-	-	100,025	-	100,025
1600299	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	5	4297	SAL	-	-	103,128	-	103,128
										OPE	-	-	73,729	-	73,729
4500127	AL C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	9	8309	SAL	-	-	199,416	-	199,416
										OPE	-	-	102,865	-	102,865
4500734	MMS X7435 AP	LICENSING AND PERMITTING MANAGER 31X	31X	PF	1	1.00	24	9	10512	SAL	-	-	252,288	-	252,288
										OPE	-	-	118,864	-	118,864
8000216	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	7	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	81,848	-	81,848
8000408	MMN X7624 AP	Manager 2	33X	PF	1	1.00	24	10	11422	SAL	-	-	274,128	-	274,128
										OPE	-	-	125,474	-	125,474
Total Salary											-	-	1,413,624	-	1,413,624
Total OPE											-	-	725,417	-	725,417
Total Personal Services					7	7.00					-	-	2,139,041	-	2,139,041

PIC100 - Position Budget Report

Research & Analytics

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84500-003-52-00-00000
Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE					
											GF	LF	OF	FF	AF	
8000416	MMS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	10	12165	SAL	-	-	291,960	-	291,960	
										OPE	-	-	130,869	-	130,869	
8500220	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	8	8892	SAL	-	-	213,408	-	213,408	
										OPE	-	-	107,100	-	107,100	
Total Salary											-	-	505,368	-	505,368	
Total OPE											-	-	237,969	-	237,969	
Total Personal Services					2	2.00						-	-	743,337	-	743,337

PIC100 - Position Budget Report

Public Health

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84500-003-53-00-00000
Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
2000686	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	8	10021	SAL	-	-	240,504	-	240,504
										OPE	-	-	115,299	-	115,299
Total Salary											-	-	240,504	-	240,504
Total OPE											-	-	115,299	-	115,299
Total Personal Services					1	1.00					-	-	355,803	-	355,803

PIC100 - Position Budget Report

Motor Pool

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84500-003-75-00-00000
Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
4700654	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
Total Salary											-	-	149,832	-	149,832
Total OPE											-	-	87,861	-	87,861
Total Personal Services					1	1.00					-	-	237,693	-	237,693

PIC100 - Position Budget Report

Recreational Marijuana Administration

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84500-004-80-00-00000
Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
8000090	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	81,848	-	81,848
8000091	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	9	5177	SAL	-	-	124,248	-	124,248
										OPE	-	-	80,119	-	80,119
8000092	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	81,848	-	81,848
8000118	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	112,147	-	112,147
8000119	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	7	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	81,848	-	81,848
8000182	MMS X7143 AP	COMPLIANCE AND REGULATORY MANA 35X	35	PF	1	1.00	24	3	9542	SAL	-	-	229,008	-	229,008
										OPE	-	-	111,820	-	111,820
8000215	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	8	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8000229	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
8000401	MESN Z7082 AF	BUSINESS OPERATIONS ADMINISTRATC 38X	38	PF	1	0.71	17	9	14756	SAL	-	-	250,852	-	250,852
										OPE	-	-	106,027	-	106,027
8000405	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	3	8658	SAL	-	-	207,792	-	207,792
										OPE	-	-	105,400	-	105,400
8000406	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	9	11578	SAL	-	-	277,872	-	277,872
										OPE	-	-	126,605	-	126,605
8000407	AL C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	10	7200	SAL	-	-	172,800	-	172,800
										OPE	-	-	94,811	-	94,811
8000417	AL C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	9	6861	SAL	-	-	164,664	-	164,664
										OPE	-	-	92,350	-	92,350
8000418	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	112,147	-	112,147
8000430	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	81,848	-	81,848
8000431	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	9	4829	SAL	-	-	115,896	-	115,896

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Recreational Marijuana Administration

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84500-004-80-00-00000
Governors Budget

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											-	-	77,593	-	77,593	
Total Salary											-	-	2,881,948	-	2,881,948	
Total OPE											-	-	1,540,028	-	1,540,028	
Total Personal Services					16	15.71						-	-	4,421,976	-	4,421,976

PIC100 - Position Budget Report

Hemp Regulation

**2025-27 Biennium
Budget Preparation**

**Cross Reference Number: 84500-004-81-00-00000
Governors Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
8100046	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	0.75	18	3	6243	SAL	-	-	112,374	-	112,374
										OPE	-	-	65,895	-	65,895
8100129	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	0.75	18	3	6243	SAL	-	-	112,374	-	112,374
										OPE	-	-	65,895	-	65,895
8100130	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	0.75	18	3	6243	SAL	-	-	112,374	-	112,374
										OPE	-	-	65,895	-	65,895
8100142	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	0.75	18	3	6243	SAL	-	-	112,374	-	112,374
										OPE	-	-	65,895	-	65,895
8100146	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	0.75	18	3	6243	SAL	-	-	112,374	-	112,374
										OPE	-	-	65,895	-	65,895
8100148	AL C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	0.75	18	3	5690	SAL	-	-	102,420	-	102,420
										OPE	-	-	62,883	-	62,883
8100149	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	0.75	18	3	4496	SAL	-	-	80,928	-	80,928
										OPE	-	-	56,380	-	56,380
Total Salary											-	-	745,218	-	745,218
Total OPE											-	-	448,738	-	448,738
Total Personal Services					7	5.25					-	-	1,193,956	-	1,193,956

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Recreational Marijuana Licensing

2025-27 Biennium

Cross Reference Number: 84500-004-85-00-00000

Budget Preparation

Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
4500178	MMS X7435 AP	LICENSING AND PERMITTING MANAGER	31X	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	122,612	-	122,612
8000120	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	112,147	-	112,147
8000121	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6545	SAL	-	-	157,080	-	157,080
										OPE	-	-	90,054	-	90,054
8000122	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	4	4116	SAL	-	-	98,784	-	98,784
										OPE	-	-	72,414	-	72,414
8000434	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	9	4829	SAL	-	-	115,896	-	115,896
										OPE	-	-	77,593	-	77,593
8000435	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	10	5063	SAL	-	-	121,512	-	121,512
										OPE	-	-	79,292	-	79,292
8000436	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	81,848	-	81,848
8000451	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9587	SAL	-	-	230,088	-	230,088
										OPE	-	-	112,147	-	112,147
8000459	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	SAL	-	-	190,032	-	190,032
										OPE	-	-	100,025	-	100,025
8000460	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	SAL	-	-	190,032	-	190,032
										OPE	-	-	100,025	-	100,025
8000461	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	SAL	-	-	190,032	-	190,032
										OPE	-	-	100,025	-	100,025
8500096	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	SAL	-	-	190,032	-	190,032
										OPE	-	-	100,025	-	100,025
8500097	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	9	7557	SAL	-	-	181,368	-	181,368
										OPE	-	-	97,404	-	97,404
8500098	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	9	7557	SAL	-	-	181,368	-	181,368
										OPE	-	-	97,404	-	97,404
8500099	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	9	7557	SAL	-	-	181,368	-	181,368
										OPE	-	-	97,404	-	97,404
8500100	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	8	7200	SAL	-	-	172,800	-	172,800

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Recreational Marijuana Licensing

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**Cross Reference Number: 84500-004-85-00-00000
Governors Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE					
											GF	LF	OF	FF	AF	
8500101	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	OPE	-	-	94,811	-	94,811	
										SAL	-	-	190,032	-	190,032	
8500102	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	OPE	-	-	100,025	-	100,025	
										SAL	-	-	190,032	-	190,032	
8500103	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	OPE	-	-	100,025	-	100,025	
										SAL	-	-	190,032	-	190,032	
8500104	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	8	7200	OPE	-	-	100,025	-	100,025	
										SAL	-	-	172,800	-	172,800	
8500105	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	9	7557	OPE	-	-	94,811	-	94,811	
										SAL	-	-	181,368	-	181,368	
8500184	MMS X7433 AP	LICENSING AND PERMITTING MANAGEF 35X	35X	PF	1	1.00	24	3	9542	OPE	-	-	97,404	-	97,404	
										SAL	-	-	229,008	-	229,008	
8500202	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	OPE	-	-	111,820	-	111,820	
										SAL	-	-	190,032	-	190,032	
8500203	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	7918	OPE	-	-	100,025	-	100,025	
										SAL	-	-	190,032	-	190,032	
											OPE	-	-	100,025	-	100,025
Total Salary												-	-	4,358,448	-	4,358,448
Total OPE												-	-	2,339,390	-	2,339,390
Total Personal Services					24	24.00						-	-	6,697,838	-	6,697,838

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Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE						
											GF	LF	OF	FF	AF		
5500059	AL C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	0	0.50	12	10	8707	SAL	-	-	104,484	-	104,484		
										OPE	-	-	52,878	-	52,878		
5500561	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	0	0.50	12	9	10512	SAL	-	-	126,144	-	126,144		
										OPE	-	-	59,433	-	59,433		
Total Salary											-	-	230,628	-	230,628		
Total OPE											-	-	112,311	-	112,311		
Total Personal Services						0	1.00						-	-	342,939	-	342,939

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Recreational Marijuana Public Safety

2025-27 Biennium
Budget Preparation

Cross Reference Number: 84500-004-87-00-00000
Governors Budget

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	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8000452	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	6861	SAL	-	-	164,664	-	164,664
										OPE	-	-	92,350	-	92,350
8000453	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	8	7918	SAL	-	-	190,032	-	190,032
										OPE	-	-	100,025	-	100,025
8000454	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	2	5960	SAL	-	-	143,040	-	143,040
										OPE	-	-	85,806	-	85,806
8000455	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8000456	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	6861	SAL	-	-	164,664	-	164,664
										OPE	-	-	92,350	-	92,350
8000457	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	6861	SAL	-	-	164,664	-	164,664
										OPE	-	-	92,350	-	92,350
8000458	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8000471	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8000472	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8000473	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
8000474	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	8	7918	SAL	-	-	190,032	-	190,032
										OPE	-	-	100,025	-	100,025
8500106	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8500107	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8500108	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8500109	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968

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Recreational Marijuana Public Safety

2025-27 Biennium
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Governors Budget

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE				
											GF	LF	OF	FF	AF
8500110	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	OPE	-	-	105,756	-	105,756
										SAL	-	-	208,968	-	208,968
8500111	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	OPE	-	-	105,756	-	105,756
										SAL	-	-	208,968	-	208,968
8500112	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	8309	OPE	-	-	105,756	-	105,756
										SAL	-	-	199,416	-	199,416
8500113	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	8309	OPE	-	-	102,865	-	102,865
										SAL	-	-	199,416	-	199,416
8500114	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	OPE	-	-	102,865	-	102,865
										SAL	-	-	208,968	-	208,968
8500115	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	8309	OPE	-	-	105,756	-	105,756
										SAL	-	-	199,416	-	199,416
8500116	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	7	7557	OPE	-	-	102,865	-	102,865
										SAL	-	-	181,368	-	181,368
8700094	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6545	OPE	-	-	97,404	-	97,404
										SAL	-	-	157,080	-	157,080
8700095	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6545	OPE	-	-	90,054	-	90,054
										SAL	-	-	157,080	-	157,080
8700133	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	10	9587	OPE	-	-	90,054	-	90,054
										SAL	-	-	230,088	-	230,088
8700134	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	OPE	-	-	112,147	-	112,147
										SAL	-	-	208,968	-	208,968
8700135	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	OPE	-	-	105,756	-	105,756
										SAL	-	-	208,968	-	208,968
8700136	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	OPE	-	-	105,756	-	105,756
										SAL	-	-	208,968	-	208,968
8700137	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	8	7918	OPE	-	-	105,756	-	105,756
										SAL	-	-	190,032	-	190,032
8700138	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	OPE	-	-	100,025	-	100,025
										SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756

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Recreational Marijuana Public Safety

**2025-27 Biennium
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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	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8700140	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8700141	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8700223	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8700224	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8700225	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8700226	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
8700227	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	8309	SAL	-	-	199,416	-	199,416
										OPE	-	-	102,865	-	102,865
8700228	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
8700277	AL C5247 AP	COMPLIANCE SPECIALIST 2	25	PF	1	1.00	24	3	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
8700289	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
8700307	MMN X8504 AP	NATURAL RESOURCE SPECIALIST 4	30	PF	1	1.00	24	3	7863	SAL	-	-	188,712	-	188,712
										OPE	-	-	99,626	-	99,626
Total Salary											-	-	8,311,440	-	8,311,440
Total OPE											-	-	4,343,492	-	4,343,492
Total Personal Services					43	43.00					-	-	12,654,932	-	12,654,932

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Medical Marijuana Administration

2025-27 Biennium
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Cross Reference Number: 84500-006-91-00-00000
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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	10	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	81,848	-	81,848
6000152	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5415	SAL	-	-	129,960	-	129,960
										OPE	-	-	81,848	-	81,848
6000153	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	7	5690	SAL	-	-	136,560	-	136,560
										OPE	-	-	83,845	-	83,845
6000154	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6545	SAL	-	-	157,080	-	157,080
										OPE	-	-	90,054	-	90,054
6000155	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6545	SAL	-	-	157,080	-	157,080
										OPE	-	-	90,054	-	90,054
6000156	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	3	7863	SAL	-	-	188,712	-	188,712
										OPE	-	-	99,626	-	99,626
6000157	MMS X7435 AP	LICENSING AND PERMITTING MANAGER 31X	31	PF	1	1.00	24	10	11028	SAL	-	-	264,672	-	264,672
										OPE	-	-	122,612	-	122,612
6000158	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
6000159	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
6000160	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
6000162	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	8309	SAL	-	-	199,416	-	199,416
										OPE	-	-	102,865	-	102,865
6000164	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	SAL	-	-	208,968	-	208,968
										OPE	-	-	105,756	-	105,756
6000165	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
6000166	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
6000167	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861
6000168	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	SAL	-	-	149,832	-	149,832
										OPE	-	-	87,861	-	87,861

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Medical Marijuana Administration

**2025-27 Biennium
Budget Preparation**

**Cross Reference Number: 84500-006-91-00-00000
Governors Budget**

Position Number	Classification	Classification Name	Sal Rng	Pos Type	Pos Cnt	FTE	Mos	Step	Rate	SAL/ OPE	Salary/OPE					
											GF	LF	OF	FF	AF	
6000169	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	OPE	-	-	87,861	-	87,861	
										SAL	-	-	149,832	-	149,832	
6000172	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	8707	OPE	-	-	87,861	-	87,861	
										SAL	-	-	208,968	-	208,968	
6000174	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	OPE	-	-	105,756	-	105,756	
										SAL	-	-	149,832	-	149,832	
6000175	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	OPE	-	-	87,861	-	87,861	
										SAL	-	-	149,832	-	149,832	
6000177	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6243	OPE	-	-	87,861	-	87,861	
										SAL	-	-	149,832	-	149,832	
8000401	MESN Z7082 AF	BUSINESS OPERATIONS ADMINISTRATC 38X	38X	PF	0	0.04	1	9	14756	OPE	-	-	87,861	-	87,861	
										SAL	-	-	14,756	-	14,756	
										OPE	-	-	6,237	-	6,237	
Total Salary											-	-	3,503,420	-	3,503,420	
Total OPE											-	-	1,954,867	-	1,954,867	
Total Personal Services					21	21.04						-	-	5,458,287	-	5,458,287