

BUDGET NARRATIVE

OREGON LIQUOR & CANNABIS COMMISSION 2027-2029 BUDGET

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CERTIFICATION

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

Oregon Liquor & Cannabis Commission

AGENCY NAME

9079 SE McLoughlin Blvd, Milwaukie, Oregon

AGENCY ADDRESS



SIGNATURE

Alicia Hays – Commission Chair

TITLE

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

☒ Agency Request

☐ Governor's Budget

☐ Legislatively Adopted

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84500 - Oregon Liquor & Cannabis Commission

Agency Contact: Michelle Mulberghht

Date Submitted: 7/31/2026

CFO Analyst: Morgan Poloni

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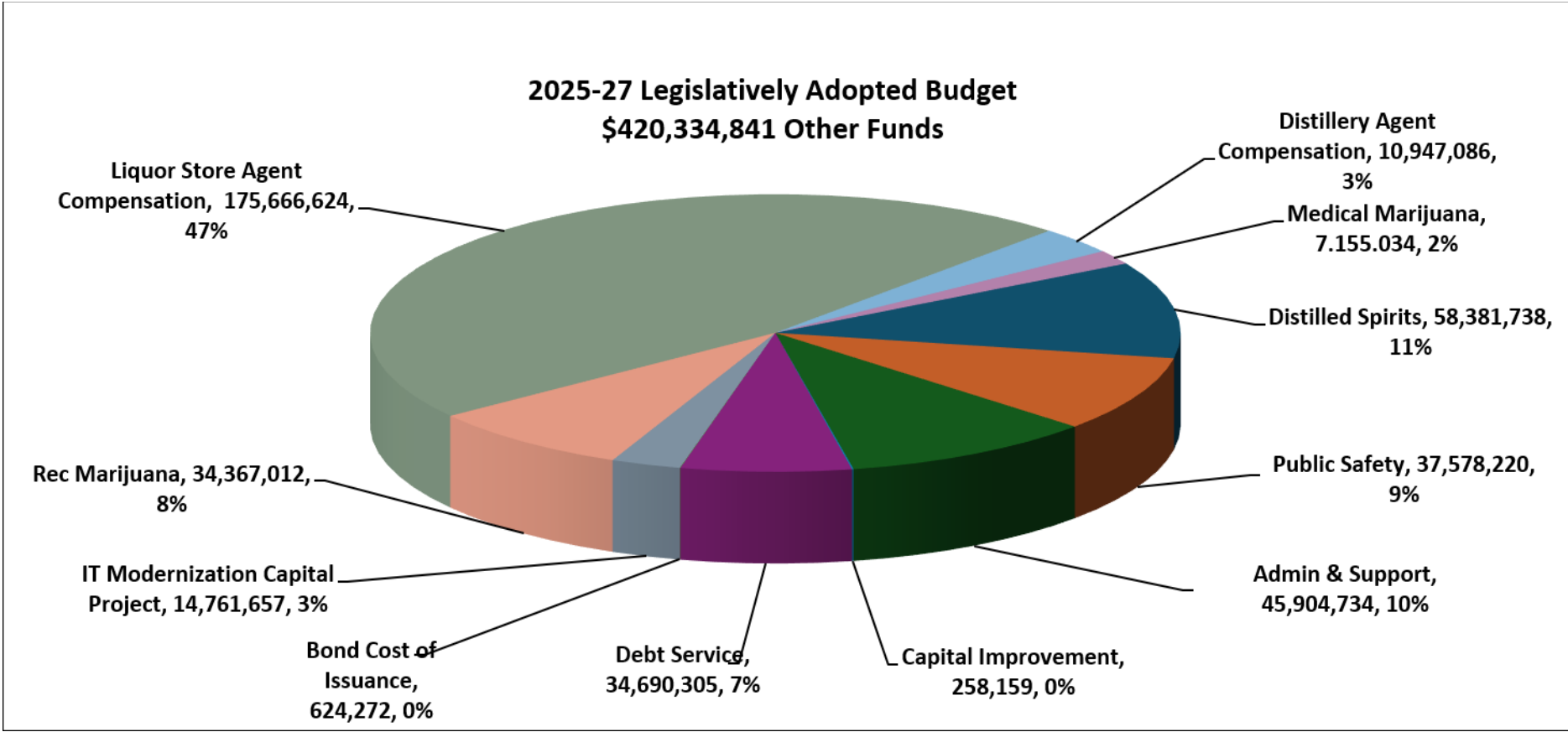
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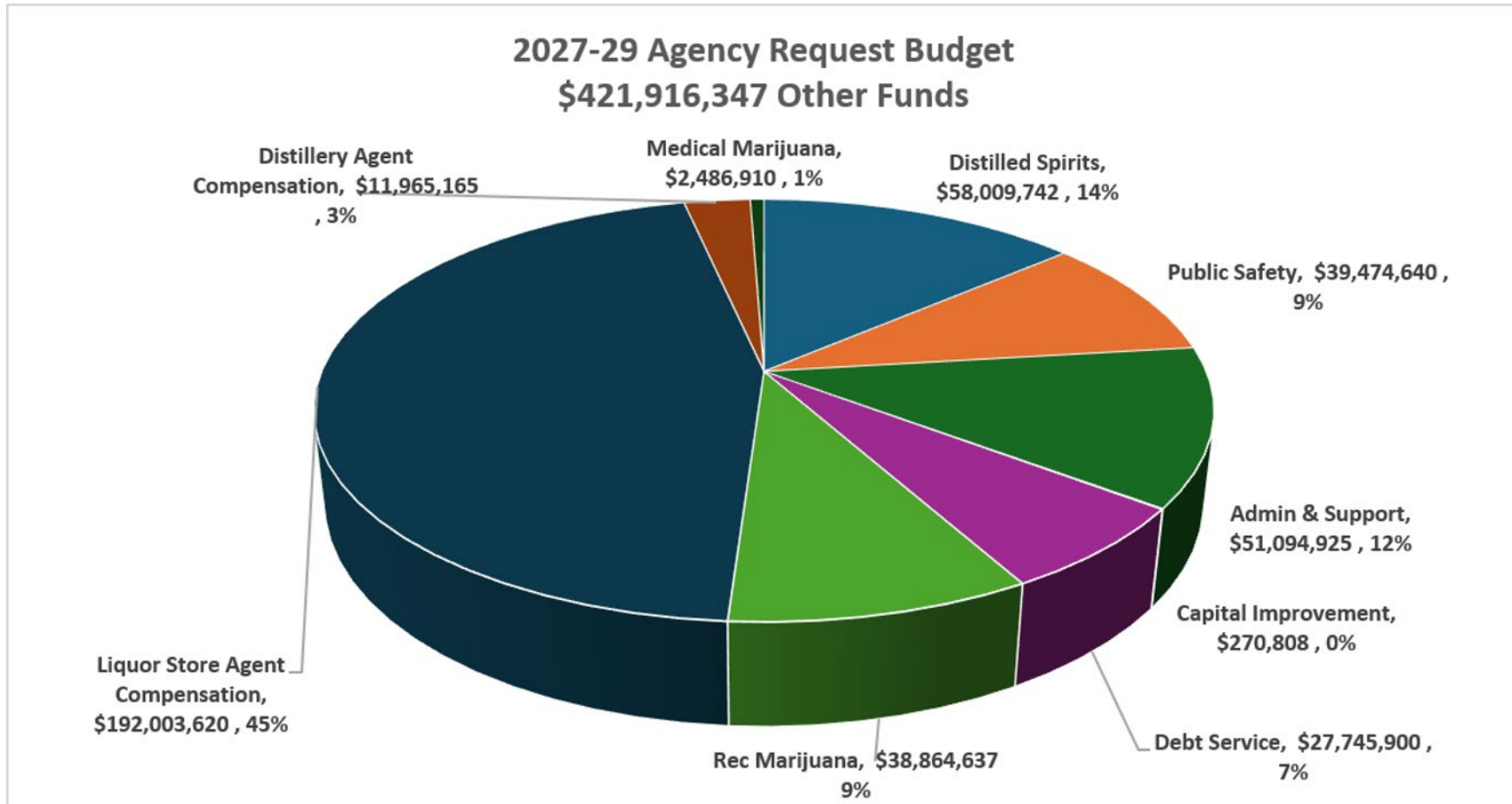
OREGON LIQUOR & CANNABIS COMMISSION AGENCY SUMMARY

A. BUDGET SUMMARY GRAPHICS



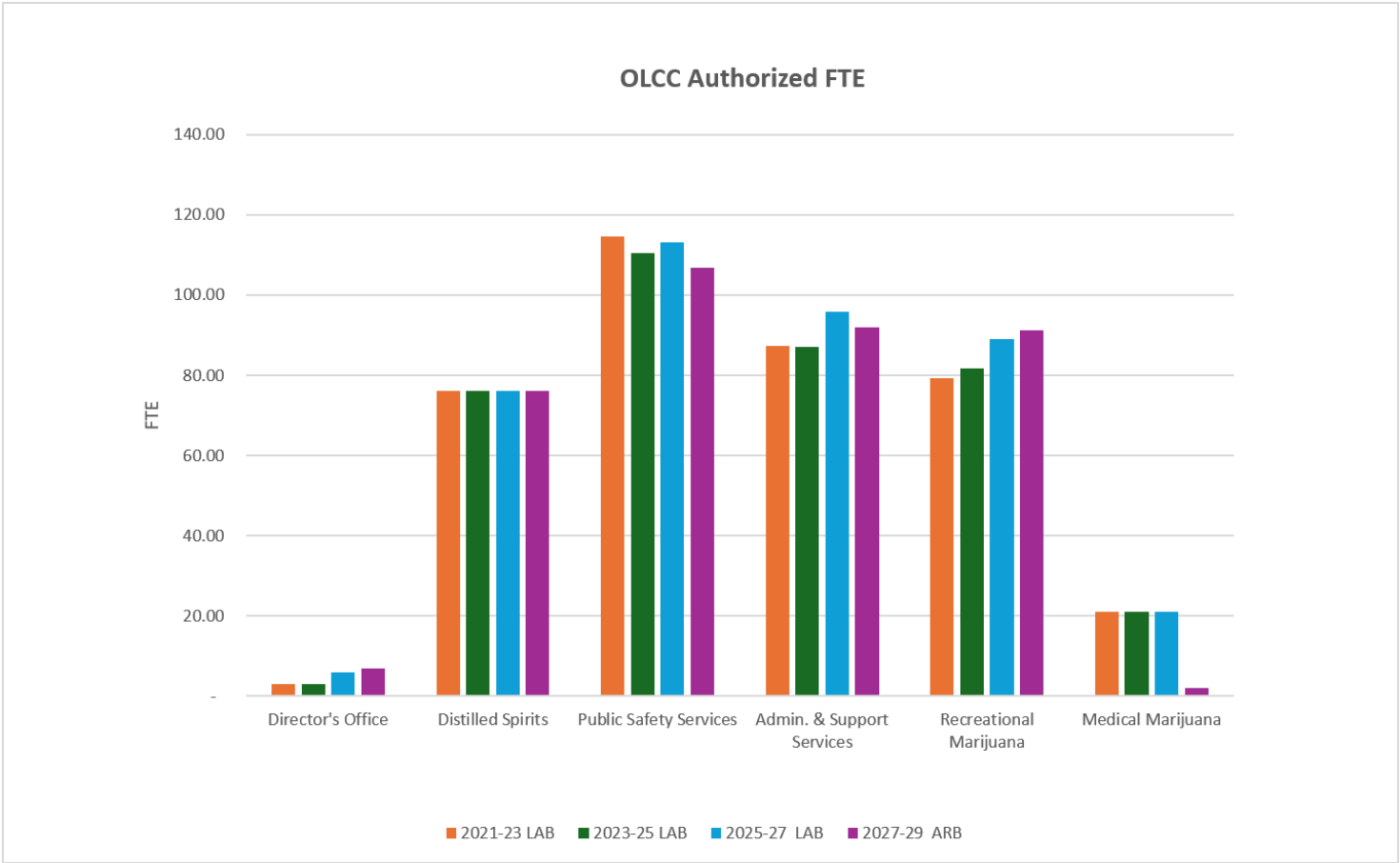
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BUDGET SUMMARY GRAPHICS, continued:



BUDGET NARRATIVE

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BUDGET NARRATIVE

BUDGET SUMMARY GRAPHICS, continued:

AGENCY REQUEST BUDGET 27-29

OLCC Programs	Other Funds Limitation	Positions	FTEs
Distilled Spirits	\$58,009,742	76	76.00
Debt Service	\$27,745,900	0	0.00
Public Safety Services	\$39,474,640	109	106.75
Administration & Support	\$51,094,925	99	99.00
Recreational Marijuana	\$38,864,637	91	91.21
Medical Marijuana Administration	\$2,486,910	2	2.04
Agents Compensation	\$203,968,785	0	0.00
Capital Improvements	\$270,808	0	0.00
Capital Construction	\$0	0	0.00
TOTALS	\$421,916,347	377	375.00

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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.

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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.

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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 2027-29 BUDGET DEVELOPMENT

OLCC is launching a new distilled spirits distribution center, upgrading key logistics, distribution and licensing software, and relocating 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. OLCC is also proposing an increased fee structure for the Recreational Marijuana Program in order to fully fund the program for the next three biennia.

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.
 - Relocate OLCC headquarters to the Oregon Department of Administrative Services (DAS), Portland State Office Building within the 2027-29 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 EQUITY IMPACT STATEMENTS & DIVERSITY, EQUITY & INCLUSION PLAN

1. Who is completing this agency REIS?

This REIS is being completed by the HR Director, who serves as the Executive Sponsor of the OLCC Diversity, Equity, Inclusion and Belonging Team.

2. Does your agency have a DEIB practitioner? (Yes or No)

OLCC does not have a dedicated DEIB practitioner position. The agency advances DEIB work through an employee led DEIB Team, supported by the HR Director as Executive Sponsor.

a. If yes, describe how you collaborated with them on this REIS.

The HR Director, as Executive Sponsor of the DEIB Team, coordinated development of the REIS in alignment with OLCC's 2024-2028 Strategic Plan, the 2025-2027 and the 2027-2029 Affirmative Action Plan. The Gallup Employee Survey informed the responses throughout.

b. If you did not collaborate with them, why not?

NA

3. How do the agency's mission, goals and programs impact racial equity?

OLCC's mission to oversee access to alcohol and cannabis products through education, regulation, and distilled spirits distribution has direct racial equity implications for both its workforce and the communities it serves.

On the workforce side, the agency employs 417 people and is actively working to build a workforce reflective of Oregon's demographics. The 2027-29 Affirmative Action Plan establishes three goals specifically designed to advance racial equity in hiring, promotion, and leadership representation.

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On the community side, OLCC regulates industries that serve Oregon's diverse population and licenses businesses owned by community members across the state. The full implementation of CAMP, the agency's all-digital licensing platform, has improved equitable access to licensing services for licensees in rural and geographically underserved communities. The agency's Public Safety Director oversees outreach to underrepresented licensee communities and works to ensure the regulatory framework is accessible to all Oregonians, including those historically affected by cannabis criminalization.

4. What barriers exist in your agency's mission, goals, and programs that could hinder the advancement of racial equity?

Within the workforce, demographic data shows that leadership and supervisory roles have not yet reflected the racial and ethnic diversity present in the broader workforce, with white employees representing 89.5% of Officials and Administrators and 93.9% of supervisors. Minimum qualification requirements for supervisory positions often include previous experience in supervisory positions, this requirement limits upward mobility for internal candidates. These minimum requirements are established by the state classification system and present a barrier to the advancement of racial equity in leadership and supervisory roles.

Minimum qualification requirements for licensing and compliance positions, which represent a significant portion of the agency's workforce, include degree requirements in criminal justice, human or behavioral sciences, business or public administration, or related fields. These requirements, while established by the state classification system, can present practical barriers for candidates from underrepresented communities where degree attainments in those fields is historically lower.

Within the communities that OLCC serves, barriers to racial equity exist in several areas. Complexity in the licensing and regulatory framework from underrepresented communities, including those with limited English proficiency, limited digital access, or limited familiarity with regulatory processes. Additionally, communities historically impacted by cannabis criminalization have faced systemic disadvantages in accessing cannabis licensing opportunities. CAMP has addressed a number of these challenges and ongoing work continues to ensure equitable access to licenses and permits for all Oregonians.

5. What opportunities exist in your agency's mission, goals, and programs that could help advance racial equity?

OLCC has several meaningful areas of opportunity to advance racial equity in the 2027-2029 biennium.

The development of a documented process framework for manager accountability in Affirmative Action outcomes is a meaningful step toward including leaders in the responsibility of equitable outcomes. This work, launching in Q1 2027, will create a documented, measurable process for tracking progress at the management level.

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The agency's expanded recruitment outreach network, including partnerships with the Urban League of Portland, IRCO, the Hispanic Metropolitan Chamber, and multiple Oregon university and community college career centers, positions OLCC to diversify its applicant pipeline in classifications where representation gaps exist.

CAMP's transparency infrastructure, which gives management visibility into application bottlenecks and enables more equitable distribution of staff assignments, creates systemic conditions for fairer regulatory processes.

6. How is community voice included in your assessments of progress, equity, and racial disparities?

Community voice is incorporated in two primary ways.

Internally, the annual Gallup employee survey includes specific questions about the agency's commitment to diversity, equity, and inclusion, as well as leadership respect and employee voice. Results are reviewed by agency leadership and shared with managers for team-level action planning. All four DEI-related survey questions showed improvement in fall 2025.

Externally, OLCC conducts industry listening sessions and public meetings with licensees and business partners, including those from underrepresented communities, to gather feedback on licensing processes, compliance policies, and regulatory changes. These sessions inform the agency's equity work related to licensee access and regulatory fairness.

7. What measures are you using to track equity changes over time?

OLCC tracks equity through the following measures:

- Workforce demographic data reviewed annually from the HRIS system, including race and ethnicity by job category, supervisor status, gender, generation, disability status, and veteran status
- Promotion and new hire data reviewed annually by demographic group to assess whether advancement and recruitment practices are producing equitable outcomes
- Annual Gallup survey results tracking four DEI-specific questions year over year
- Voluntary turnover and exit data disaggregated by demographic group, to be established as a baseline tracking measure in the 2027-29 biennium
- Performance, Accountability and Feedback (PAF) completion rates for Affirmative Action inclusive quarterly check-ins, to be tracked through Workday beginning Q1 2027
- COBID contracting data tracked annually through the DAS Equity in Public Procurement dashboard
- With the implementation of CAMP, it allows OLCC to collect voluntary disclosure of demographics by applicants for licenses and permits which would allow tracking of this data in the future.

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8. Describe any racial disparities or trends you are noticing across your agency, programs, and data.

Analysis of current biennium data identifies leadership representation and promotion equity as the two areas where racial disparities are most pronounced.

On a positive trend, the 2025-2026 new hire data show that 34.1% of new hires identified outside of white alone, compared to 22.8% of the overall workforce. Generation Z is the most racially and ethnically diverse generation in the agency, suggesting that the incoming pipeline is strengthening. These trends are reflective of the agency's expanded recruitment outreach and will be monitored to determine if they translate into more equitable representation at all levels over time.

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 \$85,213,981 (\$53,011,546 for the main warehouse/HQ and \$32,202,435 for the Milport warehouse). These facilities are 70 and 50 years old, respectively.

The OLCC's 2027-29 facility plan and Current Service Level (CSL) capital improvement budget of \$270,808 will cover 51% of the potential 2027-29 maintenance and repair needs at the agency's existing facilities. This ARB 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 2027-29 biennium.

Both OLCC facilities are expected to be sold no earlier than the 2027-29 biennium. The agency is assuming the sale proceeds will be used to pay down the debt service on the agency's capital project(s).

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G. AGENCY IT STRATEGIC PLAN

OLCC has made a tremendous effort to modernize technology and migrate from many outdated and unsupported IT systems and paper only processes to modern customer-friendly online systems. The modernization effort consists of the successful implementation of the Cannabis and Alcohol Management Program (CAMP) and the Distilled Spirits Supply Chain (DSSC). The agency's goals for OLCC's technology are to enhance resources for our stakeholders and staff, and to improve the data quality and security for all systems. Through modernization, OLCC will improve customer service for the hundreds of thousands of customers served by reducing paper applications and making online services easier and more accessible. Improving customer service includes establishing an external-facing call center specific to helping OLCC's customers navigate the new web-based technologies. The call center will be staffed by OLCC employees who have the knowledge and expertise to assist licensees, permittees, liquor store agents and suppliers in real time. Proposed hours for the call center are currently 8:00am to 11:00pm, seven days per week.

Specific Objectives in the next 3 to 5 years include;

- Monitoring and maintaining the recent successful implementation of the CAMP system that delivered a unified alcohol and cannabis licensing, permitting, and compliance system to ensure continuity of business operations for both cannabis and liquor licensing as well as compliance and hearings.
- Replacement of failing Distilled Spirits Supply Chain system to secure revenue and accommodate growth in the Distilled Spirits industry by implementing modern Enterprise Resource Management (ERP), Warehouse Management (WMS), and improving data inputs for retail liquor store Point of Sale (POS) solutions. Improved functionality will include retail liquor store order tracking, distillery retail sales tracking, and improved customer engagement. The delivery is planned for early 2027.
- Solicitation of a Cannabis Tracking System to meet the needs of the ever-changing Oregon Cannabis Industry. OLCC released a Request for Information in 2025 to assess the market for a web-based inventory tracking system to track the production, processing, transportation, testing and sale of marijuana through the supply chain of licensed marijuana producers, processors, wholesalers, laboratories and retailers. The OLCC requires a Cannabis Tracking System in order to prevent diversion of marijuana, allow for efficient tax and inventory audits, and to facilitate enforcement activities. The inventory tracking system solution allows OLCC to track plant batches and record their movement through the production process and the chain of commerce from immature plant to final sale to consumer.

BUDGET NARRATIVE

H. IT PRIORITIZATION MATRIX

OLCC's IT Prioritization Matrix can be found in the Special Reports Section on the last page of the OLCC IT Readiness workbook. Priority IT projects for 2025-27 include implementation 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. Both are critical to the continuing business operations of the agency and in maintaining the revenue generated from liquor sales. A third project on the horizon for 2027-29 includes solicitation for a Cannabis Tracking System. All three 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, and distilled spirits providers by providing modern online tools to help them succeed and do business in Oregon.

While the majority of the Distilled Spirits Supply Chain project will be completed during the 2025-27 biennium, OLCC will continue to monitor and close out the project in the beginning of the 2027-29 biennium. Additional improvements planned such as development of a modern data transfer (API) between liquor store point of sale systems and OLCC's systems are planned to be implemented in 2027-2029 biennium. When complete, the Distilled Spirits Supply Chain project will replace more than 30 disparate aging and unsupported systems providing more resilience, improved security, and faster financial reconciliation. The primary functions of the system include a warehouse management system to track distilled spirits products within the warehouse from the time distilled spirits products enter the warehouse until they ship and an enterprise resource planning system that will manage day-to-day activities such as accounting, procurement, and supply chain operations. Built on Microsoft Dynamics, the platform will offer a stable environment that will grow and adapt to Oregon's needs for years to come. Liquor store agents and distilled spirits suppliers will have access to a web-based portal that will connect directly to the solution.

OLCC has begun the planning process for a Cannabis Tracking System request for proposal (RFP) to replace the current contract that has reached expiration. The Cannabis Tracking System created an audit trail for all of the cannabis product within the state of Oregon from seed to sale, including destruction. Following the legalization of recreational cannabis in Oregon, ensuring that products don't leave the state boundaries or enter the illicit market are a priority for the OLCC. The new Cannabis Tracking System project will have EIS oversight under the stage gate program.

BUDGET NARRATIVE

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Summary of 2027-29 Biennium Budget

Oregon Liquor & Cannabis Comm
Oregon Liquor & Cannabis Comm
2027-29 Biennium

Agency Request 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>
2025-27 Leg Adopted Budget	410	401.01	420,334,841	-	-	420,334,841	-	-	-
2025-27 Emergency Boards	-	-	724,031	-	-	724,031	-	-	-
2025-27 Leg Approved Budget	410	401.01	421,058,872	-	-	421,058,872	-	-	-
2027-29 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(10)	(3.51)	5,418,091	-	-	5,418,091	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			1,970,731	-	-	1,970,731	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2027-29 Base Budget	400	397.50	428,447,694	-	-	428,447,694	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(546,873)	-	-	(546,873)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	133,916	-	-	133,916	-	-	-
Subtotal	-	-	(412,957)	-	-	(412,957)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	1,123,624	-	-	1,123,624	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(26,600,556)	-	-	(26,600,556)	-	-	-
Subtotal	-	-	(25,476,932)	-	-	(25,476,932)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	21,335,585	-	-	21,335,585	-	-	-
State Gov't & Services Charges Increase/(Decrease)			3,523,686	-	-	3,523,686	-	-	-

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Summary of 2027-29 Biennium Budget

Oregon Liquor & Cannabis Comm
Oregon Liquor & Cannabis Comm
2027-29 Biennium

Agency Request 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	-	-	24,859,271	-	-	24,859,271	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2027-29 Current Service Level	400	397.50	427,417,076	-	-	427,417,076	-	-	-

Summary of 2027-29 Biennium Budget

Oregon Liquor & Cannabis Comm
Oregon Liquor & Cannabis Comm
2027-29 Biennium

Agency Request 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: 2027-29 Current Service Level	400	397.50	427,417,076	-	-	427,417,076	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	(53)	(53.00)	(17,253,906)	-	-	(17,253,906)	-	-	-
Modified 2027-29 Current Service Level	347	344.50	410,163,170	-	-	410,163,170	-	-	-
080 - E-Boards									
081 - June 2026 Emergency Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
101 - Recreational MJ Fee & Expense Update	46	46.00	15,589,728	-	-	15,589,728	-	-	-
102 - Agency Realignment & Cost Allocation	(16)	(15.50)	(3,836,551)	-	-	(3,836,551)	-	-	-
103 - Additional Utility Limitation	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	30	30.50	11,753,177	-	-	11,753,177	-	-	-
Total 2027-29 Agency Request Budget	377	375.00	421,916,347	-	-	421,916,347	-	-	-
Percentage Change From 2025-27 Leg Approved Budget	-8.05%	-6.49%	0.20%	-	-	0.20%	-	-	-
Percentage Change From 2027-29 Current Service Level	-5.75%	-5.66%	-1.29%	-	-	-1.29%	-	-	-

Agencywide Program Unit Summary
2027-29 Biennium

Version: V - 01 - Agency Request Budget

Summary Cross Reference Number	Cross Reference Description	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
001-00-00-00000	Distilled Spirits Program						
	Other Funds	67,975,087	108,457,972	105,140,148	85,755,642	-	-
002-00-00-00000	Public Safety Services Program						
	Other Funds	32,882,055	37,578,220	39,041,779	39,474,640	-	-
003-00-00-00000	Administration and Support						
	Other Funds	40,937,479	45,904,734	47,019,773	51,094,925	-	-
004-00-00-00000	Recreational Marijuana Program						
	Other Funds	27,295,283	34,367,012	35,619,600	38,864,637	-	-
005-00-00-00000	Agents Compensation Program						
	Other Funds	173,676,768	186,613,710	186,613,710	203,968,785	-	-
006-00-00-00000	Medical Marijuana Program						
	Other Funds	3,814,415	7,155,034	7,365,703	2,486,910	-	-
088-00-00-00000	Capital Improvements						
	Other Funds	141,275	258,159	258,159	270,808	-	-
089-00-00-00000	Capital Construction						
	Other Funds	34,091	-	-	-	-	-
TOTAL AGENCY							
	Other Funds	346,756,453	420,334,841	421,058,872	421,916,347	-	-

PROGRAM PRIORITIZATION FOR 2027-29

Agency Name: Oregon Liquor & Cannabis Commission (OLCC) 2027-29 Biennium														Agency Number: 84500					
Agency-Wide Priorities for 2027-2029 Biennium																			
1	2	3	4	5	6	7	10	14	15	16	17	18	19	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)	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request				
Agcy	Prgm/ Div													The Oregon Liquor & Cannabis Commission (OLCC) is the agency responsible for regulating the sale and service of					
1	1	OLCC	001-30	Distribution Services	845-4, 845-5	6	30,412,689	\$ 30,412,689	65	65.00	N	N	S						
2	3	OLCC	001-40	Retail Services	845-4, 845-5	6	3,153,118	\$ 3,153,118	8	8.00	N	N	S		POP 102				
12	4	OLCC	001-42	Liquor Sales Support	845-4, 845-5	6	44,025	\$ 44,025	0	0.00	N	N	S						
3	1	OLCC	002-45	Alcohol License Services	845-1, 845-2, 845-3, 845-4	5	11,261,898	\$ 11,261,898	35	35.00	N	N	S						
4	5	OLCC	001-20	Business Services	845-4, 845-5	6	1,168,749	\$ 1,168,749	3	3.00	N	N	S		POP 102				
16	6	OLCC	001-24	Bank Card Fees	845-4, 845-5	6	23,231,161	\$ 23,231,161	0	0.00	N	N	S						
10	1	OLCC	005-72	Store Agents Compensation	845-5	6	192,003,620	\$ 192,003,620	0	0.00	N	Y	S						
11	2	OLCC	005-73	Distillery Agents Compensation	845-5	6	11,965,165	\$ 11,965,165	0	0.00	N	N	S						
5	1	OLCC	004-85	Recreational Marijuana Licensing	845-7, 845-8	3	15,210,644	\$ 15,210,644	34	34.00	N	Y	S		Package 070, POP 101, POP 102				
6	2	OLCC	004-87	Recreational Marijuana Regulation	845-7, 845-8	3	19,586,339	\$ 19,586,339	54	54.00	N	Y	S		Package 070, POP 101, POP 102				
8	3	OLCC	004-80	Recreational Marijuana Administration	845-7, 845-8	3	3,893,477	\$ 3,893,477	3	2.71	N	N	S		Package 070, POP 101, POP 102				
7	4	OLCC	004-86	Recreational Mj Rules & Policy	845-7,845-8	3	174,177	\$ 174,177	0	0.50	N	N	S						
18	5	OLCC	004-81	Hemp	845-7,845-8	3	0		0	0.00	N	Y	S		Package 070				
9	2	OLCC	002-47	Alcohol Public Safety	845-1, 845-2, 845-3, 845-4	5	21,426,155	\$ 21,426,155	57	55.25	N	N	S						
13	4	OLCC	002-56	Alcohol Rules & Policy	845-1, 845-2, 845-3, 845-4		616,069	\$ 616,069	2	1.50	N	N	S						
14	5	OLCC	002-54	Bottle Bill	845-1, 845-2, 845-3, 845-4		672,222	\$ 672,222	2	2.00	N	N	S						
15	3	OLCC	002-55	Administrative Hearings	845-1, 845-2, 845-3, 845-4	5	5,498,296	\$ 5,498,296	13	13.00	N	N	S						
17	1	OLCC	006-91	OMMP Tracking Administration	845-8	3	2,486,910	\$ 2,486,910	2	2.04	N	Y	S		POP 102				
19	1	OLCC	088-01	Capital Improvements	845-5	4	270,808	\$ 270,808	0	0.00	N	N	C,D,S						
20	1	OLCC	089-01	Capital Construction	845-5	4	0	\$ -	0	0.00	N	N	S						
N/A	N/A	OLCC	003-26	Information Technology	845-4, 845-6	4	17,070,067	\$ 17,070,067	33	33.00	N	N	S		POP 102				
N/A	N/A	OLCC	003-25	Financial Reporting & Accounting	845-4, 845-6	4	7,185,438	\$ 7,185,438	10	10.13	N	N	S		POP 102				
N/A	N/A	OLCC	003-34	Auditing - Privilege Tax	845-4, 845-6	4	2,395,025	\$ 2,395,025	8	7.63	N	N	S						
N/A	N/A	OLCC	003-48	Auditing - Liquor Stores	845-4, 845-6	4	2,391,408	\$ 2,391,408	7	7.63	N	N	S		POP 102				
N/A	N/A	OLCC	003-49	Budget	845-4, 845-6	4	1,417,902	\$ 1,417,902	4	3.50	N	N	S		POP 102				
N/A	N/A	OLCC	003-50	Procurement	845-4, 845-6	4	1,699,547	\$ 1,699,547	4	4.11	N	N	S						
N/A	N/A	OLCC	003-51	Records & Communications	845-4, 845-6	4	1,937,683	\$ 1,937,683	5	5.00	N	N	S		POP 102				
N/A	N/A	OLCC	003-53	Public Health	845-4, 845-6	4	430,070	\$ 430,070	1	1.00	N	N	S						
N/A	N/A	OLCC	003-51	Research & Analytics	845-4, 845-6		765,478	\$ 765,478	2	2.00	N	N	S						
N/A	N/A	OLCC	003-10	Agency Director's Office	845-4, 845-6	4	5,164,706	\$ 5,164,706	7	7.00	N	N	S						
N/A	N/A	OLCC	003-15	Administrative Services	845-4, 845-6	4	5,989,869	\$ 5,989,869	7	7.00	N	N	S		POP 102				
N/A	N/A	OLCC	003-12	Human Resources	845-4, 845-6	4	4,185,595	\$ 4,185,595	11	11.00	N	N	S		POP 102				
N/A	N/A	OLCC	003-75	Motor Pool	845-4, 845-6	4	344,569	\$ 344,569	0	0.00	N	N	S						
N/A	N/A	OLCC	003-13	Commissioners	845-4, 845-6	4	45,025	\$ 45,025	0	0.00	N	N	S						
N/A	N/A	OLCC	003-60	Supply Center	845-4, 845-6	4	72,543	\$ 72,543	0	0.00	N	N	S						
N/A	N/A	OLCC	001-37	Debt Service	845-4, 845-5	6	27,745,900	\$ 27,745,900	0	0.00	N	N	D						
							421,916,347	\$ 421,916,347	377	375.00									

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

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Prioritize each program activity for the Agency as a whole

Document criteria used to prioritize activities:

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

PROGRAM PRIORITIZATION FOR 2027-29

Agency Name:			Oregon Liquor & Cannabis Commission																	
2027-29 Biennium														Agency Number:		84500				
SPIRITS SCR 001														Fund 001						
Program/Division Priorities for 2027-29 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			30,412,689	\$ 30,412,689	65	65.00	N	N	S							
2	3		001-40	Retail Services			3,153,118	\$ 3,153,118	8	8.00	N	N	S			POP 102				
12	4		001-42	Liquor Sales Support			44,025	\$ 44,025	0	0.00	N	N	S							
4	5		001-20	Business Services			1,168,749	\$ 1,168,749	3	3.00	N	N	S			POP 102				
16	6		001-24	Bank Card Fees			23,231,161	\$ 23,231,161	0	0.00	N	N	S							
N/A	N/A		001-37	Debt Service			27,745,900	\$ 27,745,900	0	0.00	N	N	D							
							85,755,642	\$ 85,755,642	76	76.00										

19. Legal Requirement Code
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 - S Statutory

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

Document criteria used to prioritize activities:

All Oregonians and tourists to Oregon who purchase distilled spirits buy them from OLCC-licensed outlets (restaurants, bars, etc.) or from the OLCC-contracted liquor stores that supply those licensed outlets. More than Two hundred eighty small-business people and their employees earn their livelihood through operating liquor stores. Distilleries and their suppliers, across the country, benefit from the Oregon distilled spirits market. All Oregonians benefit from the sales profits distributed to Oregon cities, counties and the state General Fund. The Distilled Spirits Program operates as an integrated unit to move product through the supply chain to the end consumer. The divisions within the program constitute an integrated program that serves to 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 distilled spirits through liquor agents appointed by and overseen by the OLCC also supports the principle of public safety. The OLCC manages the location and density of outlets, and their effects on the community. As a result, included in the Agency Request Budget for the OLCC Distilled Spirits Program are policy option packages to increase funding so that the OLCC will be able to continue to meet consumer demand, thus increasing the amount of revenue returned to the state after paying all operating expenses.

X Agency Request Budget

PROGRAM PRIORITIZATION FOR 2027-29

Agency Name:			Oregon Liquor & Cannabis Commission																	
2027-29 Biennium														Agency Number:		84500				
Safety SCR 002			Fund 001																	
Program/Division Priorities for 2027-29 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.						
3	1		002-45	Alcohol License Services		11,261,898	\$ 11,261,898	35	35.00	N	N	S								
9	2		002-47	Alcohol Public Safety		21,426,155	\$ 21,426,155	57	55.25	N	N	S								
14	5		002-54	Bottle Bill Program		672,222	\$ 672,222	2	2.00	N	N	S								
15	3		002-55	Administrative Hearings		5,498,296	\$ 5,498,296	13	13.00	N	N	S								
13	4		002-56	Alcohol Rules & Policy		616,069	\$ 616,069	2	1.50	N	N	S								
							\$ -													
						39,474,640	\$ 39,474,640	109	106.75											

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

Document criteria used to prioritize activities:

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

X Agency Request Budget

PROGRAM PRIORITIZATION FOR 2027-29

Agency Name: Oregon Liquor & Cannabis Commission																			
2027-297 Biennium														Agency Number: 84500					
Support SCR 003 Fund 001																			
Program/Division Priorities for 2027-29 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		Support Services Program - The Support Services Program is responsible for the coordination, management, reporting and physical infrastructure used to support both the merchandising and regulatory functions of the Commission.	845-4, 845-6	4													
N/A	N/A		003-26	Information Technology			17,070,067	\$ 17,070,067	33	33.00	N	N	S			POP 102			
N/A	N/A		003-25	Financial Reporting & Accounting			7,185,438	\$ 7,185,438	10	10.13	N	N	S			POP 102			
N/A	N/A		003-34	Auditing - Privilege Tax			2,395,025	\$ 2,395,025	8	7.63	N	N	S						
N/A	N/A		003-48	Auditing - Liquor Stores			2,391,408	\$ 2,391,408	7	7.63	N	N	S			POP 102			
N/A	N/A		003-49	Budget			1,417,902	\$ 1,417,902	4	3.50	N	N	S			POP 102			
N/A	N/A		003-50	Procurement			1,699,547	\$ 1,699,547	4	4.11	N	N	S						
N/A	N/A		003-51	Records & Communications			1,937,683	\$ 1,937,683	5	5.00	N	N	S			POP 102			
N/A	N/A		003-53	Public Health			430,070	\$ 430,070	1	1.00	N	N	S						
N/A	N/A		003-15	Administrative Services			5,989,869	\$ 5,989,869	7	7.00	N	N	S			POP 102			
N/A	N/A		003-12	Human Resources			4,185,595	\$ 4,185,595	11	11.00	N	N	S			POP 102			
N/A	N/A		003-10	Agency Director's Office			5,164,706	\$ 5,164,706	7	7.00	N	N	S						
N/A	N/A		003-13	Commissioners			45,025	\$ 45,025	0	0.00	N	N	S						
N/A	N/A		003-75	Motor Pool			344,569	\$ 344,569	0	0.00	N	N	S						
N/A	N/A		003-60	Supply Center			72,543	\$ 72,543	0	0.00	N	N	S						
N/A	N/A		003-52	Research & Analytics			765,478	\$ 765,478	2	2.00	N	N	S						
							51,094,925	\$ 51,094,925	99	99.00									

19. Legal Requirement Code
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Within each Program/Division area, prioritize each Budget Program Unit (Activities) by detail budget level in ORBITS

Document criteria used to prioritize activities:

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

X Agency Request Budget

PROGRAM PRIORITIZATION FOR 2027-29

Agency Name: Oregon Liquor & Cannabis Commission																			
2027-29 Biennium														Agency Number:		84500			
Agents SCR 005				Fund 002															
Program/Division Priorities for 2027-29 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	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														
10	1		005-72	Store Agents Compensation			192,003,620	\$	192,003,620	0	0.00	N	Y	S					
11	2		005-73	Distillery Agents Compensation			11,965,165	\$	11,965,165	0	0.00	N	N	S					
							203,968,785	\$	203,968,785	0	0.00								

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 - S Statutory

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

Document criteria used to prioritize activities:

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

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

PROGRAM PRIORITIZATION FOR 2027-29

Agency Name: Oregon Liquor & Cannabis Commission																			
2027-29 Biennium														Agency Number: 84500					
Capital SCR 088 Fund 003																			
Program/Division Priorities for 2027-29 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.					
19	1		088-01	Capital Improvements		270,808	\$ 270,808	0	0.00	N	N	C,D,S							
						270,808	\$ 270,808	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:

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

PROGRAM PRIORITIZATION FOR 2027-29

Agency Name: Oregon Liquor & Cannabis Commission																			
2027-29 Biennium														Agency Number:		84500			
Capital SCR 089 Fund 008																			
Program/Division Priorities for 2027-29 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 CONSTRUCTION PROGRAM - Provides a funding mechanism for purchasing: a new warehouse, conveyor system, and warehouse management (IT) system.	845-5	4														
20	1		089-01	Capital Construction		0	\$ -	0	0.00	N	N	S							

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

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PROGRAM PRIORITIZATION FOR 2027-29

Agency Name: Oregon Liquor & Cannabis Commission																			
2027-29 Biennium														Agency Number: 84500					
Rec MJ SCR 004				Fund 009															
Program/Division Priorities for 2027-29 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														
5	1		004-85	Recreational Marijuana Licensing			15,210,644	\$	15,210,644	34	34.00	N	Y	S		Package 070, POP 101, POP 102			
6	2		004-87	Recreational Marijuana Regulation			19,586,339	\$	19,586,339	54	54.00	N	Y	S		Package 070, POP 101, POP 102			
8	3		004-80	Recreational Marijuana Administration			3,893,477	\$	3,893,477	3	2.71	N	N	S		Package 070, POP 101, POP 102			
7	4		004-86	Recreational Mj Rules & Policy			174,177	\$	174,177	0	0.50	N	N	S					
18	5		004-81	Hemp			0	\$	-	0	0.00	N	Y	S		Package 070			
							38,864,637	\$	38,864,637	91	91.21								

19. Legal Requirement Code
- C Constitutional
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 - S Statutory

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

Document criteria used to prioritize activities:

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

PROGRAM PRIORITIZATION FOR 2027-29

Agency Name: Oregon Liquor & Cannabis Commission																			
2027-29 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														
17	1	006-91	OMMP Tracking Administration			2,486,910	\$ 2,486,910	2	2.04	N	Y	S			POP 102				
						2,486,910	\$ 2,486,910	2	2.04										

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 Governor's principle of public safety.

BUDGET NARRATIVE

OREGON LIQUOR & CANNABIS COMMISSION 2027-2029 BUDGET

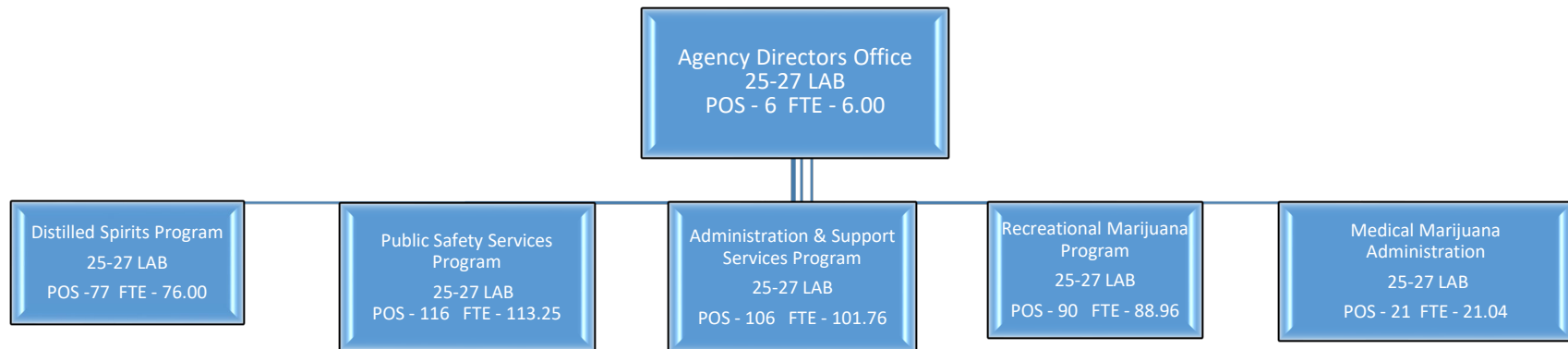
Budget Area	2027-29 CSL	Reductions
Medical Marijuana	\$ 6,282,339	\$ 6,282,339
ODA Lab	\$ 1,790,936	\$ 1,790,936
Agents Compensation	\$ 203,968,785	\$ 14,610,359
Recreational Marijuana	\$ 40,555,733	\$ 17,256,402
Totals	\$ 252,597,793	\$ 39,940,036

BUDGET NARRATIVE

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)	(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. Medical Marijuana Program	Eliminate Medical Marijuana Program (2 FTE)	\$6,282,339 – OTHER FUNDS	1 - To achieve a 10% reduction, eliminating the Medical Marijuana Program would enable the agency to meet that target and still maintain core functions.
2. Transfer to ODA for Marijuana Testing Lab and Personnel	Eliminate the transfer to ODA for the Marijuana Testing Lab and Personnel (1 FTE)	\$1,790,936 - OTHER FUNDS	2 - To achieve a 10% reduction, eliminating the transfer of funding to ODA for the marijuana testing lab would enable the agency to meet that target and still maintain core functions.
3. Liquor Store Agent Compensation	Reduce Liquor Store Agent Compensation OF Limitation for unused Limitation. (0.00 FTE)	\$14,610,359 – OTHER FUNDS	3 - To achieve a 10% reduction, reducing Agent Compensation limitation by 7% would enable the agency to meet that target and would impact OF Limitation Only.
4. Recreational Marijuana Program Package 070	Reduce the Recreational Marijuana Program as Detailed in Package 070 (53 FTE)	\$17,256,402 - OTHER FUNDS	4 - To achieve a 10% reduction, enacting the budget reduction presented in Package 070 would enable the agency to meet that target. It would severely hinder licensing, compliance, and public safety activities in the Recreational Marijuana Program.
TOTAL 10% REDUCTION, OTHER FUNDS		\$39,191,303 - OTHER FUNDS 56.00 FTE	

BUDGET NARRATIVE

OLCC AGENCY ORGANIZATION CHART 2025 – 2027 LEGISLATIVELY ADOPTED BUDGET



23 - 25 ARB
POS - 425 FTE - 416.96

23 - 25 GB
POS - 397 FTE - 392.85

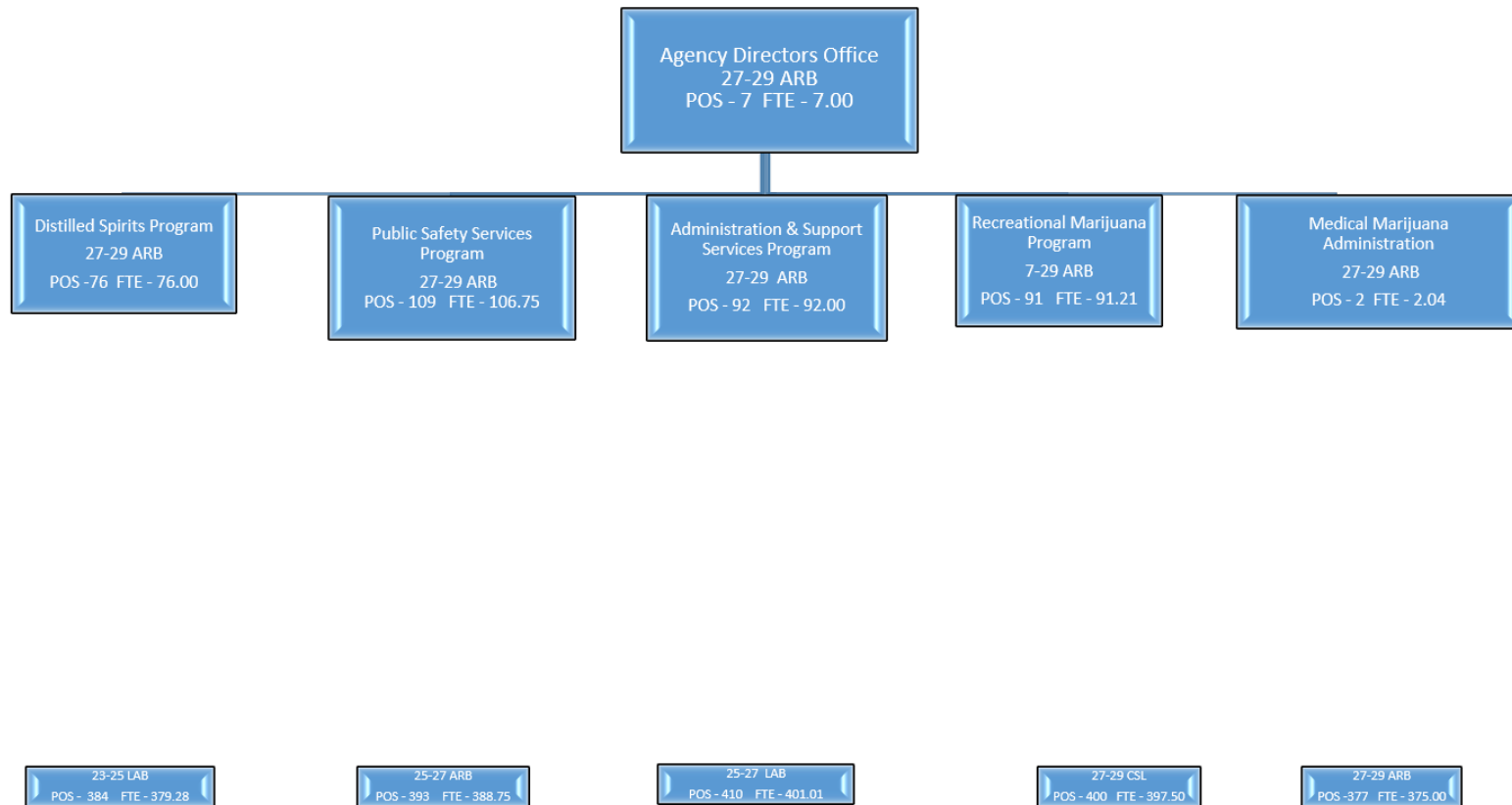
23 - 25 LAB
POS - 384 FTE - 379.28

25 - 27 CSL
POS - 384 FTE - 381.50

25 - 27 ArB
POS - 393 FTE - 388.75

BUDGET NARRATIVE

OLCC AGENCY ORGANIZATION CHART 2027 – 2029 AGENCY REQUEST BUDGET



BUDGET NARRATIVE

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BUDGET NARRATIVE

OREGON LIQUOR & CANNABIS COMMISSION REVENUES 2027-29 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, registration fees, worker permit fees, and miscellaneous income.

OLCC intends 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 produce the third largest source of revenue for the State of Oregon with a 2023-25 distribution to General Fund, Cities & Counties of more than \$579.6 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. Funding for the Hemp Program comes exclusively from hemp related registration fees.

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 2025-27 biennium, the OLCC is projected to distribute \$490.7 million to the state general fund, cities, counties, and mental health for vital services. The distribution formula as defined by statute dedicates 56% of the revenue to the General Fund, 20% to Cities, 10% to Counties, 14% to City Revenue Sharing, and 50% of privilege tax revenue to Mental Health. Revenues generated by the bottle surcharge are designated exclusively for the General Fund.

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 April 2025 the Commission voted to continue the current \$0.50 surcharge for the 2025-27 biennium. The surcharge is projected to generate approximately \$35.2 million in revenue for the state General Fund in '25-27.

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. Monies 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 2025-27 and 2027-29 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.

Based on the expected trends in the retail marketplace, the OLCC Agency Request Budget forecasts 2025-27 distilled spirits sales gross revenue at \$1.57 billion. This forecast does include a bottle surcharge which was approved in April 2025.

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

BUDGET NARRATIVE

Privilege Taxes ORBITS 0185

Revenue from taxes on malt beverages, table wines and dessert wines are forecasted to be \$35.5 million for the 2027-29 biennium.

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 Agency Request Budget forecasts distilled spirits revenues to be \$18.8 million from license fees and permits in the 2027-29 biennium.

OLCC's Marijuana Program is expected to oversee almost 2,700 marijuana licenses and 50,000 Marijuana Worker Permits during the 2027-29 biennium. The OLCC Agency Request Budget forecasts marijuana license revenues to be 57 million in the 2027-29 biennium.

Sales Income ORBITS 0705,

The OLCC forecast is \$1,000,000 in 2027-29 from handling fees of government sales and miscellaneous fees.

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 \$73,631 from the Oregon Health Authority to pay for other marijuana related costs administered by OLCC.

BUDGET NARRATIVE

Transfer-Out Revenues to ODA ORBITS 2603

Revenue transfer of \$2.0 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 with 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 license type and range from \$10 to \$1,000 for periods of one to five years depending on the type of license.

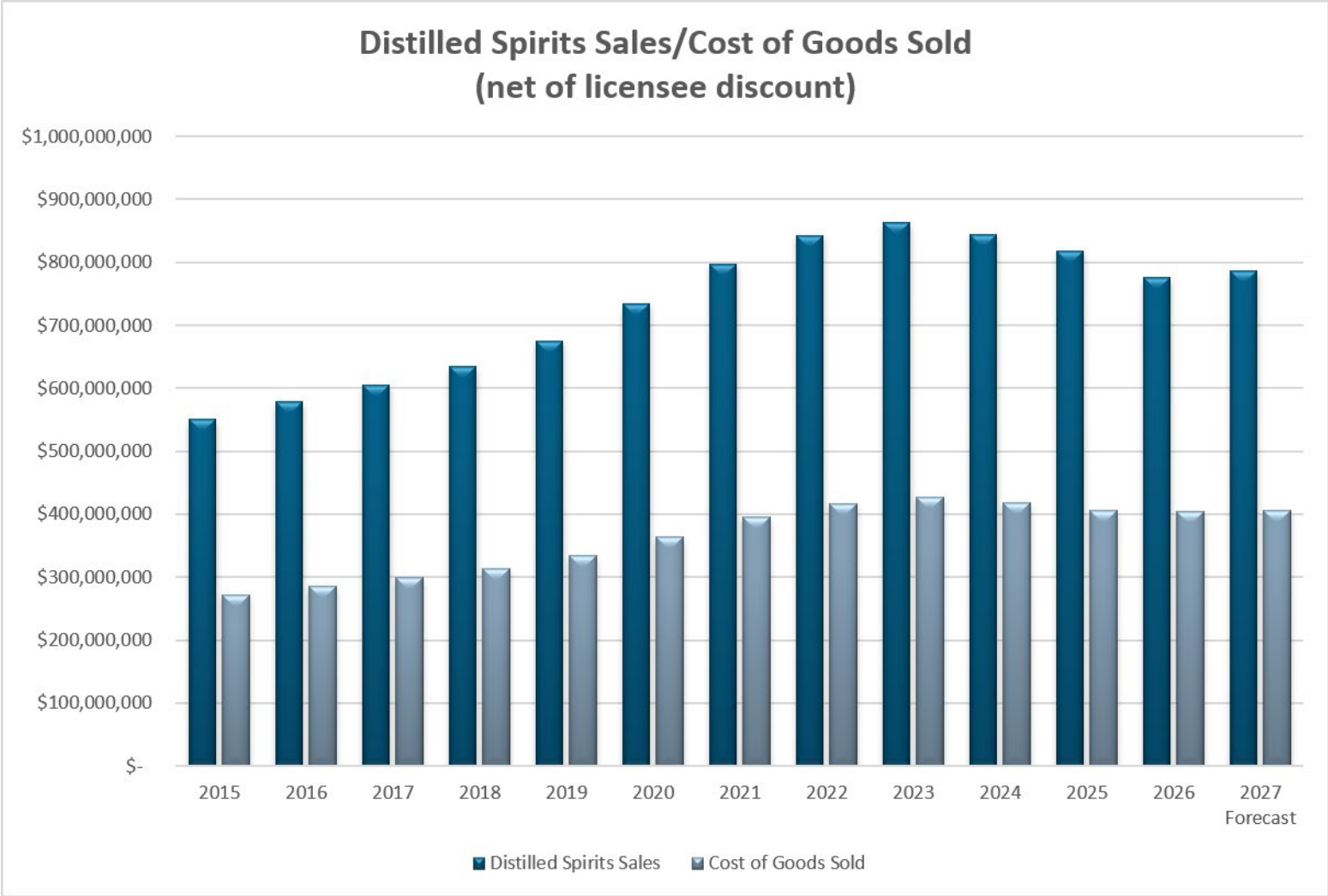
OLCC's Marijuana Program is fully funded by license and application fees as established under Measure 91, approved by voters on November 4, 2014. OLCC is directed to establish fees by rule under OAR 845-025-1060 and OAR 845-025-1070 as authorized under ORS 475C. Fees were set by statute at the inception of the program and have remained unchanged for ten years. The original fee structure, based on start-up assumptions and early program projections, is no longer adequate to support current or future operational needs. While the program had previously been able to remain self-funded, updated financial modeling shows that without fee increases the program will fall short of funding requirements for future biennia if fees are not increased during the 2027-29 biennium.

Proposed Changes in Revenue Sources or Fees

OLCC is submitting a Policy Option Package to raise all licensing fees associated with the Recreational Marijuana Program in order to fully fund the program. The amounts are calculated to stay within our statutory guidelines and allow OLCC to administer the program effectively and responsibly. OLCC has also submitted legislative concepts to make changes to ORS 475C.265 to better address diversion and history of lack of institutional control by licensees in line with OLCC's recreational marijuana goals as well as a legislative concept to address the issues facing hemp regulation due to changes at the federal level.

BUDGET NARRATIVE

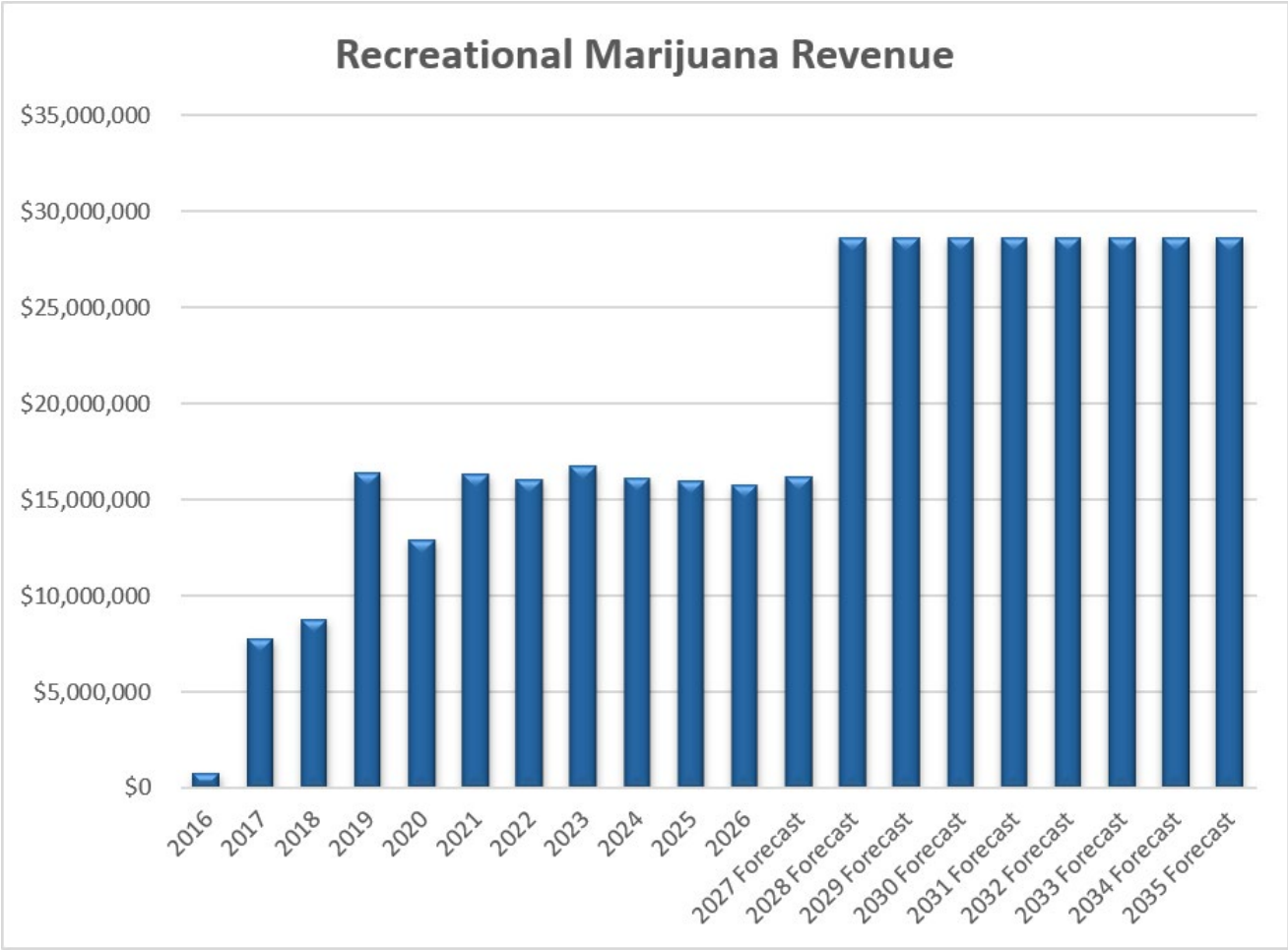
GRAPH A



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, 2026

Fiscal Year Ended 30-Jun	Cases Sold	Quantity Increase	Increase
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%
2025	3,718,312	-102,485	-2.68%
2026	3,618,088	-100,224	-2.70%

2027-29 Agency Budget and Forward

2027 Forecast	3,539,196	-78,892	-2.18%
2028 Forecast	3,620,644	81,449	2.30%
2029 Forecast	3,620,644	0	0.00%
2030 Forecast	3,629,845	9,201	0.25%
2031 Forecast	3,642,700	12,854	0.35%
2032 Forecast	3,661,064	18,364	0.50%
2033 Forecast	3,672,091	11,028	0.30%
2034 Forecast	3,685,502	13,411	0.37%
2035 Forecast	3,698,914	13,411	0.36%

BUDGET NARRATIVE

SCHEDULE 2

Classification of Gross Distilled Spirits Sales By Type of Purchaser For the 10 Fiscal Years Ended June 30, 2035

Fiscal Year Ended 30-Jun	Liquor Sales to Licensees Amount	% of Total	Liquor Sales to Individuals Amount	% of Total	Total
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
2025	\$172,570,953	21.08%	\$646,076,830	78.92%	\$818,647,783

2027-29 Agency Budget Forward

2026 Forecast	\$167,240,449	21.40%	\$614,238,880	78.60%	\$781,479,329
2027 Forecast	\$168,615,324	21.21%	\$626,364,989	78.79%	\$794,980,313
2028 Forecast	\$165,422,209	21.21%	\$614,503,339	78.79%	\$779,925,547
2029 Forecast	\$165,845,239	21.21%	\$616,074,792	78.79%	\$781,920,031
2030 Forecast	\$166,266,696	21.21%	\$617,640,406	78.79%	\$783,907,102
2031 Forecast	\$166,421,777	21.21%	\$618,216,494	78.79%	\$784,638,271
2032 Forecast	\$166,654,868	21.21%	\$619,082,371	78.79%	\$785,737,239
2033 Forecast	\$167,034,715	21.21%	\$620,493,410	78.79%	\$787,528,125
2034 Forecast	\$167,338,901	21.21%	\$621,623,386	78.79%	\$788,962,288
2035 Forecast	\$167,643,087	21.21%	\$622,753,363	78.79%	\$790,396,450

with surcharge
with surcharge
no surcharge
no surcharge
no surcharge
no surcharge
no surcharge
no surcharge
no surcharge
no surcharge

BUDGET NARRATIVE

SCHEDULE 3

Distilled Spirits Sales Forecast 2026-27 By Month and Year

Fiscal Year 2026	Liquor Sales	Cost of Sales	Cases
July	\$70,871,502.98	\$35,081,394	308,062
August	\$69,151,507.57	\$34,229,996	324,933
September	\$60,846,969.96	\$30,119,250	286,255
October	\$66,970,322.14	\$33,150,309	310,823
November	\$65,090,948.18	\$32,220,019	293,906
December	\$84,273,709.69	\$41,715,486	379,217
January	\$54,628,154.57	\$27,040,937	260,484
February	\$54,473,629.55	\$26,964,447	252,229
March	\$59,739,484.48	\$29,571,045	279,031
April	\$60,399,241.29	\$29,897,624	284,423
May	\$64,684,688.04	\$32,018,921	310,956
June*	\$64,034,413.43	\$31,697,035	311,381
Totals	\$775,164,572	\$404,668,891	3,601,700

Fiscal Year 2027	Liquor Sales	Cost of Sales	Cases
July	\$69,182,370.16	\$34,245,273	321,193
August	\$67,538,664.29	\$33,431,639	310,467
September	\$62,701,055.23	\$31,037,022	295,105
October	\$66,174,488.41	\$32,756,372	302,475
November	\$66,795,508.96	\$33,063,777	307,019
December	\$86,203,521.76	\$42,670,743	384,145
January	\$54,890,432.46	\$27,170,764	257,797
February	\$56,764,609.01	\$28,098,481	255,992
March	\$62,643,805.74	\$31,008,684	294,851
April	\$61,375,530.17	\$30,380,887	284,827
May	\$65,601,665.00	\$32,472,824	305,612
June	\$65,342,001.44	\$32,344,291	310,236
Totals	\$786,549,547	\$405,632,940	3,629,719

Biennium Totals	\$1,561,714,119	\$810,301,831	\$7,231,419
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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
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	\$833,734,447	\$20,832,271	\$9,484,904	\$16,126,038	\$880,177,660
2025	\$809,982,893	\$16,777,572	\$9,248,297	\$15,976,255	\$851,985,017
2026	\$775,164,572	\$17,891,353	\$9,804,889	\$15,814,499	\$818,675,313
2027 Forecast	\$786,549,547	\$19,017,525	\$9,448,743	\$16,162,579	\$831,178,394
2028 Forecast*	\$779,925,547	\$17,783,645	\$9,554,500	\$28,698,625	\$835,962,317
2029 Forecast*	\$781,920,031	\$17,783,645	\$9,554,500	\$28,698,625	\$837,956,801
2030 Forecast*	\$783,907,102	\$17,829,139	\$9,650,248	\$28,698,625	\$840,085,114
2031 Forecast*	\$784,638,271	\$17,829,139	\$9,650,248	\$28,698,625	\$840,816,283
2032 Forecast*	\$785,737,239	\$17,854,110	\$9,663,764	\$28,698,625	\$841,953,738
2033 Forecast*	\$787,528,125	\$17,894,804	\$9,685,790	\$28,698,625	\$843,807,344
2034 Forecast*	\$788,962,288	\$17,927,392	\$9,703,429	\$28,698,625	\$845,291,734
2035 Forecast*	\$790,396,450	\$17,959,980	\$9,721,068	\$28,698,625	\$846,776,123

BUDGET NARRATIVE

SCHEDULE 5

Per Capita Sales of Distilled Spirits Oregon Liquor & Cannabis Commission

Fiscal Year	Distilled Spirits Revenue*	Population	Per Capita Sales
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	4,237,174	\$173.32
2021	\$797,596,413	4,218,425	\$189.07
2022	\$842,709,594	4,233,291	\$199.07
2023	\$862,599,042	4,250,027	\$202.96
2024	\$844,417,829	4,263,385	\$198.06
2025	\$818,647,783	4,283,600	\$191.11
2026	\$781,479,329	4,309,528	\$181.34

2027 Forecast	\$819,460,485	4,330,350	\$189.24
2028 Forecast	\$779,925,547	4,353,850	\$179.13
2029 Forecast	\$781,920,031	4,377,150	\$178.64
2030 Forecast	\$783,907,102	4,399,650	\$178.17
2031 Forecast	\$784,638,271	4,421,400	\$177.46
2032 Forecast	\$785,737,239	4,442,500	\$176.87
2033 Forecast	\$787,528,125	4,463,350	\$176.44
2034 Forecast	\$788,962,288	4,484,050	\$175.95
2035 Forecast	\$790,396,450	4,504,950	\$175.45

No Surcharge
No Surcharge
No Surcharge
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No Surcharge

Detail of Fee, License, or Assessment Revenue Increase

Proposed For Increase/Establishment

Purpose or Type of Fee, License or Assessment	Who Pays	2025-27 Estimated Revenue	2027-29 Agency Request	2027-29 Governor's Budget	2027-29 Legislatively Adopted	Explanation
License Fees	Recreational Marijuana Licensee's	\$38,023,280	\$57,397,250			Increase Recreational Marijuana fees to adequately fund the program.

Detail of Fee, License, or Assessment Revenue Increase

Instructions

Column 1	Purpose	Identify the purpose or type of fee, license or assessment. For example: day care licensing, underground storage tank permit, gasoline marketing fee.
Column 2	Who Pays	Explain the various individuals or groups that pay the fee. For example: day care providers, owners of underground storage tanks, gasoline distributors and retailers in carbon monoxide control areas.
Column 3	2025-27 Estimated Revenue	Estimate the revenue that will be collected in the current biennium.
Column 4	2027-29 Agency Request	Estimate the revenue that will be collected in 2027-29 based on the increase requested in policy packages.
Column 5	2027-29 Governor's Budget	Enter the amount approved in the Governor's Recommended Budget.
Column 6	2027-29 Legislatively Adopted	Enter the amount approved by the legislature
Column 7	Explanation	Describe the requested increase. Separate the increase due to volume change from an increase in the fee, license, or assessment. Identify if the increase is provided for by administrative rule or if statutory change is needed.

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

Oregon Liquor & Cannabis Comm
2027-29 Biennium

Agency Number: 84500

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

<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Privilege Taxes	17,635,050	37,338,962	37,338,962	36,312,432	-	-
Business Lic and Fees	72,691,892	56,032,424	56,032,424	76,506,250	-	-
Fines and Forfeitures	1,269,520	-	-	-	-	-
General Fund Obligation Bonds	15,345,000	-	-	-	-	-
Dedicated Fund Oblig Bonds	-	8,627,217	8,627,217	-	-	-
Interest Income	567,606	-	-	-	-	-
Sales Income	-	1,000,000	1,000,000	1,000,000	-	-
Liquor Sales	1,693,110,073	1,636,973,396	1,636,973,396	1,579,371,477	-	-
Liquor Cost of Goods Sold	(875,930,100)	(805,671,528)	(805,671,528)	(786,349,424)	-	-
Cost of Goods Sold	-	(18,006,707)	(18,006,707)	(17,363,192)	-	-
Other Revenues	2,786,094	-	-	-	-	-
Transfer In - Intrafund	296,026,935	353,222,271	353,015,050	365,588,075	-	-
Transfer In - Indirect Cost	7,936,569	10,204,595	10,204,595	14,976,725	-	-
Tsfr From Revenue, Dept of	7,000,000	7,000,000	7,000,000	7,000,000	-	-
Tsfr From Oregon Health Authority	-	300,000	300,000	73,631	-	-
Transfer Out - Intrafund	(296,026,935)	(353,222,271)	(353,015,050)	(365,588,075)	-	-
Transfer Out - Indirect Cost	(7,936,569)	(10,204,595)	(10,204,595)	(14,976,725)	-	-
Transfer to Other	(637,579)	(745,142)	(745,142)	(745,142)	-	-
Transfer to General Fund	(330,931,426)	(294,575,436)	(294,989,402)	(249,358,527)	-	-
Transfer to Cities	(105,871,553)	(92,183,413)	(92,331,258)	(89,056,617)	-	-
Transfer to Counties	(52,935,718)	(46,091,706)	(46,165,628)	(44,528,308)	-	-
Tsfr To Administrative Svcs	(73,465,722)	(64,528,389)	(64,528,389)	(62,339,632)	-	-
Tsfr To Oregon Health Authority	(17,635,050)	(18,296,910)	(18,296,910)	(17,783,645)	-	-

____ **Agency Request**
2027-29 Biennium

____ **Governor's Budget**
Page _____

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

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

Oregon Liquor & Cannabis Comm
2027-29 Biennium

Agency Number: 84500

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

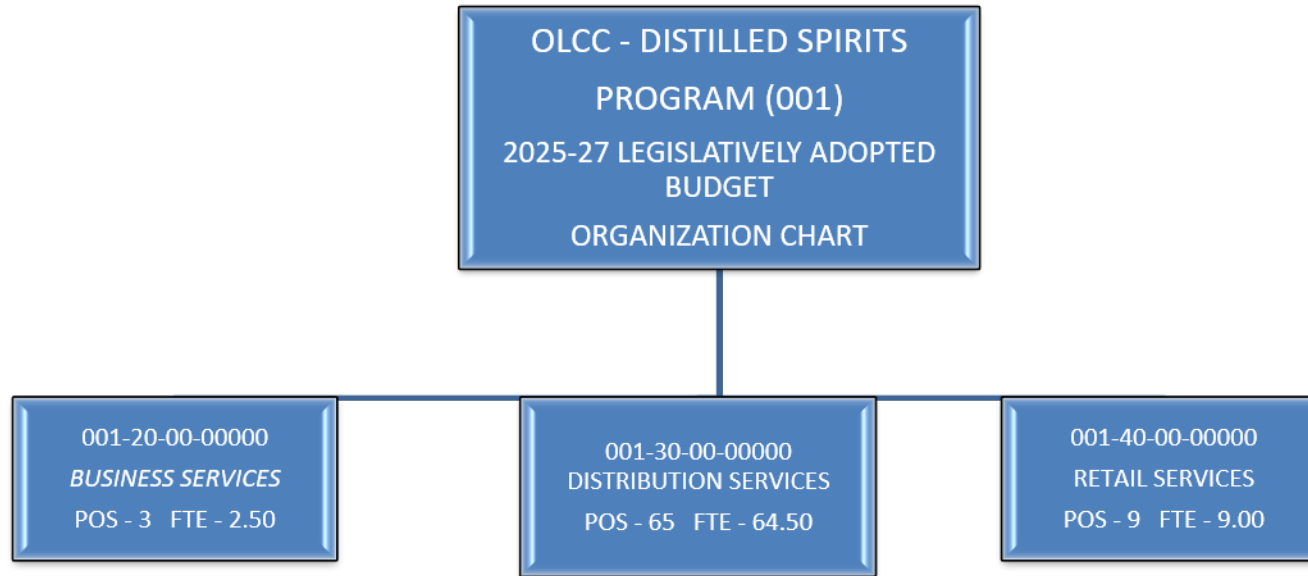
<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Tsfr To Agriculture, Dept of	(2,571,103)	(1,790,906)	(1,790,906)	(2,053,573)	-	-
Total Other Funds	\$350,426,984	\$405,381,862	\$404,746,129	\$430,685,730	-	-

____ Agency Request
2027-29 Biennium

____ Governor's Budget
Page _____

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

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

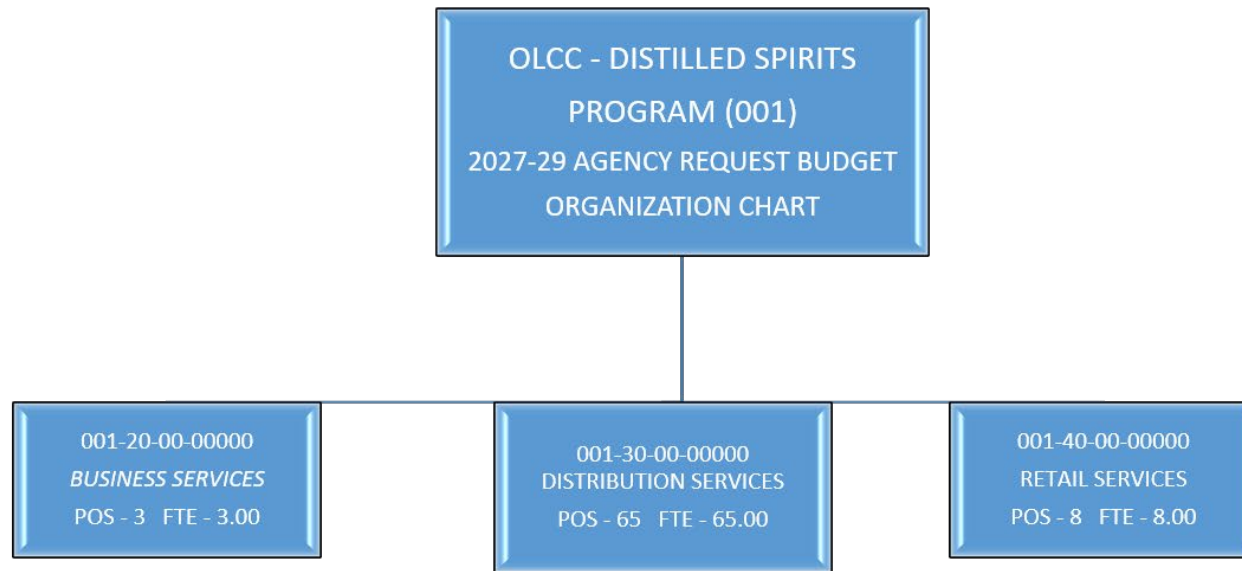
25-27 CSL
POS - 75 FTE - 75.00

25-27 ARB
POS - 75 FTE - 75.00

BUDGET NARRATIVE

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BUDGET NARRATIVE



23-25 LAB
POS - 76 FTE - 76.00

25-27 ARB
POS - 75 FTE - 75.00

25-27 LAB
POS - 77 FTE - 76.00

27-29 CSL
POS - 77 FTE - 77.00

27-29 ARB
POS - 76 FTE - 76.00

BUDGET NARRATIVE

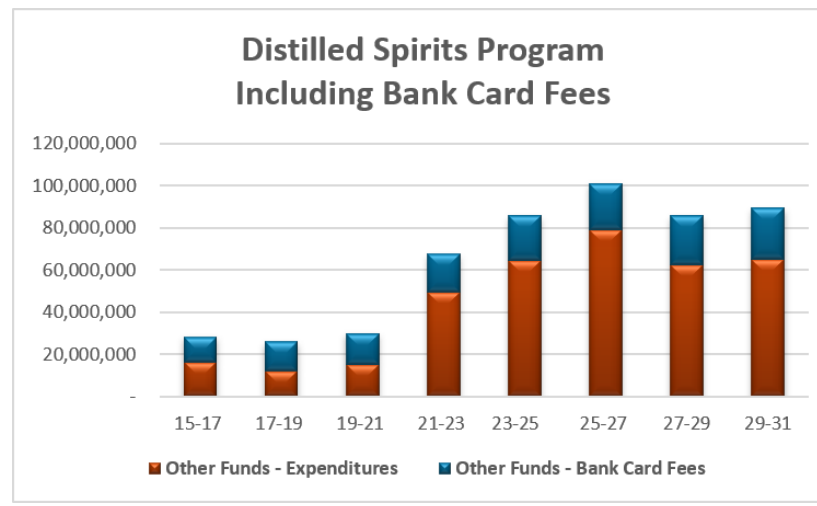
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BUDGET NARRATIVE

OLCC - DISTILLED SPIRITS PROGRAM 2027-29 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** : Leisa Bertram, 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 manufacturers, wholesale distributors, and agent retailers and is responsible for the outcomes of selecting, purchasing, storing, and distributing distilled spirits, 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 182 Oregon distillery licenses issued, of which 78 distillers collectively operate 125 tasting rooms that report sales.

This program is focused on the effective and efficient sale and distribution of distilled spirits throughout Oregon. The key activities are management oversight of retail liquor agents, distribution processes, and meeting consumer demand. The Distilled Spirits Program focuses 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 years.
- **Manage distilled liquor inventory:** Effectively supply liquor stores in a timely fashion without paying for excess inventory.
- **Provide for statewide selection of distilled spirits:** Assure that a wide variety of distilled products, including Oregon products and special orders, are available statewide at a consistent price.
- **Enhance customer services and experience through retail stores:** Reward agents that make store enhancements and innovate customer services and experiences at the store.

BUDGET NARRATIVE

- **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.
- **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:** Utilize enhanced distribution technology to deliver products in a way that effectively manages costs.

A. PROGRAM FUNDING

The Agency Request Budget is \$85,755,642 (including Debt Service) Other Funds limitation for the 2027-29 biennium for this program, with 76.00 FTE and 76 positions.

F. PROGRAM DESCRIPTION

The Distilled Spirits Program assists with the Commissioners' appointment of new liquor agents and oversees the opening and operation of retail liquor stores and distillery tasting rooms. The Commission owns the distilled spirits inventory in all agent owned retail liquor stores. The Commission 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.

BUDGET NARRATIVE

G. PROGRAM JUSTIFICATION

The Distilled Spirits Program's 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 distilled 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 LAB is \$516.4 million. This program contributes to the following strategies:

- Meeting the immediate growing demand for distilled 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	7.9	\$2.31	\$2.70	\$1,705
2023-25	7.5	\$3.32	\$1.99	\$1,662
2025-27 est	7.3	\$4.91	\$1.40	\$1,636

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 2025. Projections include the surcharge estimated to be approved by the Commission. In 2027-29 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.

BUDGET NARRATIVE

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

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

The Agency Request Budget forecasts \$1.6 billion in total gross liquor sales for 2027-29.

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 2027-29

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 moving to a new warehouse location 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

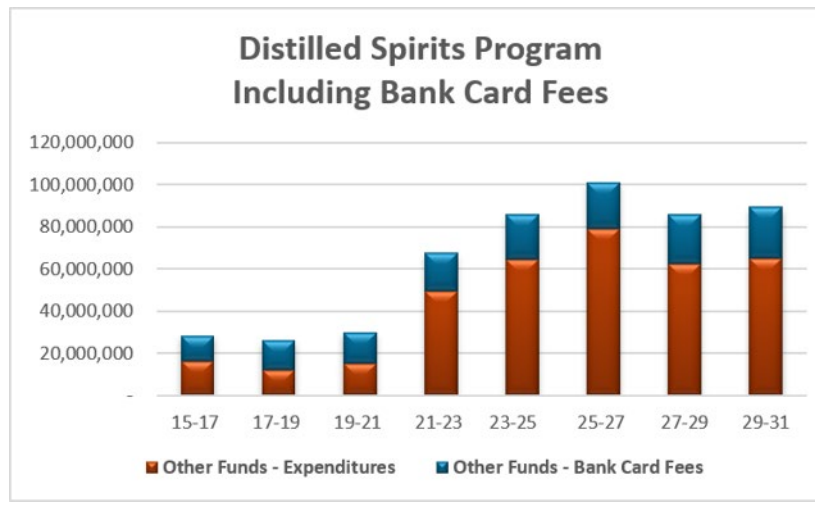
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BUDGET NARRATIVE

OLCC - DISTILLED SPIRITS PROGRAM - 001 2027-29 BUDGET

DIVISION SUMMARY

A. OTHER FUNDS EXPENDITURES



B. PROGRAM FUNDING REQUEST

The Agency Request Budget is \$85,755,642 (including Debt Service) Other Funds limitation for the 2027-29 biennium for this program, with 76.00 FTE and 76 positions.

BUDGET NARRATIVE

C. PROGRAM OVERVIEW

The Distilled Spirits Program's 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 LAB is \$516.4 million.

D. PROGRAM DESCRIPTION

Business Services (*subprogram 20*) staff works closely with the Distribution & Retail Services unit's to provide distilled spirits 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 2025 the OLCC Business Services department processed 45,074 Special Orders of more than 4,000 additional products. The OLCC added 550 NEW special order items in 2025.

Staff continuously assists and facilitates the inventory management program for all distilled spirits 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 work 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 credit card transaction fees and processing equipment rental charges in liquor stores. Customer bank card use continues to increase as a percentage of overall liquor 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 spirits, 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 shipments of distilled spirits to retail liquor stores across the state. The distribution center is comprised of two warehouses in Milwaukie totaling 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 early 2027 in Canby, Oregon.

The center manages the distilled spirits 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 distilled spirits 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 the 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 agent run 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 distilled spirits 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.

BUDGET NARRATIVE

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 stores operated by independent contractor agents. OLCC supplies agents with bank deposit slips, signage and forms, and covers the cost of moving store fixtures and 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 distilled 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 distilled 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 could 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 distilled spirit 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.

BUDGET NARRATIVE

- 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.

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

No proposed Changes.

BUDGET NARRATIVE

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BUDGET NARRATIVE

AGENCY REALIGNMENT

OLCC 2027-29 Budget, Policy Option Package (POP) No. 102, Agency POP Priority No. 2

A. Package Purpose

OLCC Workload, Staffing, and Management Analysis:

This Policy Option Package provides a comprehensive summary of the Oregon Liquor & Cannabis Commission's organizational review, proposed staff realignment, and the Permanent Finance Plan that supports aligning personnel resources with the agency's operational needs. The package outlines structural adjustments needed to ensure the agency can meet current and future workload demands efficiently and sustainably, particularly as OLCC's regulatory responsibilities and program operations continue to evolve. The aim is to fully position the organization to carry out its mission while improving core business functions and strengthening internal accountability.

B. How Achieved

The agency began its organizational assessment prior to the 2025-27 legislative session and implemented several foundational realignments during that biennium. These early actions enabled OLCC to address immediate structural challenges, improve operational support in key divisions, and respond to rising program complexity. The remaining refinements will be completed in the 2027-29 biennium to create a fully optimized organizational structure that aligns staff roles with the actual day-to-day work of the agency. The guiding principles for the realignment remain:

- ensuring OLCC's structure supports its two primary operating functions—Public Safety and Distilled Spirits,
- maintaining fiscal responsibility while strengthening clarity in lines of authority and accountability,
- improving customer service through more streamlined communication channels,
- expanding opportunities for employee career development and progression, and
- positioning the agency for long-term operational excellence

BUDGET NARRATIVE

Throughout the 2025-27 biennium, the agency implemented components of this plan within existing budgetary resources by utilizing the Permanent Finance Plan to cover necessary classification adjustments. Any realignments not completed during that cycle or during development of the 2027-29 Current Service Level Budget are included in this POP. All requested changes have been structured in a cost-neutral manner in alignment with the Governor’s direction.

Division	Package Description	FTE	2027-29 Ongoing
Distilled Spirits	Agency Staff Realignment & Reclassifications	(1.00)	\$ (277,984)
Administration & Support Services	Agency Staff Realignment & Reclassifications	(0.50)	\$ 263,781
Recreational Marjuana	Agency Staff Realignment & Reclassifications	-	\$ (26,919)
Medical Marijuana	Agency Staff Realignment & Reclassifications	(14.00)	\$ (3,795,429)
TOTALS - Agency Realignment & Cost Allocation - Package 102		-15.50	\$ (3,836,551)

C. Staffing Impact

This Policy Option Package does not result in an increase in the total number of OLCC staff positions. Rather, it restructures existing roles to better match operational needs, ensuring that critical functions are supported without expanding overall staffing levels.

BUDGET NARRATIVE

D. Quantifying Results

The realignment reflects measurable improvements in internal management, workload distribution, and the agency’s ability to administer programs effectively. Completion of these structural changes in 2027-29 will enable OLCC to operate with clearer workflows, stronger cross-division coordination, and improved responsiveness to regulated communities and public stakeholders. The benefits include better use of existing resources and greater alignment between position duties and agency needs.

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	-	-	18,096	-	-	-	18,096
Overtime Payments	-	-	11,391	-	-	-	11,391
Shift Differential	-	-	132	-	-	-	132
All Other Differential	-	-	474	-	-	-	474
Public Employees' Retire Cont	-	-	3,122	-	-	-	3,122
Social Security Taxes	-	-	2,301	-	-	-	2,301
Unemployment Assessments	-	-	352	-	-	-	352
Paid Family Medical Leave Insurance	-	-	48	-	-	-	48
Mass Transit Tax	-	-	11,445	-	-	-	11,445
Vacancy Savings	-	-	(94,230)	-	-	-	(94,230)
Total Personal Services	-	-	(\$46,869)	-	-	-	(\$46,869)
Services & Supplies							
Office Expenses	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	(46,869)	-	-	-	(46,869)
Total Expenditures	-	-	(\$46,869)	-	-	-	(\$46,869)

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Essential and Policy Package Fiscal Impact Summary - BPR013

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
Ending Balance							
Ending Balance	-	-	46,869	-	-	-	46,869
Total Ending Balance	-	-	\$46,869	-	-	-	\$46,869

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							
Other Services and Supplies	-	-	(624,272)	-	-	-	(624,272)
Total Services & Supplies	-	-	(\$624,272)	-	-	-	(\$624,272)
Capital Outlay							
Industrial and Heavy Equipment	-	-	(4,828,368)	-	-	-	(4,828,368)
Data Processing Software	-	-	(19,545,484)	-	-	-	(19,545,484)
Total Capital Outlay	-	-	(\$24,373,852)	-	-	-	(\$24,373,852)
Total Expenditures							
Total Expenditures	-	-	(24,998,124)	-	-	-	(24,998,124)
Total Expenditures	-	-	(\$24,998,124)	-	-	-	(\$24,998,124)
Ending Balance							
Ending Balance	-	-	24,998,124	-	-	-	24,998,124
Total Ending Balance	-	-	\$24,998,124	-	-	-	\$24,998,124

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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	-	-	3,138	-	-	-	3,138
Out of State Travel	-	-	289	-	-	-	289
Employee Training	-	-	278	-	-	-	278
Office Expenses	-	-	1,097,148	-	-	-	1,097,148
Telecommunications	-	-	3,465	-	-	-	3,465
State Gov. Service Charges	-	-	440,389	-	-	-	440,389
Data Processing	-	-	4,569	-	-	-	4,569
Publicity and Publications	-	-	973	-	-	-	973
Professional Services	-	-	1,665	-	-	-	1,665
IT Professional Services	-	-	698,069	-	-	-	698,069
Employee Recruitment and Develop	-	-	509	-	-	-	509
Dues and Subscriptions	-	-	126	-	-	-	126
Facilities Rental and Taxes	-	-	4,482	-	-	-	4,482
Fuels and Utilities	-	-	13,234	-	-	-	13,234
Facilities Maintenance	-	-	1,642	-	-	-	1,642
Agency Program Related S and S	-	-	7,240	-	-	-	7,240
Other Services and Supplies	-	-	188,551	-	-	-	188,551
IT Expendable Property	-	-	2,001	-	-	-	2,001
Total Services & Supplies	-	-	\$2,467,768	-	-	-	\$2,467,768

Capital Outlay

Industrial and Heavy Equipment	-	-	1,293	-	-	-	1,293
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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	-	-	871	-	-	-	871
Total Capital Outlay	-	-	\$2,164	-	-	-	\$2,164
Total Expenditures							
Total Expenditures	-	-	2,469,932	-	-	-	2,469,932
Total Expenditures	-	-	\$2,469,932	-	-	-	\$2,469,932
Ending Balance							
Ending Balance	-	-	(2,469,932)	-	-	-	(2,469,932)
Total Ending Balance	-	-	(\$2,469,932)	-	-	-	(\$2,469,932)

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	-	-	6,616	-	-	-	6,616
Telecommunications	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Fuels and Utilities	-	-	5,672	-	-	-	5,672
Other Services and Supplies	-	-	-	-	-	-	-
Total Services & Supplies	-	-	\$12,288	-	-	-	\$12,288
Total Expenditures							
Total Expenditures	-	-	12,288	-	-	-	12,288
Total Expenditures	-	-	\$12,288	-	-	-	\$12,288
Ending Balance							
Ending Balance	-	-	(12,288)	-	-	-	(12,288)
Total Ending Balance	-	-	(\$12,288)	-	-	-	(\$12,288)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 102 - Agency Realignment & Cost Allocation

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							
Class/Unclass Sal. and Per Diem	-	-	(180,168)	-	-	-	(180,168)
Empl. Rel. Bd. Assessments	-	-	(79)	-	-	-	(79)
Public Employees' Retire Cont	-	-	(46,879)	-	-	-	(46,879)
Social Security Taxes	-	-	(13,783)	-	-	-	(13,783)
Paid Family Medical Leave Insurance	-	-	(721)	-	-	-	(721)
Worker's Comp. Assess. (WCD)	-	-	(38)	-	-	-	(38)
Mass Transit Tax	-	-	(1,081)	-	-	-	(1,081)
Flexible Benefits	-	-	(44,160)	-	-	-	(44,160)
Vacancy Savings	-	-	8,925	-	-	-	8,925
Total Personal Services	-	-	(\$277,984)	-	-	-	(\$277,984)
Total Expenditures							
Total Expenditures	-	-	(277,984)	-	-	-	(277,984)
Total Expenditures	-	-	(\$277,984)	-	-	-	(\$277,984)
Ending Balance							
Ending Balance	-	-	277,984	-	-	-	277,984
Total Ending Balance	-	-	\$277,984	-	-	-	\$277,984
Total Positions							
Total Positions							(1)
Total Positions	-	-	-	-	-	-	(1)

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Oregon Liquor & Cannabis Comm
Pkg: 102 - Agency Realignment & Cost Allocation

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
Total FTE							
Total FTE							(1.00)
Total FTE	-	-	-	-	-	-	(1.00)

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

Agency Request Budget

Package Number: 102

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4000173	498860	22182	AL	C0108 A P ADMINISTRATIVE SPECIALIST 2	20	PF		11	6,971	22,416	7,637	30,053	0	0.00
5500064	499540	36758	AL	C0872 A P OPERATIONS & POLICY ANALYST	30	PF	0	5	8,441	-202,584	-113,297	-315,881	-1	-1.00
General Funds										0	0	0		
Lottery Funds										0	0	0		
Other Funds										-180,168	-105,660	-285,828		
Federal Funds										0	0	0		
Total Funds										-180,168	-105,660	-285,828	-1	-1.00

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

Oregon Liquor & Cannabis Comm
2027-29 Biennium

Agency Number: 84500

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

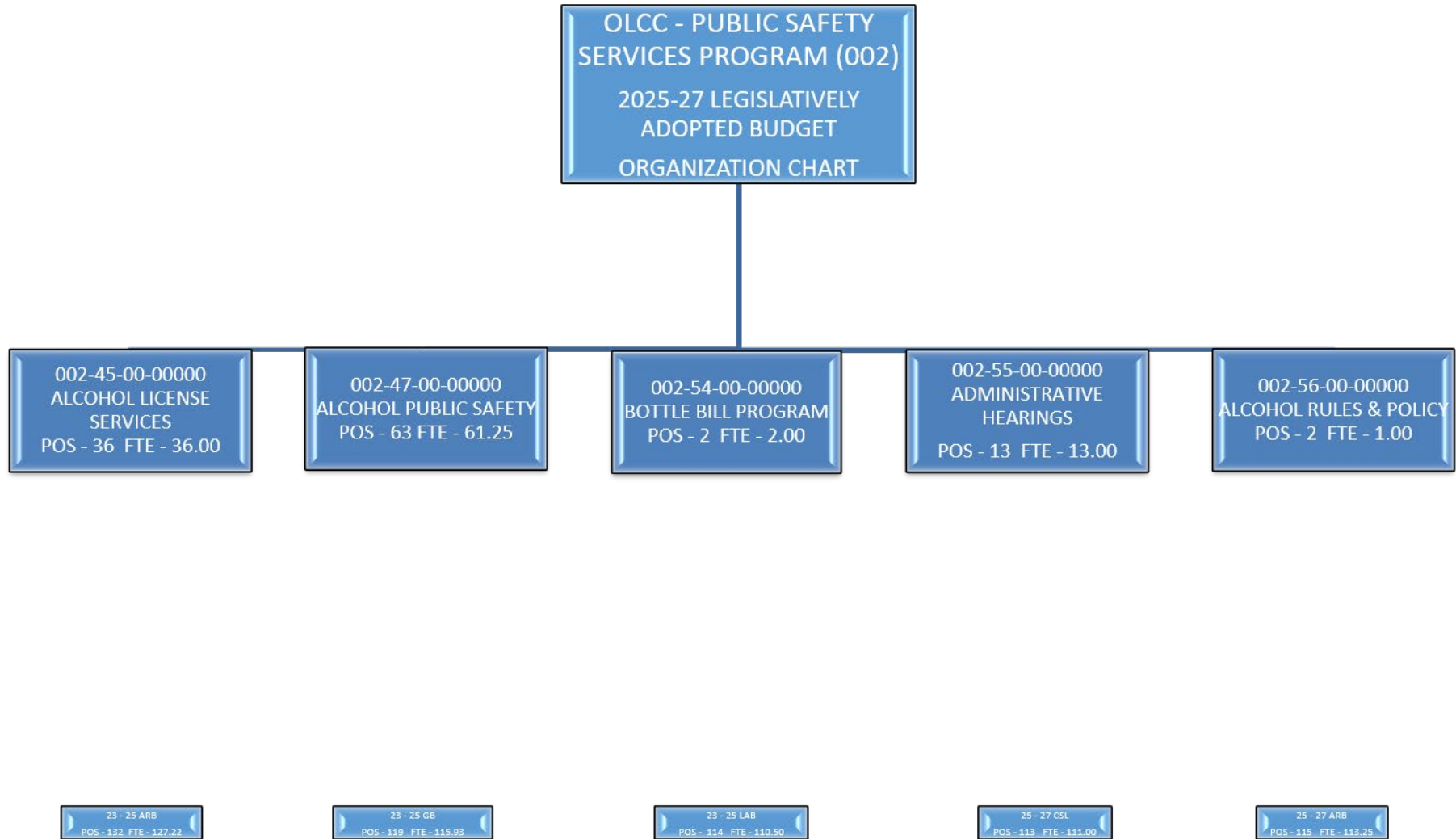
<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
General Fund Obligation Bonds	15,345,000	-	-	-	-	-
Dedicated Fund Oblig Bonds	-	8,627,217	8,627,217	-	-	-
Interest Income	567,606	-	-	-	-	-
Transfer In - Intrafund	56,306,855	93,072,043	89,754,219	85,371,539	-	-
Transfer In - Indirect Cost	-	-	-	384,103	-	-
Total Other Funds	\$72,219,461	\$101,699,260	\$98,381,436	\$85,755,642	-	-

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Detail of LF, OF, and FF Revenues - BPR012

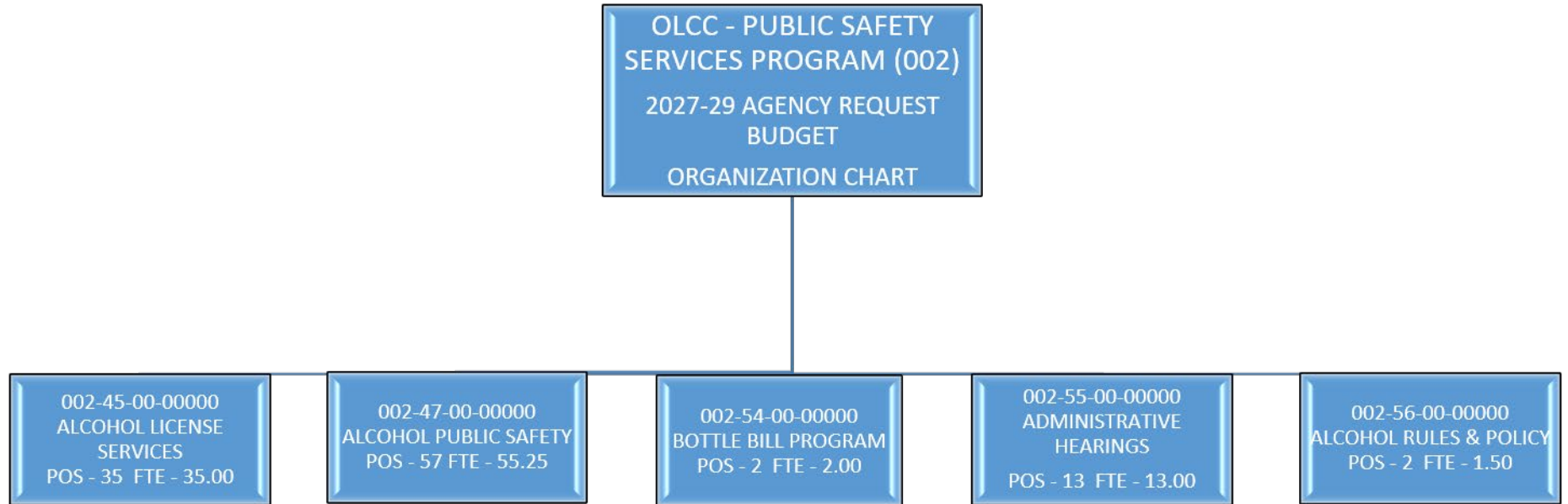
BUDGET NARRATIVE



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23 - 25 LAB
POS - 114 FTE - 110.50

25 - 27 ARB
POS - 115 FTE - 113.25

25-27 LAB
POS - 116 FTE - 113.25

27-29 CSL
POS - 109 FTE - 106.75

27-29 ARB
POS - 109 FTE - 106.75

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BUDGET NARRATIVE

OLCC, PUBLIC SAFETY-ALCOHOL SERVICES PROGRAM 2027-29 BUDGET

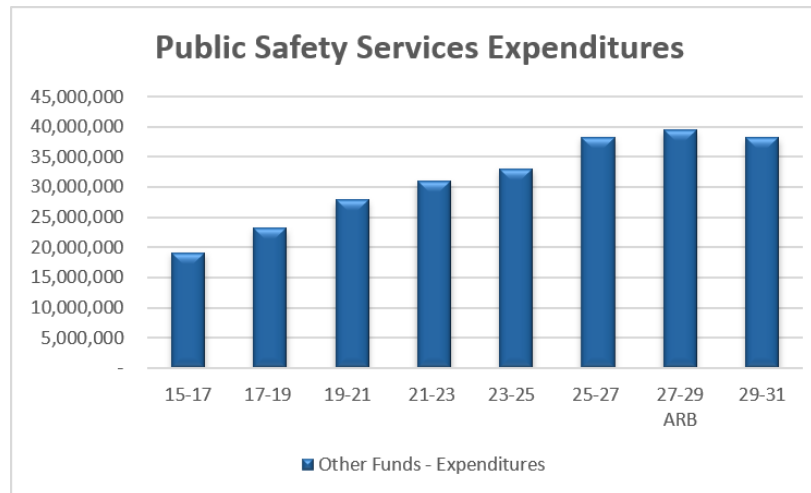
PROGRAM UNIT EXECUTIVE SUMMARY

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

Protecting public health and safety while supporting responsible businesses. This aligns with implementing the Agency's 2024 Strategic Plan – focusing on the four key strategic priorities outlined in the plan: (1) Efficient, Modernized Operations and Outcomes, (2) Balance Regulation, Compliance, Enforcement and Education in Public Safety, (3) Positive Business Environment, and (4) Equity and Inclusion: Commitment and Action.

B. **PROGRAM CONTACT** : Melanie Musial, Interim Director of Public Safety, (503) 347-2959

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, policy, and enforcement; this effort has statewide reach and contributes to the quality of community life throughout Oregon.

E. PROGRAM FUNDING REQUEST

The Agency Request Budget is \$39,474,640 Other Funds limitation for the 2027-29 biennium, including 109 positions and 106.75 FTE.

F. PROGRAM DESCRIPTION

The Public Safety Services Program is vital to meet the agency's mission to protect public health and safety while supporting responsible businesses and providing funding for local and state agencies. The programs (Compliance, Administrative Hearings, Licensing, Bottle Bill and Education, Health and Policy) within this Division are focused on education and enforcement of liquor and marijuana, in particular preventing alcohol and marijuana from getting into the hands of minors, preventing the over-service of alcohol, and preventing the diversion and/or inversion of cannabis into or out of the recreational cannabis market.

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

BUDGET NARRATIVE

provide quality service to all Oregonians while promoting the responsible sale of alcohol and marijuana. The Program takes an education first approach, this is demonstrated when Compliance does a “First Call” with new licensees. A regulatory specialist visits all new retail licenses to ensure they are aware of laws and rules so they can be responsible business owners and prevent overservice of alcohol and sales to minors. Compliance offers identification training to all licensees free of charge if a licensee wants to provide additional education to their staff. With the implementation of the online Cannabis and Alcohol Management Program (CAMP), licensees and permittees for both the alcohol and marijuana have a more user friendly, paperless system to manage their inactions with OLCC for all their licensing or permitting needs. This technology development has centralized information and communication within and outside of the OLCC.

OLCC regulates and licenses all businesses that produce, distribute, sell and serve alcohol in Oregon. The number of alcohol licenses has grown 1.06% per year over the last 10 years. OLCC has seen a steady increase in the number of licenses per (Table 1). The forecasts indicate a continued increasing of the number of licenses that will be issued, maintained, and regulated.

Table 1. Historic Liquor Licenses and Alcohol Service Permits

Fiscal Year	Total Liquor Licenses Active in Fiscal Year	New & Renewed Alcohol Server Permits Processed	Annual Growth
2012	14,973	33,286	
2013	15,273	34,421	
2014	15,729	38,218	3.00%
2015	16,041	18,902	2.00%
2016	16,466	40,633	2.60%
2017	16,794	41,111	2.00%
2018	17,217	44,333	2.50%
2019	17,539	51,236	1.90%
2020	17,471	40,249	-0.40%
2021	17,168	30,515	-1.70%
2022	17,712	48,056	3.20%
2023	17,709	48,349	0.00%
2024	17,860	45,614	0.90%
2025	17,801	45,818	-0.30%
2026	17,987	32,785	1.00%

BUDGET NARRATIVE

Key Performance Measures for Public Safety include the Minor Decoy Pass Rate and the Time to License. The Minor Decoy Pass Rate KPM 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 2024, the compliance rate for sale to minors in alcohol was 79% and increased to 81% in 2025. See the Executive Summary for the Recreational Marijuana Program for the Minor Decoy Pass Rate KPM.

The Time to License KPM measures the time it takes to license a new alcohol establishment. This KPM peaked at 105 days in 2021 during the COVID-19 Pandemic. Through process changes and efficiency improvement efforts, and because of the CAMP system rollout, the average Time to License in 2025 was 48 days and has dropped to 41 days for the beginning of 2026.

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

J. SIGNIFICANT PROPOSED PROGRAM CHANGES FROM 2025-27:

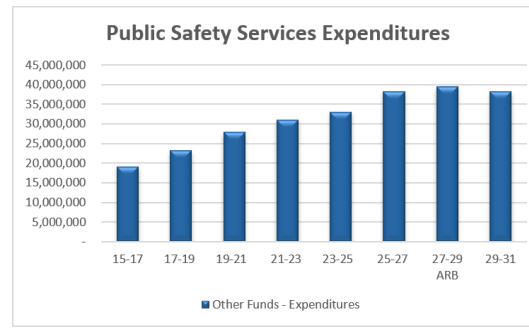
N/A

BUDGET NARRATIVE

OLCC, PUBLIC SAFETY-ALCOHOL SERVICES PROGRAM 2027-29 BUDGET

DIVISION SUMMARY

A. OTHER FUNDS EXPENDITURES



B. PROGRAM FUNDING REQUEST

The Agency Request Budget is \$39,474,640 Other Funds limitation for the 2027-29 biennium, including 109 positions and 106.75 FTE.

C. PROGRAM OVERVIEW

The OLCC Public Safety 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

BUDGET NARRATIVE

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 Program is responsible for providing statewide services to every Oregon community. As of September 2025, OLCC is responsible for the oversight of more than 17,128 in-state alcohol licenses, including 12,136 restaurants, bars, grocery and convenience stores, plus 284 liquor stores, 177 distiller licenses and 94 tasting rooms, and nearly 163,818 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 divisions of the Program work with businesses, citizens, local government and law enforcement to license, educate, and enforce if required through violations 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 and the implementation of the online system, Cannabis and Alcohol Management Program (CAMP), has facilitated improved efficiency and sharing of information between divisions through shared systems.

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/or service of alcohol and marijuana, is a means to prevent both problems and limit costs to the state.

BUDGET NARRATIVE

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 businesses 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 the prior biennium, a significant focus of this Program was to help these businesses reopen while ensuring licensees and permittees comply with liquor and marijuana laws: to protect public safety and safeguard Oregon's economic development and viability. In the current biennium, the Program's focus has shifted from pandemic recovery efforts to addressing new advancements of products and technologies within the alcohol and cannabis industries, coupled with a challenging and uncertain federal landscape and heightened public health concerns related to overconsumption.

The manufacture of ready-to-drink cocktails is an example of recent innovation within the alcohol industry, and the beverages continue to grow in popularity with consumers. The variety of intoxicating products derived from the cannabis plant that are available for purchase in both the licensed and general markets has also become more common. There has been a trending rise in consumer interest in combining alcoholic beverages with various forms of CBD, THC, or other cannabinoids found in the cannabis plant. Many of these complexities focus on creating new capabilities and innovations desired by Oregon's own craft businesses in both industries which are interested in maximizing their ability to grow business income in Oregon and internationally. At the same time, the combination of intoxicating regulated substances creates unique public health and safety risks and is generally prohibited (under state and federal laws). OLCC plays an important role in educating the public and various stakeholders regarding what is legal to sell and serve within Oregon and holding its licensees accountable for following applicable statutes and regulations.

The main strategy for protecting the public and community welfare is to prevent underage consumption of alcohol and marijuana. Alcohol is a major contributor to 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 – 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.

BUDGET NARRATIVE

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 Public Safety Program is vital to meet the agency's mission to protect public health and safety while supporting responsible businesses and providing funding for local and state agencies. The four divisions within this Program are focused on OLCC's primary objectives of preventing alcohol and marijuana from getting into the hands of minors, the over-service of alcohol, and diversion of marijuana from the regulated system. Additionally, the Program includes administration and enforcement of Oregon's Bottle Bill.

- 1. Compliance (aka Public Safety) Division.** The Compliance Division is responsible for educating licensees, investigating complaints and violations, and enforcing liquor and marijuana laws through a voluntary compliance model including sanctions if education is not effective. The 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. During 2023-24, the division provided over 1300 individual and group trainings with licensees and permittees. If these efforts fail and violations continue, staff may move cases forward for administrative sanctions and/or issue criminal citations. If public safety is at risk, the agency can order an emergency license suspension. During the 2023–24 reporting period, Alcohol Compliance conducted 12,838 investigations, referring 746 cases to the Administrative Hearing Division. During the same period, Marijuana Compliance conducted 6,528 investigations and referred 353 cases to the Administrative Hearing Division.

The Compliance Division is divided into Alcohol and Marijuana Units, with each Unit being overseen by a separate director. The Division has five regional work units which include the Portland Region headquartered in the Milwaukie office and four other Regions located throughout the state. As OLCC grows, the agency has segregated some of the regional managers in its larger offices into program areas. OLCC currently has one regional manager in the Portland and Medford Regions 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 managed by a manager located at Headquarters. This is a small work group consisting of 3 FTEs (Regulatory Specialists) who are tasked with inspecting OHA registered medical marijuana growers or Grow Site Administrators (GSAs). Regulatory

BUDGET NARRATIVE

Specialists are assigned to the five regions in three program areas: alcohol, recreational marijuana, and the medical marijuana program. In the Portland region, the alcohol program includes a manager and 16 FTE liquor regulatory specialists, while the marijuana program consists of a manager and 11 FTE marijuana regulatory specialists. The Salem region is staffed with one manager, 6 FTE liquor regulatory specialists, and 4 FTE marijuana regulatory specialists. The Eugene region includes one manager, 5 FTE liquor regulatory specialists, and 5 FTE marijuana regulatory specialists. The Bend region's alcohol program is staffed by one manager, 6 FTE liquor regulatory specialists, and 2 FTE marijuana regulatory specialists. In the Medford region, the alcohol program includes one manager and 6 FTE liquor regulatory specialists, while the marijuana program consists of one manager and 12 FTE marijuana regulatory specialists.

The five regional units are:

- Portland Region headquartered in Milwaukie with field offices in Hood River and Astoria.
- Salem Region, headquartered in Salem with a field office in Corvallis.
- Eugene Region headquartered in Eugene with field offices in Newport and Roseburg.
- 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.

- 2. Licensing Division.** The Licensing Division is responsible for investigating and processing license applications and renewals for alcohol and marijuana licenses, special event licensing, investigating and processing alcohol service permits and marijuana worker permits, and providing ongoing maintenance and support of license or permits that need revision or additional approvals. The Division is also primarily responsible for maintenance of the Program's records related to licensees. As part of the Public Safety Program, the Licensing Division has a critical role in ensuring that liquor and recreational marijuana licensed businesses statewide comply with all applicable laws. The Licensing Division does this by providing education and training on liquor and recreational marijuana laws to licensees, conducting in-depth investigations into licensing action requests, enforcing special events (temporary sales licenses), and working collaboratively with the other divisions within the Public Safety Program to enforce liquor and marijuana laws through administrative sanctions.

The complexity of licensing work generally has increased during the last decade, as businesses pursue new operational models not contemplated when the agency's regulatory and licensing framework was first conceived. This is true for both alcohol and marijuana licensing, as the landscape of both industries has grown and evolved markedly in recent years.

BUDGET NARRATIVE

The Licensing Division is divided into an Alcohol Licensing Unit (35 FTE) and Marijuana Licensing Unit (34 FTE). Each unit is overseen by a separate director. The directors of licensing are responsible for maintaining Standard Operating Procedures and compliance with agency policy decisions within the Licensing Division.

Alcohol Licensing Unit. OLCC's Alcohol Licensing Unit receives, investigates, and processes applications for new licenses/permits, including Special Event license applications, renewal of licenses, as well as maintaining and processing change requests for more than 17,000 annual licenses and over 160,000 Service Permit holders. In 2024, Alcohol Licensing implemented their phase of the Cannabis and Alcohol Management Program (CAMP) which resulted in changes to workflows and customer experience. The CAMP program provided a platform for the agency to offer a digital pathway to licensing vs the legacy paper process. KPMs for Alcohol Licensing is measured by the number of days from an application being submitted by a customer and the date the application is completed. For 2025, the KPM for time to license was 48 days and dropped to 41 days for the beginning of 2026. Alcohol Licensing Unit 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 hospitality industries helps to ensure Industry's understanding and compliance with liquor laws. The Division collaborates with communities statewide to maintain neighborhood livability and safeguard the marketplace and economy.

Marijuana Licensing Unit. The Marijuana Licensing Unit receives, investigates and processes license/permit applications, renewals, and requests for various required approvals for approximately 2,665 recreational marijuana licensees and 50,000 permittees in Oregon. Currently there is a moratorium on issuance of new recreational marijuana licenses, and therefore a large portion of the Unit's work is spent on ownership transfers to new applicants by existing licensees. Historically the volume of new applications for licenses and permits far outpaced OLCC's resources, and the timeframe for issuing licenses/permits and other approvals could be considerable. Since implementation of the CAMP online system in 2024, the Unit has made a variety of changes to its internal workflows, operating procedures and administrative rules, resulting in a complete reduction of backlog in applications and a sizable reduction in processing times. The Marijuana Licensing Unit's KPM of 85 days is measured from time of assignment of a licensing action to issuance. For 2024, the average processing time was 91 days. For 2025 the average processing time increased to 139 days. For the first quarter of 2026 (since implementation of rule changes reducing the amount of time an applicant can take to complete the process), the average processing time has fallen to 107 days. Once the new rule changes have been in place for the first half of 2026, the Unit anticipates falling below the current KPM measurement.

BUDGET NARRATIVE

- 3. Administrative Hearings Division.** The Administrative Hearings Division (AHD) provides due process to OLCC’s licensees, permittees, applicants and liquor agents and ensures the consistent application of administrative rules and statutes. The Division has 13 FTEs, including one director, nine case presenters (lay representatives), and three administrative specialists. All AHD staff work on both alcohol and marijuana cases and have seen work grow in complexity, especially with marijuana cases. Additionally, the types of cases handled by AHD has expanded especially with implementation of Hemp regulations and the Hemp registry. Final OLCC internal investigative reports authored by staff in other OLCC divisions and departments proposing agency action or violations are referred to AHD. Case Presenters review these reports for technical sufficiency and based on the information in the reports, draft legal Notice to parties informing them of proposed OLCC actions and their right to a hearing. In 2024, AHD issued 660 Notices to Licensees, Permittees, Liquor Agents, and Applicants. Cases are resolved via default, settlement, or a contested case hearing. At Contested Case hearings held by Administrative Law Judges at the Office of Administrative Hearings, Case Presenters are responsible for presenting the case and developing the agency record. From 2023-2025, there were twelve contested case hearings conducted by AHD.
- 4. The Education, Health and Policy Division.** The Education, Health and Policy Division includes 6 FTEs that support the Public Safety Program by analyzing available research on specific issues and topics identified by Commission leadership as important to the development of sound decision making and policy development. The Division then develops policy working internally with Commission leadership and staff. The program drafts agency rules and conducts the agency’s rulemaking function in accordance with the Administrative Procedures Act. This includes collaborating with various internal and external subject matter experts to develop rule concepts, facilitating stakeholder advisory groups, developing fiscal impact statements, conducting rulemaking hearings and gaining approval by both agency leadership and Commissioners. One staff member is dedicated to building relationships with our public health partners and ensuring the agency’s work is in line with statewide public health goals and policies. The division also regulates the providers and instructors who teach the alcohol education course mandated by statute (ORS 471.542) for all licensees and servers of on-premises liquor licenses. The staff evaluates the curriculum of the 14 certified course providers each year to verify compliance with required education.
- 5. Bottle Bill Program.** Oregon’s Bottle Bill Program is a statewide beverage container redemption system designed to reduce litter, promote recycling, and support environmental stewardship. Established by the legislature in 1971 as the nation’s first bottle bill, the program requires a refundable deposit on most beverage containers sold in Oregon and assigns the stewardship obligations of the packaging to beverage distributors and retailers. The program diverts billions of containers from landfills annually, significantly reduces roadside and public-space litter, and contributes to Oregon’s best-in-class environmental outcomes. The Bottle Bill Program includes 2 FTE’s that support the program by providing oversight, compliance, data reporting, consumer education, and administration of ORS 459A.700-754.

BUDGET NARRATIVE

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

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	-	-	6,813	-	-	-	6,813
Overtime Payments	-	-	5,708	-	-	-	5,708
Shift Differential	-	-	3,318	-	-	-	3,318
All Other Differential	-	-	2,230	-	-	-	2,230
Public Employees' Retire Cont	-	-	2,929	-	-	-	2,929
Social Security Taxes	-	-	1,382	-	-	-	1,382
Unemployment Assessments	-	-	533	-	-	-	533
Paid Family Medical Leave Insurance	-	-	45	-	-	-	45
Mass Transit Tax	-	-	9,816	-	-	-	9,816
Vacancy Savings	-	-	(81,625)	-	-	-	(81,625)
Total Personal Services	-	-	(\$48,851)	-	-	-	(\$48,851)
Total Expenditures							
Total Expenditures	-	-	(48,851)	-	-	-	(48,851)
Total Expenditures	-	-	(\$48,851)	-	-	-	(\$48,851)
Ending Balance							
Ending Balance	-	-	48,851	-	-	-	48,851
Total Ending Balance	-	-	\$48,851	-	-	-	\$48,851

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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
Capital Outlay							
Automotive and Aircraft	-	-	(149,977)	-	-	-	(149,977)
Total Capital Outlay	-	-	(\$149,977)	-	-	-	(\$149,977)
Total Expenditures							
Total Expenditures	-	-	(149,977)	-	-	-	(149,977)
Total Expenditures	-	-	(\$149,977)	-	-	-	(\$149,977)
Ending Balance							
Ending Balance	-	-	149,977	-	-	-	149,977
Total Ending Balance	-	-	\$149,977	-	-	-	\$149,977

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	-	-	13,068	-	-	-	13,068
Out of State Travel	-	-	743	-	-	-	743
Employee Training	-	-	5,452	-	-	-	5,452
Office Expenses	-	-	21,146	-	-	-	21,146
Telecommunications	-	-	56,692	-	-	-	56,692
State Gov. Service Charges	-	-	655,780	-	-	-	655,780
Data Processing	-	-	3,229	-	-	-	3,229
Publicity and Publications	-	-	3,487	-	-	-	3,487
Professional Services	-	-	38,369	-	-	-	38,369
IT Professional Services	-	-	6,261	-	-	-	6,261
Employee Recruitment and Develop	-	-	497	-	-	-	497
Dues and Subscriptions	-	-	549	-	-	-	549
Facilities Rental and Taxes	-	-	44,754	-	-	-	44,754
Fuels and Utilities	-	-	1,354	-	-	-	1,354
Facilities Maintenance	-	-	1,031	-	-	-	1,031
Agency Program Related S and S	-	-	2,373	-	-	-	2,373
Other Services and Supplies	-	-	3,114	-	-	-	3,114
Expendable Prop 250 - 5000	-	-	320	-	-	-	320
IT Expendable Property	-	-	2,097	-	-	-	2,097
Total Services & Supplies	-	-	\$860,316	-	-	-	\$860,316

Capital Outlay

Office Furniture and Fixtures	-	-	493	-	-	-	493
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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	-	-	2,048	-	-	-	2,048
Total Capital Outlay	-	-	\$2,541	-	-	-	\$2,541
Total Expenditures							
Total Expenditures	-	-	862,857	-	-	-	862,857
Total Expenditures	-	-	\$862,857	-	-	-	\$862,857
Ending Balance							
Ending Balance	-	-	(862,857)	-	-	-	(862,857)
Total Ending Balance	-	-	(\$862,857)	-	-	-	(\$862,857)

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	-	-	9,709	-	-	-	9,709
Facilities Rental and Taxes	-	-	4,356	-	-	-	4,356
Fuels and Utilities	-	-	580	-	-	-	580
Other Services and Supplies	-	-	2	-	-	-	2
Total Services & Supplies	-	-	\$14,647	-	-	-	\$14,647
Total Expenditures							
Total Expenditures	-	-	14,647	-	-	-	14,647
Total Expenditures	-	-	\$14,647	-	-	-	\$14,647
Ending Balance							
Ending Balance	-	-	(14,647)	-	-	-	(14,647)
Total Ending Balance	-	-	(\$14,647)	-	-	-	(\$14,647)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 060 - Technical Adjustments

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
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	(882,000)	-	-	-	(882,000)
Empl. Rel. Bd. Assessments	-	-	(277)	-	-	-	(277)
Public Employees' Retire Cont	-	-	(229,497)	-	-	-	(229,497)
Social Security Taxes	-	-	(67,474)	-	-	-	(67,474)
Paid Family Medical Leave Insurance	-	-	(3,529)	-	-	-	(3,529)
Worker's Comp. Assess. (WCD)	-	-	(133)	-	-	-	(133)
Flexible Benefits	-	-	(154,560)	-	-	-	(154,560)
Total Personal Services	-	-	(\$1,337,470)	-	-	-	(\$1,337,470)
Total Expenditures							
Total Expenditures	-	-	(1,337,470)	-	-	-	(1,337,470)
Total Expenditures	-	-	(\$1,337,470)	-	-	-	(\$1,337,470)
Ending Balance							
Ending Balance	-	-	1,337,470	-	-	-	1,337,470
Total Ending Balance	-	-	\$1,337,470	-	-	-	\$1,337,470
Total Positions							
Total Positions							(4)
Total Positions	-	-	-	-	-	-	(4)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 060 - Technical Adjustments

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							(3.50)
Total FTE	-	-	-	-	-	-	(3.50)

POS116 - Net Package Fiscal Impact Report

Public Safety Services Program

2027-29 Biennium

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

Current Service Level

Package Number: 60

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4500126	1337350	108377	MMS X7436 A P	LICENSING AND PERMITTING SUP	28X	PF		9	9,695	-232,680	-123,551	-356,231	-1	-1.00
4700054	1303560	22260	MMS X7145 A P	COMPLIANCE AND REGULATORY I	31X	PF		11	12,332	-295,968	-145,114	-441,082	-1	-1.00
4700621	1214700	31934	AL C5732 A P	LICENSING SPECIALIST	25	PF		11	8,844	-212,256	-116,593	-328,849	-1	-1.00
4700750	500230	45754	MMS X7145 A P	COMPLIANCE AND REGULATORY I	31X	PF	24	10	11,756	-282,144	-140,404	-422,548	-1	-1.00
5500561	499310	31616	MMN X0872 A P	OPERATIONS & POLICY ANALYST	30	PF	24	10	11,754	141,048	70,192	211,240	0	0.50
General Funds										0	0	0		
Lottery Funds										0	0	0		
Other Funds										-882,000	-455,470	-1,337,470		
Federal Funds										0	0	0		
Total Funds										-882,000	-455,470	-1,337,470	-4	-3.50

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

Oregon Liquor & Cannabis Comm
2027-29 Biennium

Agency Number: 84500

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

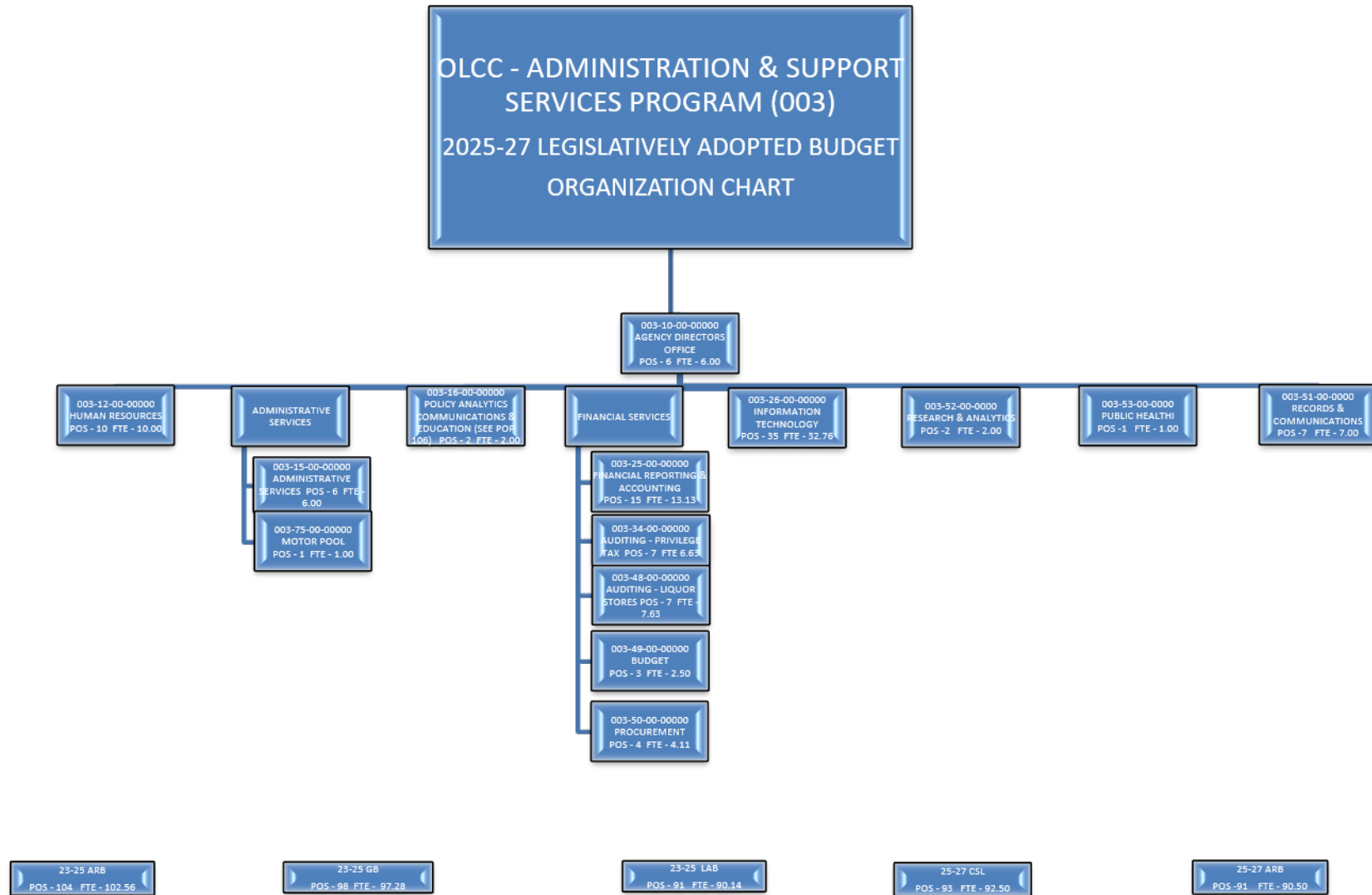
<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Transfer In - Intrafund	32,882,055	37,578,220	39,041,779	35,180,461	-	-
Transfer In - Indirect Cost	-	-	-	4,294,179	-	-
Total Other Funds	\$32,882,055	\$37,578,220	\$39,041,779	\$39,474,640	-	-

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Detail of LF, OF, and FF Revenues - BPR012

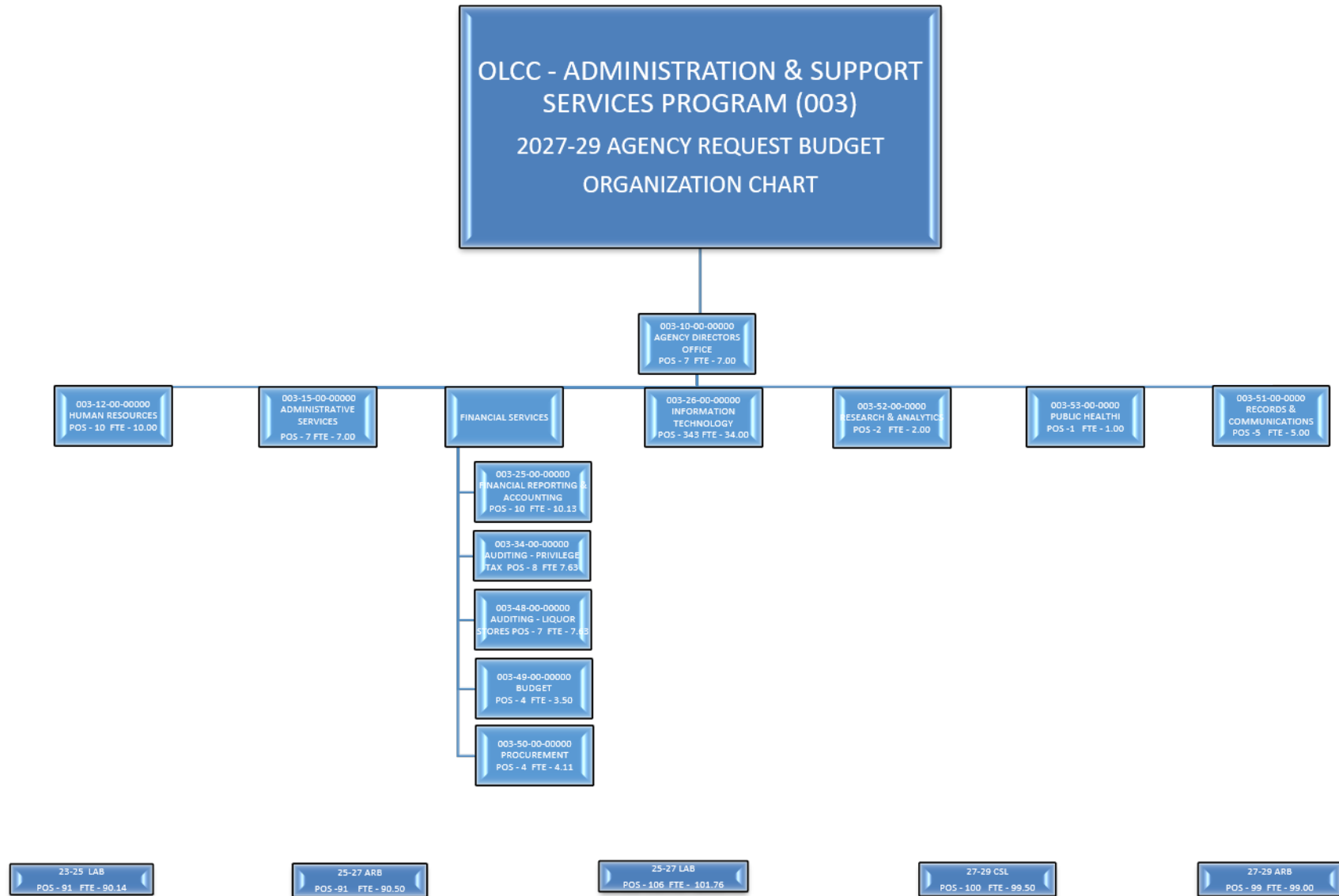
BUDGET NARRATIVE



BUDGET NARRATIVE

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BUDGET NARRATIVE



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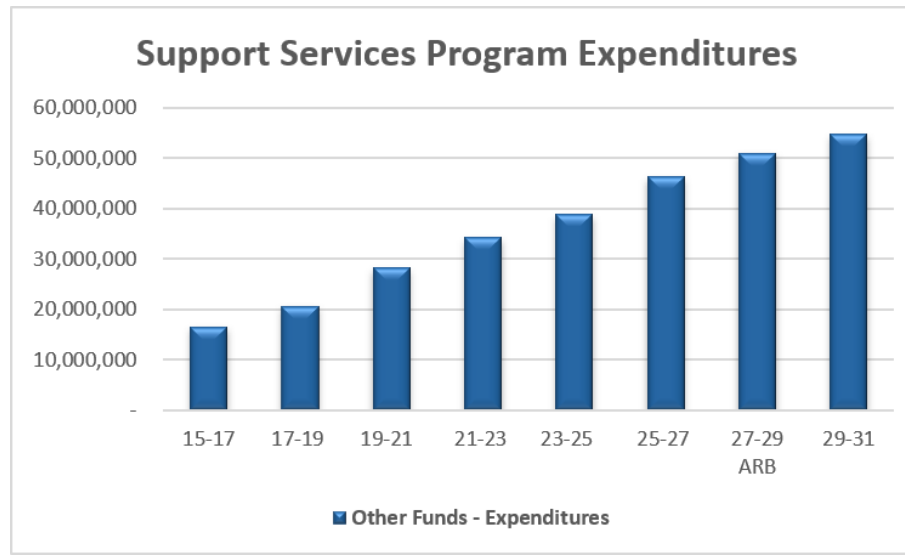
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BUDGET NARRATIVE

OLCC - ADMINISTRATION AND SUPPORT SERVICES PROGRAM 2027-29 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** : Trish Hagen, 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.

E. PROGRAM FUNDING

The Agency Request Budget is \$51,094,925 Other Funds limitation for the 2027-29 biennium for this program, with 99 positions and 99.00 FTEs.

Revenue transfers have been established from the Recreational Marijuana and Medical Marijuana programs to fund a portion of Support Services program costs. The 2027-29 transfers are estimated at ~\$14 million from the Recreational Marijuana program, and ~\$1 million from the Medical Marijuana program for total Support Services funding of ~\$15 million.

OLCC has also responded to a 2025 Budget Note in HB 5019 related to the agency's cost allocation across its liquor, recreational marijuana, and medical marijuana programs.

BUDGET NARRATIVE

F. PROGRAM DESCRIPTION

During the current biennium, every OLCC department experienced substantial increases in workload as the agency advanced multiple major initiatives. The completion of OLCC's new warehouse and distribution facility, the launch of the Distilled Spirits Supply Chain (DSSC) modernization projects, and the agency's internal realignment all required intensive planning, coordination, and administrative support. These enterprise-level efforts occurred alongside ongoing responsibilities that demand continuous attention—including rule development, procurement of critical supplies and services, recruitment and onboarding of staff, budget tracking, data analysis for executive decision-making, and planning for new information-system implementations. The Administrative & Support Services Program plays a central role in maintaining the agency's operational readiness during this period of rapid change. As the agency navigates increasing complexity, expanded service demands, and modernization across facilities and systems, the program ensures that OLCC can operate effectively, maintain compliance, and support stakeholders throughout Oregon.

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 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 \$579 million to the state General Fund, cities, counties, mental health and drug services, and the OWB during the last 2023-25 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 funds 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. The Hemp Program is statutorily required to be funded through registration fees.

K. SIGNIFICANT PROPOSED PROGRAM CHANGES

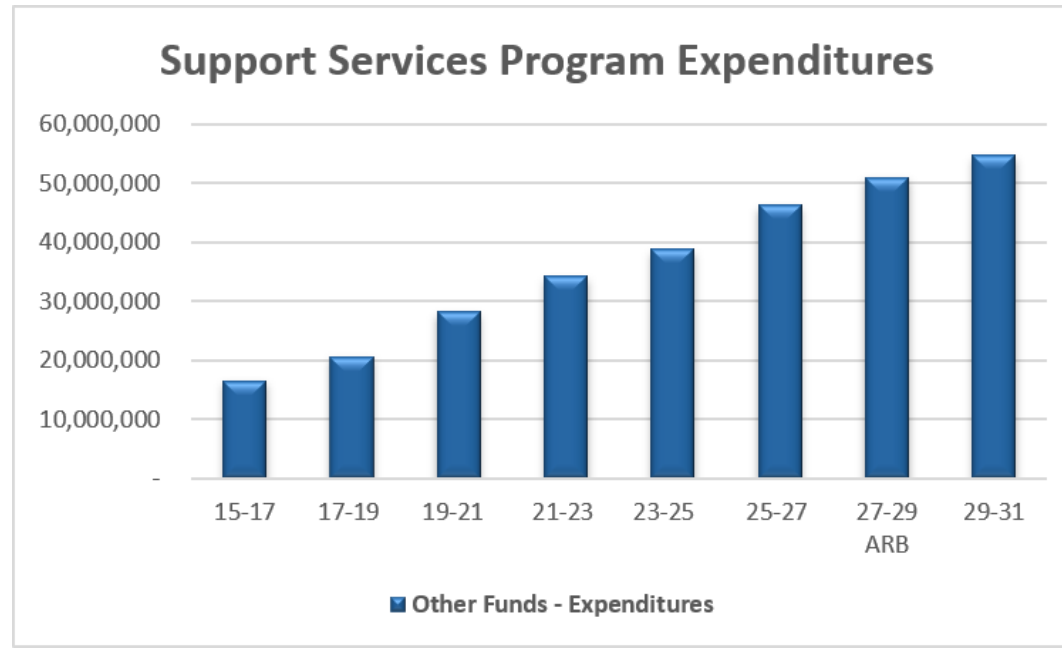
For the 2027–29 biennium, OLCC is implementing key structural, financial, and enterprise-wide information technology changes via our Distilled Spirits Supply Chain project to strengthen agency operations and ensure long-term sustainability. As required under HB 5019, OLCC completed a comprehensive cost-allocation review addressed in POP 101 and 102, which continues the agency realignment and ensures staffing accurately reflects actual workload. At the same time, rising operational costs and static fee revenue have created a significant funding shortfall for the Recreational Marijuana Program. To address this, POP 101 proposes a 75% fee increase effective July 1, 2027. Financial modeling shows this adjustment is necessary to stabilize the program and sustain essential regulatory, administrative, and technology functions through at least the 2031–33 biennium. The Administration & Support Services Program plays a central role in implementing these changes. Its fiscal management, staffing alignment, procurement, rule development, and information-system planning ensure that OLCC remains compliant, efficient, and able to support all divisions as the agency enters the 2027–29 biennium.

BUDGET NARRATIVE

OLCC - ADMINISTRATION AND SUPPORT SERVICES PROGRAM 2027-29 BUDGET

ADMIN. & SUPPORT SERVICES DIVISION SUMMARY

A. OTHER FUNDS EXPENDITURES



B. PROGRAM FUNDING REQUEST

The Agency Request Budget is \$51,094,925 Other Funds limitation for the 2027-29 biennium, including 99 positions and 99.00 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.

Administration Division (*subprogram 10*) provides leadership in coordinating the development and articulation of the mission, vision and strategic goals for the agency, and implementing policy as set by the liquor commissioners. The Administration Division's key strategy to fulfilling the agency's role in economic development and public safety is to support current personnel's productivity through investment in technology infrastructure and training. The OLCC's nine part-time citizen liquor commissioners are the ultimate decision makers and serve as the OLCC's policy setters for budget, regulation, appointment of liquor agents, oversight of the marijuana program, and contested cases. This division ensures that the overall policy direction set by the Board of Commissioners, the Legislature, and the Governor is carried out. The Executive Director sets the tone and the climate to achieve the OLCC's goals and objectives and leads the executive team. The division also spearheads creating and strengthening partnerships with a diverse set of stakeholders – explaining agency needs, policies and processes within state government, internal and external partners, and the public. Primary Administration Division functions are: strategic planning; policy and organizational development; guidance; assistance and support to the OLCC's program units – Distilled Spirits, Public Safety Services, Recreational Marijuana Program, Support Services, and the Medical Marijuana Program. This division is responsible for the outcomes of meeting the OLCC's overall mission of supporting businesses, public safety, and community livability with accountability to the citizens of Oregon through management of an effective and productive workforce.

Human Resources Division (*subprogram 12*) partners with the OLCC division units to maximize the potential of its greatest asset, its employees. HR supports the recruitment, development and retention of a diverse agency's workforce and provides equal employment opportunities from recruitment to onboarding. HR is focused on excellent customer service and committed to attracting, developing, rewarding and retaining top talent regardless of race, religion, national origin, age, sex, sexual orientation, marital status, physical abilities or mental challenges. HR's goal is to foster a healthy, safe and productive work environment for its employees as well as to model the Commission's foundational commitment on Affirmative Action, Diversity & Inclusion and Equal Employment Opportunity. HR strives to make the OLCC and the State of Oregon an employer of choice by following through on this commitment and actively participating in labor relations, policy establishment, policy implementation, safety oversight, manager training, strategic business workforce operations and solutions, strategic recruitment and workforce management.

BUDGET NARRATIVE

Administrative Services

The agency's Administrative Services Program functions provide the internal means that OLCC programs need to realize their goals and missions. The division and their unit subprograms ensure OLCC's sound stewardship of the state's resources, and enable OLCC's Distilled Spirits, Public Safety Services, and the rest of the Support Services programs to perform their functions effectively and efficiently. Facilities maintenance and procurement related support are essential services as well.

Administrative Services Division (*subprogram 15*) The Administrative Services Division staff provide internal services including property control, motor pool (see narrative for Motor Pool, subprogram 75, below), property leasing, building security and access control, physical plant maintenance, grounds/building maintenance, mail/supply services (see Supply Center, subprogram 60, below) and administering the capital improvements program (see narrative in the Capital Improvements Program Fund in the section for that limitation). The Division continues to work with energy monitoring, collection and reduction as required: ORS 276.900 through 276.915 and governed by OAR 330-130-0010 through 330-130-0100 (330-130-0080).

The division continues to focus on and take pride in providing quality services and supplies necessary for a productive workplace and maintaining safe and efficient building facilities. The department faces multiple challenges in the 2025-27 biennium including oversight of the construction of the new Canby warehouse, relocation and move coordination of headquarters to the Portland State Office Building through DAS lease, maintenance of the existing aging facilities and readying these existing Milwaukie facilities for sale.

Supply Center (*subprogram 60*) The Supply Center, managed by the Administrative Services Division, is a cost center used to accumulate expenditures for office supplies such as paper, notebooks, pens, pencils, technology supplies, file folders, photocopier toner/developer, copier/computer paper, postage, labels, envelopes, batteries and other items used by all OLCC work units. The Supply Center is a cost-effective, centralized service that provides office and warehouse supplies in a timely fashion. It supports the purchase of sustainable supplies and products available through state contracts. The Supply Center maximizes the use of materials through reuse and recycling.

Motor Pool (*subprogram 75*) The OLCC Administrative Services Division uses the Motor Pool subprogram 75 as a cost center to track, monitor and manage expenditures for vehicle purchase and maintenance, and fuel for vehicles of the OLCC. The OLCC motor pool operates with DAS authority. The fleet includes vehicles for staff to do liquor and marijuana license related inspections and investigations, maintenance, and liquor distribution. Besides the Portland area staff, the liquor and marijuana inspectors, investigators and Retail Services Division district managers located in field offices require

BUDGET NARRATIVE

fleet vehicles to do their jobs servicing their geographic areas. Other staff must travel on state business routinely. The agency monitors and actively manages the fleet to ensure compliance with DAS requirements. As of April 2026, OLCC's fleet size is 97 vehicles; 95 light-duty and 2 heavy-duty; however, much of the fleet is rapidly aging, requiring constant repairs.

State Government's maximum vehicle replacement criteria/schedule recommends replacing fleet vehicles with 115,000 miles or 8 years old. The criteria are designed to replace vehicles in a manner that maximizes safety, efficiency and cost effectiveness. The OLCC fleet has 26 vehicles in need of replacement during 2027-29 that are 8 years old or older (with 2 of those vehicles being 15 years old).

Administrative Services Division has been the lead in acquiring property for the warehouse and office relocation. OLCC has delegated authority to manage its own fleet.

These support services structures will continue in 2027-29 to provide the quality services and supplies necessary for a productive workplace using best practices and available funds to provide professional services. The goals for the division include:

- Construction oversight of the warehouse.
- Relocation of headquarters to Portland State Office Building.
- Managing and maintaining building infrastructure.
- Ready existing Milwaukie facilities for sale.
- Providing oversight for asset management and internal controls.

Financial Services Division (subprogram 25), ***Auditing – Privilege Tax*** (subprogram 34), ***Auditing – Liquor Stores*** (subprogram 48), ***Budget*** (subprogram 49), ***Procurement*** (subprogram 50)

The Financial Services Division is responsible for financial stewardship, accountability, and transparent fiscal management across the Oregon Liquor and Cannabis Commission. In accordance with generally accepted accounting principles (GAAP), the division maintains agency-wide financial records, implements internal control policies, and ensures accurate reporting of all OLCC financial transactions. These functions are foundational to OLCC's mission and critical to sustaining regulatory, operational, and administrative programs statewide.

BUDGET NARRATIVE

Financial Services is an integral component of the systems approach to distilled spirits and marijuana industries adopted by the OLCC, and serves a critical function in the safeguarding of the state's assets. Financial Services ensures appropriate

oversight and review of the fiduciary role of the independent liquor agents' activities by providing an external audit function over liquor receipts. Financial Services also plays a role in the collection and recording of privilege taxes due from licensees of the OLCC. Financial Services implements internal control policies to accurately record and report financial transactions. It ensures that the net cash flow generated each month from its activities is distributed timely to the state General Fund, Oregon cities and counties, the mental health, drug and alcohol treatment account, and the Oregon Wine Board to allow the continued delivery of services to the citizens of Oregon. The division accounts for marijuana fee revenue and analyzes data from the Cannabis Tracking System to aid in compliance activities for the OLCC, the Oregon Department of Revenue, and the requirements from HB 4094 (2016 session) to provide licensee cannabis tracking system data to banks. Financial Services oversees key responsibilities essential to OLCC's statewide regulatory role, including:

- Maintaining complete and accurate accounting records for all agency programs
- Ensuring appropriate oversight of independent liquor agents through external financial reviews
- Collecting, recording, and reconciling privilege taxes from OLCC licensees
- Administering contract and procurement processes to support regulated alcohol and cannabis markets
- Producing fiscal analyses to prioritize program needs and inform executive decision-making
- Creating, maintaining, and publishing the agency's budget

Auditing - Privilege Tax (subprogram 34) manages the reporting, bond requirements, and collection of state privilege taxes on malt beverages, wine, and cider from breweries, wineries, cider makers, wholesalers, and direct shippers for the privilege of manufacturing, importing, or distributing these products in Oregon. The team is refining their focus on compliance and reporting requirements related to tax returns and bond administration.

Auditing - Liquor Stores (subprogram 48) will continue its critical role in providing audit oversight of the independent liquor agents, confirming that sales and inventory are accurately accounted for and reported. As OLCC's retail footprint evolves and material-handling systems modernize, the unit will increase review frequency, improve risk-based audit selection, and support operational requirements.

Budget (subprogram 49) Prepares budget reports, monitors agency spending, and works with program and project managers to develop the organization's budget and understand the status and availability of funds. This includes reviewing managers'

BUDGET NARRATIVE

budget proposals and funding requests for completeness, accuracy, and compliance with laws and other regulations and combining program and department budgets into a consolidated organizational budget. The team educates others in the agency, legislators, and the public on OLCC's funding requests and helps leadership analyze proposed plans and find alternatives to support the agency's mission. Budget also estimates future financial needs, advises leadership about the details of the agency's finances, prepares annual and special reports, evaluates budget proposals, recommends funding levels based on findings, and prepares information for budget decisions. The unit also provides enhanced fiscal modeling required for revenue forecasting for liquor revenue.

Procurement (subprogram 50) The procurement department finds, negotiates, and procures goods, services, and materials for the agency. The team performs key contract management functions including sourcing, drafting, and negotiating contracts, managing vendor relationships, and ensuring best value for the agency. The team will support complex contract needs, including CTS contract changes, DSSC IT procurements, warehouse-system vendor management, and cross-program purchasing to maintain legislative and DAS compliance.

The Financial Services Division is essential to OLCC's fiscal integrity, regulatory stability, and administrative modernization. During the 2027–29 biennium, the division will implement the Recreational Marijuana fee increase (POP 101), enforce the updated cost-allocation model, support agency realignment (POP 102), and reconcile major capital-project expenditures while continuing to uphold high standards of financial stewardship and public accountability. This work ensures OLCC can sustain core regulatory functions, support statewide licensees, respond to market changes, and maintain long-term financial stability across all programs.

The division's staff includes auditors, accountants, accounting technicians and managers. The staff develop, implement and monitor systems to ensure proper reporting, banking and recording of liquor, privilege tax and license revenue for both alcohol and marijuana of more than \$1.7 billion per biennium; ensure that liquor inventories, fixed assets, and supplies are properly accounted for; audit and approve expenditures; manage budget development and budget implementation; maintain budgetary control of OLCC's activities; maintain central records of revenue and expenditures; prepare financial statements and reports; and perform audits of all retail liquor stores and assist the Department of Revenue in performing tax audits of marijuana licensees. OLCC Financial Services staff audit their monthly tax returns; maintaining appropriate accounting records to ensure full payment of the tax and compliance with records maintenance and reporting procedures. Staff also administers and processes tax returns, maintains accounting records, and collects amounts due for the payment of the tonnage tax on behalf of the Oregon Wine Board.

BUDGET NARRATIVE

The goals of the division include:

- Prepare accurate financial statements within thirty days of each month's end so that correct and timely distribution of funds are made to the state, cities, and counties,
- Ensure that all revenue is reported timely and appropriately banked, recorded, and transferred to appropriate accounts with the state treasurer's office,
- Ensure that all bills are paid correctly and on time,
- Ensure that all agency programs comply with fiscal procedures prescribed by various state agencies, and
- Prepare, implement and monitor the agency's budget in accordance with executive and legislative intent.

Information Technology (IT) Division (subprogram 26) Research & Analytics (subprogram 52)

Reporting to the Information Technology division, the Research and Analytics unit creates easily digestible data sets to be used by stakeholders and OLCC business units to support OLCC's mission. OLCC relies on the Research and Analytics unit to provide reliable and accessible data to inform decision making regarding stewardship of resources, such as the distribution center, the statewide retail liquor store operations as well as cannabis and alcohol licensing and compliance activities. The unit is responsible for collecting, managing, analyzing, and interpreting a wide range of data to help OLCC staff understand trends, measure performance, and improve policies and operations.

The Research and Analytics unit provides publicly available data that empowers licensees, distilled spirits suppliers, and liquor store agents by offering insight into their own business operations and historical transactions. By making data transparent, available and accessible, OLCC can manage better relationships with customers throughout the life cycle of products, licenses, permits, and contracts. The Research and Analytics unit engages in data collection assessment, through more complex analysis, reporting, and data visualization needs. These are all critical components required for OLCC to be successful in maintaining its current services and supporting the development of new services.

During the 2025-27 biennium, OLCC committed to transitioning from multiple data analytics tools to Microsoft PowerBI, a modern analytics and visualization platform. In 2027-29, OLCC's Research and Analytics unit is creating interactive, self-service dashboards that can be sorted and filtered to provide a wide variety of data comparisons. The PowerBI platform will be integrated with OLCC's IT modernization project, the Distilled Spirits Supply Chain (DSSC), which is hosted within Microsoft Azure.

As part of OLCC's data-management strategy, the agency is implementing a data lake that will centralize data from many systems. The data lake will enable OLCC business units to access insights quickly across departments, divisions, or workstreams to develop cross-agency insights.

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OLCC has a deep well of technical debt regarding highly structured static reports. The Research and Analytics unit also supports Enterprise Modernization projects to ensure data integrity and consistency. The Research and Analytics team must balance the daily needs and requests of the agency with the planning and establishment of PowerBI self-service analytics.

The Research and Analytics unit was created following an agency-wide reorganization and now reports within the Information Technology department. As OLCC makes advances toward populating the data lake, Cannabis and Alcohol Management Program (CAMP), Oregon Privilege Tax Online (OPTO), Cannabis Tracking System, and Distilled Spirits Supply Chain (DSSC) data will all be available for cross-agency reporting and use by PowerBI. The OPTO system modernized processes that were previously documented by paper and excel spreadsheets. Through ingestion of the OPTO data into the data lake, OLCC staff can use PowerBI to create a variety of dashboards and ensure that the integrity of the data has not been compromised.

OLCC expects the implementation of PowerBI to allow business units to access insights quickly instead of waiting on manual reports or siloed teams. This will accelerate policy decisions, operational planning, and resource allocation. Providing publicly available dashboards will reduce the number of public records requests for data and will also provide transparency to our stakeholder. Creation of interactive dashboards with visualization helps make complex information easier to understand and share with stakeholders. OLCC expects the benefits of the data lake to include breaking down data silos, to let multiple divisions see how their activities intersect in an effort to provide better policy alignment and more coordinated services. Centralized, governed data helps the agency produce reliable, consistent metrics for performance dashboards, legislative or public reporting, audits, and compliance reviews.

Records & Communications (subprogram 51)

The OLCC's Communications and Public Records Team is responsible for two core agency functions: one, informing and educating external and internal audiences about the OLCC's mission and the many ways the agency supports the safety, beauty, and prosperity of communities across the state; and two, fulfilling the agency's commitment to transparency and accountability through the timely provision of public records. In fulfilling these functions, the team's mission is to serve Oregonians by communicating the value of the OLCC and promoting trust in the agency's mission. We do this through the ethical, creative, and transparent stewardship of the OLCC's story and record. The team's vision is to be trailblazers by serving Oregonians with timely relevant communications and transparent, modern records management. The members of the team are committed to driving the OLCC's new beginning as the most trusted, equitable, and accountable public agency in the state.

Communications: Each year, Oregon's Way of distributing distilled spirits and regulating the marijuana marketplace generates hundreds of millions of dollars and provides many benefits to Oregonians. Through both long-term strategic efforts

BUDGET NARRATIVE

and day-to-day communication initiatives, the Communications Team educates and informs residents about the many benefits of Oregon's Way. The team puts a high priority on excellent customer service through communications with the public, the media and lawmakers, as well as developing all agency internet content, publications and educational media used throughout the state. Effective and coordinated communications play a key role in providing accurate information to the public, which enables the OLCC to be a more transparent agency. Externally, the team manages the brand and marketing strategy development and implementation as well as providing media relations support for Executive Management. Internally, the team supports the effective engagement of agency employees by supporting their understanding of the agency's mission. The team also focuses on ensuring that all employees are informed about the OLCC's operations. The goal is to ensure that all staff have the right information at the right time to serve the public effectively and efficiently.

Partners and constituents include neighborhood and community groups, the Governor, legislators, industry groups, licensees, liquor agents, marijuana licensees, moderation advocacy groups, local governments, law enforcement as well as the departments of Revenue, Human Services, Transportation, Environmental Quality, Agriculture and the Oregon Health Authority. Additional partners include the League of Oregon Cities, the Association of Oregon Counties, the Governor's Alcohol and Drug Policy Commission and the Oregon Transportation Safety Commission. The team manages a digital subscription service, GovDelivery, which allows citizens to subscribe to topics of interest and receive automated email when those topics are updated, which also enhances external communications. The team has expanded the use of the agency's external website and its social media platforms to better serve Oregonians' communications needs. Assisting community partners, licensees and members of the public who contact the agency with questions is a vital part of providing excellent agency communications and service to stakeholders. Knowing how the different divisions of the OLCC work together and knowing how best to communicate with each area helps the team meet the needs of constituents in a timely and effective manner.

Public Records and Rulemaking: The team coordinates complex public record requests, provides technical advice on responding to such requests and reviews the response to such requests to ensure compliance with public records law. Public Records and demands for external communications services to OLCC have increased dramatically over the last five years and have become increasingly complex in nature. The OLCC's responsibilities have expanded over the past five years, which has compounded the agency's Public Records fulfillment challenges. With the addition of the Recreational Marijuana Program, requests have increased to now include companies in potential litigation with each other, policy researchers seeking data, attorneys doing due diligence on prospective clients or working on transactional activities, firms in litigation against local and state governments, as well as subpoenas from the Oregon Department of Revenue and the IRS. Many of the requesters seeking records also request correspondence, which is time-consuming to locate, review and redact.

BUDGET NARRATIVE

AGENCY REALIGNMENT

OLCC 2027-29 Budget, Policy Option Package (POP) No. 102, Agency POP Priority No. 2

A. Package Purpose

OLCC Workload, Staffing, and Management Analysis:

This Policy Option Package provides a comprehensive summary of the Oregon Liquor & Cannabis Commission's organizational review, proposed staff realignment, and the Permanent Finance Plan that supports aligning personnel resources with the agency's operational needs. The package outlines structural adjustments needed to ensure the agency can meet current and future workload demands efficiently and sustainably, particularly as OLCC's regulatory responsibilities and program operations continue to evolve. The aim is to fully position the organization to carry out its mission while improving core business functions and strengthening internal accountability.

B. How Achieved

The agency began its organizational assessment prior to the 2025-27 legislative session and implemented several foundational realignments during that biennium. These early actions enabled OLCC to address immediate structural challenges, improve operational support in key divisions, and respond to rising program complexity. The remaining refinements will be completed in the 2027-29 biennium to create a fully optimized organizational structure that aligns staff roles with the actual day-to-day work of the agency. The guiding principles for the realignment remain:

- ensuring OLCC's structure supports its two primary operating functions—Public Safety and Distilled Spirits,
- maintaining fiscal responsibility while strengthening clarity in lines of authority and accountability,
- improving customer service through more streamlined communication channels,
- expanding opportunities for employee career development and progression, and
- positioning the agency for long-term operational excellence

BUDGET NARRATIVE

Throughout the 2025-27 biennium, the agency implemented components of this plan within existing budgetary resources by utilizing the Permanent Finance Plan to cover necessary classification adjustments. Any realignments not completed during that cycle or during development of the 2027-29 Current Service Level Budget are included in this POP. All requested changes have been structured in a cost-neutral manner in alignment with the Governor’s direction.

Division	Package Description	FTE	2027-29 Ongoing
Distilled Spirits	Agency Staff Realignment & Reclassifications	(1.00)	\$ (277,984)
Administration & Support Services	Agency Staff Realignment & Reclassifications	(0.50)	\$ 263,781
Recreational Marjuana	Agency Staff Realignment & Reclassifications	-	\$ (26,919)
Medical Marijuana	Agency Staff Realignment & Reclassifications	(14.00)	\$ (3,795,429)
TOTALS - Agency Realignment & Cost Allocation - Package 102		-15.50	\$ (3,836,551)

C. Staffing Impact

This Policy Option Package does not result in an increase in the total number of OLCC staff positions. Rather, it restructures existing roles to better match operational needs, ensuring that critical functions are supported without expanding overall staffing levels.

BUDGET NARRATIVE

D. Quantifying Results

The realignment reflects measurable improvements in internal management, workload distribution, and the agency’s ability to administer programs effectively. Completion of these structural changes in 2027-29 will enable OLCC to operate with clearer workflows, stronger cross-division coordination, and improved responsiveness to regulated communities and public stakeholders. The benefits include better use of existing resources and greater alignment between position duties and agency needs.

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: 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							
Board Member Stipend	-	-	-	-	-	-	-
Temporary Appointments	-	-	391	-	-	-	391
Overtime Payments	-	-	5,223	-	-	-	5,223
Shift Differential	-	-	162	-	-	-	162
All Other Differential	-	-	659	-	-	-	659
Public Employees' Retire Cont	-	-	1,573	-	-	-	1,573
Social Security Taxes	-	-	493	-	-	-	493
Unemployment Assessments	-	-	751	-	-	-	751
Paid Family Medical Leave Insurance	-	-	24	-	-	-	24
Mass Transit Tax	-	-	19,911	-	-	-	19,911
Vacancy Savings	-	-	(166,640)	-	-	-	(166,640)
Total Personal Services	-	-	(\$137,453)	-	-	-	(\$137,453)
Services & Supplies							
Facilities Rental and Taxes	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	(137,453)	-	-	-	(137,453)
Total Expenditures	-	-	(\$137,453)	-	-	-	(\$137,453)

____ Agency Request
2027-29 Biennium

____ Governor's Budget
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____ Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

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	-	-	137,453	-	-	-	137,453
Total Ending Balance	-	-	\$137,453	-	-	-	\$137,453

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

<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	-	-	937,793	-	-	-	937,793
Total Services & Supplies	-	-	\$937,793	-	-	-	\$937,793
Total Expenditures							
Total Expenditures	-	-	937,793	-	-	-	937,793
Total Expenditures	-	-	\$937,793	-	-	-	\$937,793
Ending Balance							
Ending Balance	-	-	(937,793)	-	-	-	(937,793)
Total Ending Balance	-	-	(\$937,793)	-	-	-	(\$937,793)

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
Services & Supplies							
Professional Services	-	-	(650,000)	-	-	-	(650,000)
Total Services & Supplies	-	-	(\$650,000)	-	-	-	(\$650,000)
Total Expenditures							
Total Expenditures	-	-	(650,000)	-	-	-	(650,000)
Total Expenditures	-	-	(\$650,000)	-	-	-	(\$650,000)
Ending Balance							
Ending Balance	-	-	650,000	-	-	-	650,000
Total Ending Balance	-	-	\$650,000	-	-	-	\$650,000

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							
Instate Travel	-	-	6,043	-	-	-	6,043
Out of State Travel	-	-	1,525	-	-	-	1,525
Employee Training	-	-	4,340	-	-	-	4,340
Office Expenses	-	-	32,609	-	-	-	32,609
Telecommunications	-	-	8,034	-	-	-	8,034
State Gov. Service Charges	-	-	1,790,974	-	-	-	1,790,974
Data Processing	-	-	45,298	-	-	-	45,298
Publicity and Publications	-	-	620	-	-	-	620
Professional Services	-	-	25,502	-	-	-	25,502
IT Professional Services	-	-	173,554	-	-	-	173,554
Attorney General	-	-	82,072	-	-	-	82,072
Employee Recruitment and Develop	-	-	442	-	-	-	442
Dues and Subscriptions	-	-	711	-	-	-	711
Facilities Rental and Taxes	-	-	29,755	-	-	-	29,755
Fuels and Utilities	-	-	20,918	-	-	-	20,918
Facilities Maintenance	-	-	12,212	-	-	-	12,212
Agency Program Related S and S	-	-	748	-	-	-	748
Other Services and Supplies	-	-	16,446	-	-	-	16,446
IT Expendable Property	-	-	24,356	-	-	-	24,356
Total Services & Supplies	-	-	\$2,276,159	-	-	-	\$2,276,159

Capital Outlay

Office Furniture and Fixtures	-	-	394	-	-	-	394
Technical Equipment	-	-	967	-	-	-	967

____ Agency Request
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Essential and Policy Package Fiscal Impact Summary - BPR013

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
Capital Outlay							
Automotive and Aircraft	-	-	6,461	-	-	-	6,461
Total Capital Outlay	-	-	\$7,822	-	-	-	\$7,822
Total Expenditures							
Total Expenditures	-	-	2,283,981	-	-	-	2,283,981
Total Expenditures	-	-	\$2,283,981	-	-	-	\$2,283,981
Ending Balance							
Ending Balance	-	-	(2,283,981)	-	-	-	(2,283,981)
Total Ending Balance	-	-	(\$2,283,981)	-	-	-	(\$2,283,981)

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
Services & Supplies							
Office Expenses	-	-	82,450	-	-	-	82,450
Telecommunications	-	-	5,423	-	-	-	5,423
Data Processing	-	-	22,750	-	-	-	22,750
Facilities Rental and Taxes	-	-	426,177	-	-	-	426,177
Fuels and Utilities	-	-	8,965	-	-	-	8,965
Other Services and Supplies	-	-	1,851	-	-	-	1,851
Total Services & Supplies	-	-	\$547,616	-	-	-	\$547,616
Total Expenditures							
Total Expenditures	-	-	547,616	-	-	-	547,616
Total Expenditures	-	-	\$547,616	-	-	-	\$547,616
Ending Balance							
Ending Balance	-	-	(547,616)	-	-	-	(547,616)
Total Ending Balance	-	-	(\$547,616)	-	-	-	(\$547,616)

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
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	220,752	-	-	-	220,752
Empl. Rel. Bd. Assessments	-	-	79	-	-	-	79
Public Employees' Retire Cont	-	-	54,942	-	-	-	54,942
Social Security Taxes	-	-	16,887	-	-	-	16,887
Paid Family Medical Leave Insurance	-	-	845	-	-	-	845
Worker's Comp. Assess. (WCD)	-	-	38	-	-	-	38
Flexible Benefits	-	-	44,160	-	-	-	44,160
Total Personal Services	-	-	\$337,703	-	-	-	\$337,703
Services & Supplies							
Office Expenses	-	-	(10,332)	-	-	-	(10,332)
Total Services & Supplies	-	-	(\$10,332)	-	-	-	(\$10,332)
Total Expenditures							
Total Expenditures	-	-	327,371	-	-	-	327,371
Total Expenditures	-	-	\$327,371	-	-	-	\$327,371
Ending Balance							
Ending Balance	-	-	(327,371)	-	-	-	(327,371)
Total Ending Balance	-	-	(\$327,371)	-	-	-	(\$327,371)

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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
Total Positions							
Total Positions							1
Total Positions	-	-	-	-	-	-	1
Total FTE							
Total FTE							1.00
Total FTE	-	-	-	-	-	-	1.00

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 102 - 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
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	221,016	-	-	-	221,016
Empl. Rel. Bd. Assessments	-	-	(40)	-	-	-	(40)
Public Employees' Retire Cont	-	-	57,509	-	-	-	57,509
Social Security Taxes	-	-	16,350	-	-	-	16,350
Paid Family Medical Leave Insurance	-	-	848	-	-	-	848
Worker's Comp. Assess. (WCD)	-	-	(19)	-	-	-	(19)
Mass Transit Tax	-	-	1,350	-	-	-	1,350
Flexible Benefits	-	-	(22,080)	-	-	-	(22,080)
Vacancy Savings	-	-	(11,153)	-	-	-	(11,153)
Total Personal Services	-	-	\$263,781	-	-	-	\$263,781
Total Expenditures							
Total Expenditures	-	-	263,781	-	-	-	263,781
Total Expenditures	-	-	\$263,781	-	-	-	\$263,781
Ending Balance							
Ending Balance	-	-	(263,781)	-	-	-	(263,781)
Total Ending Balance	-	-	(\$263,781)	-	-	-	(\$263,781)
Total Positions							
Total Positions							(1)
Total Positions	-	-	-	-	-	-	(1)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 102 - 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 FTE							
Total FTE							(0.50)
Total FTE	-	-	-	-	-	-	(0.50)

2027-29 Biennium

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

Current Service Level

Package Number: 60

Position Number	Auth No	Workday Id	Classification			Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
8	1441233	166361	B	Y7500	A E	BOARD AND COMMISSION MEMBE	0	PP		0	0	4,800	367	5,167	0	0.00
9	1441232	166362	B	Y7500	A E	BOARD AND COMMISSION MEMBE	0	PP		0	0	4,800	367	5,167	0	0.00
8000405	1251800	22419	MMN	X0873	A P	OPERATIONS & POLICY ANALYST	32	PF	24	2	8,798	211,152	116,217	327,369	1	1.00
General Funds												0	0	0		
Lottery Funds												0	0	0		
Other Funds												220,752	116,951	337,703		
Federal Funds												0	0	0		
Total Funds												220,752	116,951	337,703	1	1.00

POS116 - Net Package Fiscal Impact Report

Administration and Support

2027-29 Biennium

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

Agency Request Budget

Package Number: 102

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
1100017	498170	5906	AL C0866 A P	PUBLIC AFFAIRS SPECIALIST 3	31	PF		11	11,814	71,280	24,285	95,565	0	0.00
1200220	1452354		MMN X1322 A P	HUMAN RESOURCE ANALYST 3	29	PF	24	10	11,219	0	0	0	0	0.00
1200220	1452354		MMN X1322 A P	HUMAN RESOURCE ANALYST 3	29	PF	24	5	8,798	211,152	116,217	327,369	1	1.00
1500005	497670	36757	AL C4014 A P	FACILITY OPERATIONS SPECIALIS	24	PF		11	8,455	18,912	6,443	25,355	0	0.00
1500006	497680	17786	AL C4014 A P	FACILITY OPERATIONS SPECIALIS	24	PF		11	8,455	18,912	6,443	25,355	0	0.00
1600299	1421951	159623	AL C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	0	7	5,026	-120,624	-85,373	-205,997	-1	-1.00
2500008	497930	29616	AL C5641 A P	FISCAL AUDITOR 1	23	PF		11	8,053	33,576	11,438	45,014	0	0.00
2600067	1335930	108368	AL C1487 I P	INFORMATION SYSTEMS SPECIAL	31	PF	0	5	9,141	-219,384	-119,022	-338,406	-1	-1.00
2600183	1381632	131827	MMS X7954 I P	INFORMATION TECHNOLOGY PRO	33X	PF		11	15,748	35,064	11,355	46,419	0	0.00
2600230	1452352		MMS X7886 I P	INFORMATION TECHNOLOGY SUP	28X	PF	24	10	11,756	282,144	140,404	422,548	1	1.00
3200209	1446220	178768	MMS X7905 I P	INFORMATION TECHNOLOGY CUS	31X	PF	0	5	10,683	-256,392	-131,630	-388,022	-1	-1.00
4900296	1452353		AL C1245 A P	FISCAL ANALYST 3	30	PF	24	5	8,441	202,584	113,297	315,881	1	1.00
4900296	1452353		AL C1245 A P	FISCAL ANALYST 3	30	PF	24	10	10,728	0	0	0	0	0.00
8000438	1437131	162750	AL C0104 A P	OFFICE SPECIALIST 2	15C	PP	0	7	4,684	-56,208	-41,289	-97,497	-1	-0.50
General Funds										0	0	0		
Lottery Funds										0	0	0		
Other Funds										221,016	52,568	273,584		
Federal Funds										0	0	0		
Total Funds										221,016	52,568	273,584	-1	-0.50

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

Oregon Liquor & Cannabis Comm
2027-29 Biennium

Agency Number: 84500

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

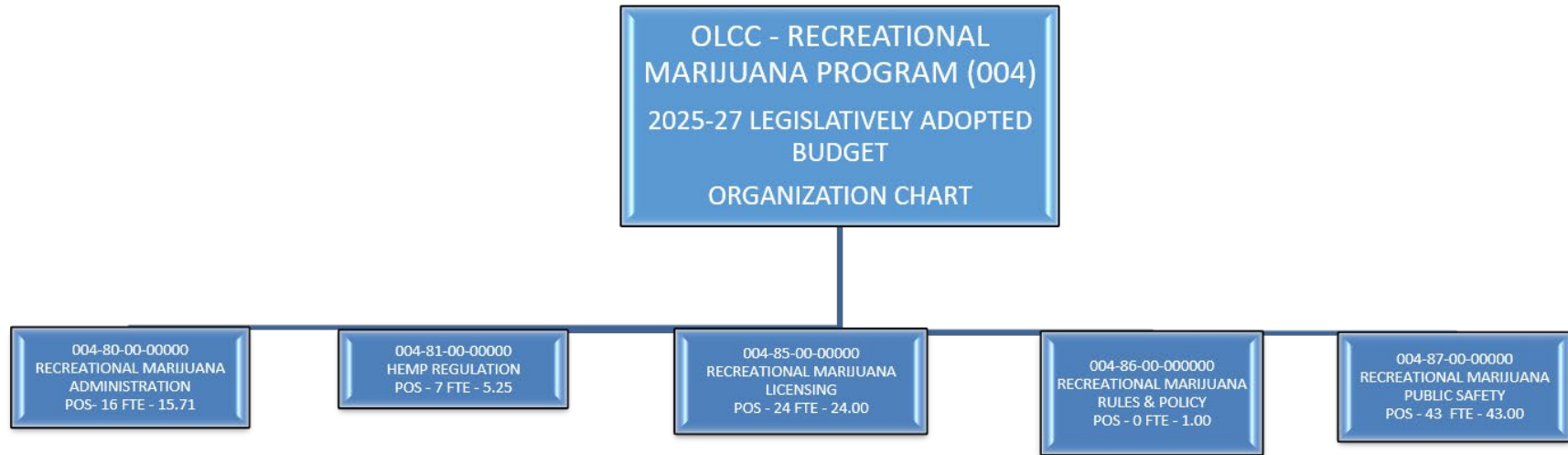
<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Other Revenues	8,971	-	-	-	-	-
Transfer In - Intrafund	32,991,939	35,700,139	37,347,183	40,796,482	-	-
Transfer In - Indirect Cost	7,936,569	10,204,595	10,204,595	10,298,443	-	-
Total Other Funds	\$40,937,479	\$45,904,734	\$47,551,778	\$51,094,925	-	-

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Detail of LF, OF, and FF Revenues - BPR012

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

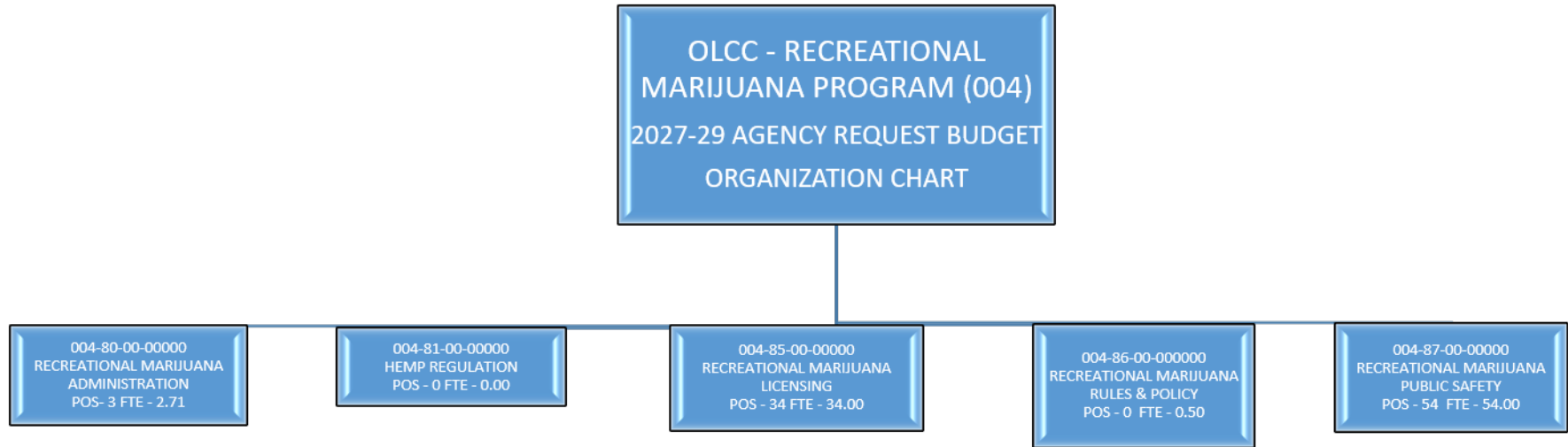
25-27 CSL
POS - 82 FTE - 82.00

25-27 ARB
POS - 91 FTE - 90.5

BUDGET NARRATIVE

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BUDGET NARRATIVE



25-29 LAB
POS - 82 FTE - 81.64

25-27 ARB
POS - 90 FTE - 88.96

25-27 LAB
POS - 90 FTE - 88.96

27-29 CSL
POS - 98 FTE - 98.21

27-29 ARB
POS - 91 FTE - 91.21

BUDGET NARRATIVE

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BUDGET NARRATIVE

OLCC, PUBLIC SAFETY - RECREATIONAL MARIJUANA REGULATION PROGRAM 2027-29 BUDGET

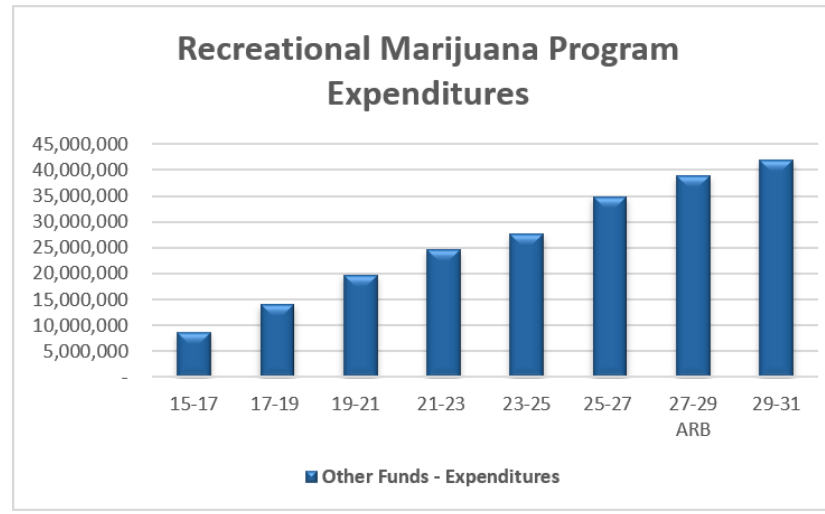
PROGRAM UNIT EXECUTIVE SUMMARY

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

Protecting public health and safety while supporting responsible businesses. This aligns with implementing the Agency's 2024 Strategic Plan – focusing on the four key strategic priorities outlined in the plan: (1) Efficient, Modernized Operations and Outcomes, (2) Balance Regulation, Compliance, Enforcement and Education in Public Safety, (3) Positive Business Environment, and (4) Equity and Inclusion: Commitment and Action.

B. PROGRAM CONTACT: Melanie Musial, Interim Director of Public Safety, (503) 347-2959

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 2027-29 Agency Request Budget is \$38,864,636 Other Funds limitation, with 91 positions and 91.21 FTEs.

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 diversion and illegal cannabis grows and impacts on the legal system
- Establish standards for intoxicating and artificially derived cannabis items
- Licensing of producers, wholesalers, processors, retailers, laboratories, marijuana worker permits and research certificates
- Enforcement of rules and statutes for all marijuana licensees and permittees and hemp products in the general market with an emphasis on education and voluntary compliance

BUDGET NARRATIVE

- Management, compliance and enforcement of a product tracking system which is required to be used by licensees to track all marijuana and marijuana products from plant viability to final sale to the consumer
- Conduct investigations, inspections, seizures, and detect and deter violations related to OLCC licensed marijuana facilities
- Maintain a focus on intentional diversion from OLCC licensed marijuana facilities to the illegal market
- Regulation of recreational marijuana products sold in licensed marijuana retail stores
- Label and package compliance for recreational marijuana, medical marijuana, and hemp
- Partner with the Oregon Health Authority to utilize the medical marijuana program 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, industrial hemp and Cannabis Reference Lab)
- 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, as detailed further in the Division Summary, this moratorium has kept licensing numbers at a consistent level while the moratorium has been in effect. Also, Marijuana worker permits have also appeared to level off at about 50,000 (Table 1). The Program's efforts have statewide reach and impact 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 grew significantly and rapidly at the inception of legalization. As the legalized market has matured and the moratorium is in effect this revenue has stabilized and plateaued, but it continues to be an important contributor to funding various public services at the state and local level. Protecting this revenue stream for critical public health, safety, schools and general fund priorities within the state remains a key function of the Program and continues to drive licensing and enforcement needs for the agency.

BUDGET NARRATIVE

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	2,784	63,878
2024	2,772	54,996
2025	2,776	62,249
2026	2,651	49,819

OLCC has two Key Performance Measures (KPM) related to Recreational Marijuana. The first KPM is compliance-based and 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 by 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 2024, the compliance rate for sales to minors was 90% and increased to 94% in 2025.

The second KPM is licensing-based to measure the amount of time it takes to issue a marijuana license. The Marijuana Licensing Unit's KPM of 85 days is measured from time of assignment of a licensing action to issuance. For 2024, the average processing time was 91 days. For 2025 the average processing time increased to 139 days. For the first quarter of 2026 (since implementation of rule changes reducing the amount of time an applicant can take to complete the process), the average processing time has fallen to 107 days. Once the new rule changes have been in place for the first half of 2026, the Unit anticipates falling below the current KPM measurement.

BUDGET NARRATIVE

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 2027-29 biennium as mandated in HB 3400 from the 2015 session and OLCC will be submitting a Policy Option Package to increase Marijuana fees in order to fully fund the program.

J. SIGNIFICANT PROPOSED PROGRAM CHANGES FROM 2025-2027

OLCC will be submitting a Policy Option Package to raise all licensing fees associated with the Marijuana Program in order to fully fund the OLCC Marijuana Program. The amounts are being calculated to stay within our statutory guidelines and allow OLCC to administer the program effectively and responsibly. OLCC has also submitted legislative concepts to make changes to ORS 475C.265 to better address diversion and history of lack of institutional control by licensees in line with OLCC's recreational marijuana goals as well as a legislative concept to address the issues facing hemp because of changes at the federal level.

In accordance with House Bill 4121 (2024), on January 1, 2026, OLCC began administration of the hemp registry and enforcement of hemp products in the marketplace. Currently, there is uncertainty at the federal level for hemp. The uncertainty has led to a low number of applicants for the hemp registry. As of April 2026, OLCC received only 33 applications for the hemp registry and has registered only 4 hemp products. This is vastly below the initial estimates of 4,000 applications that OLCC anticipated receiving for the hemp registry, and the low numbers of registrants has directly impacted revenue for this program. OLCC is requesting placeholder legislation to await federal legislation and directives regarding the definition and legal framework of hemp.

BUDGET NARRATIVE

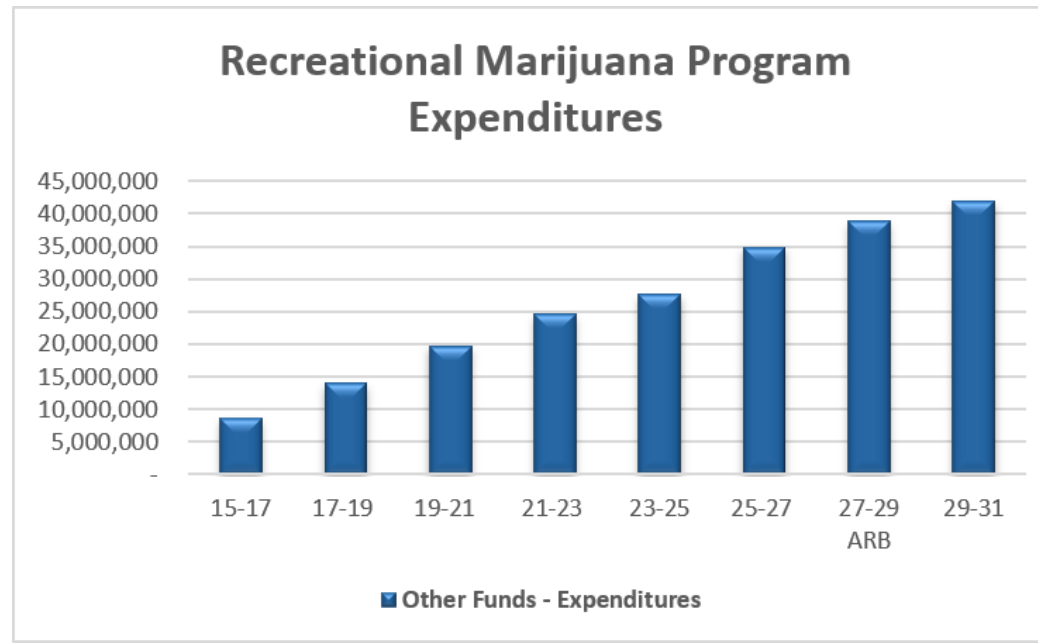
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BUDGET NARRATIVE

OLCC, PUBLIC SAFETY - RECREATIONAL MARIJUANA REGULATION PROGRAM 2027-29 BUDGET

DIVISION SUMMARY

A. OTHER FUNDS EXPENDITURES



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

BUDGET NARRATIVE

B. PROGRAM FUNDING REQUEST

The 2027-29 Agency Request Budget is \$38,864,636 Other Funds limitation, with 91 positions and 91.21 FTEs.

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, enforcement, and education.

D. PROGRAM DESCRIPTION

OLCC's Marijuana Program will be fully funded by license and application fees during the 2027-29 biennium as mandated in ORS 475C.

OLCC's Recreational Marijuana Administration Program is the primary entity for implementing the licensing, compliance, policy, 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. Of note, the Department of Agriculture manages the Cannabis Reference Laboratory through OLCC funding that is passed through from OLCC to the Department of Agriculture. The Cannabis Reference Laboratory has 3 FTE's. It provides a means of reviewing private lab test results for compliance with health and safety regulations related to accuracy, purity, potency and compliance of cannabis, hemp, and derived products. The Cannabis Reference Laboratory utilizes market basket testing which helps provide quality control and consumer protection for cannabis retail products. By using this method, the OLCC and ODA can monitor factors such as Tetrahydrocannabinol (THC) and other cannabinoids content, pesticide and solvent levels, and labeling accuracy.

The Recreational Marijuana Program continues to grow in its regulation of the production and sale of marijuana in Oregon. In recent years the OLCC has been granted wide legal authority to manage intoxicating and non-intoxicating cannabinoids beyond delta-9 THC (the historical measured intoxicating compound of cannabis), in light of the increasingly evolving use and marketing of the cannabis

BUDGET NARRATIVE

plant. 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 single measure of delta-9 THC does not sufficiently address nor is it 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. This market created by the federal legalization of hemp has required greater scientific investigation into the chemical composition of “cannabis” products to impose necessary safety controls for consumer protection, as well as increasing enforcement-related needs within the program, to ensure that intoxicating products are properly tested, labeled and sold only to those over the age of 21 within the state of Oregon.

The Marijuana Licensing Division is responsible for the licensing of all recreational marijuana businesses in Oregon. As of January 2026, there are a total of 2,686 active marijuana licenses and 50,383 active Worker Permits in the state. The number of active marijuana licenses include 1,364 producers, 279 processors, 770 retailers, 243 wholesalers, 9 Laboratories, and 1 research certificate. The Marijuana Licensing Program consists of 32 FTE, including a division director, two management services staff, sixteen (16) Licensing Specialists, and other administrative support staff that perform the essential functions and tasks of the Program. The Marijuana Licensing Program receives, investigates, analyzes, and approves or denies marijuana licenses and various other licensing actions such as changes of ownership, location, business structure, and premises layout. The Marijuana Licensing Program is also responsible for processing requests to obtain individual Worker Permits, which are required by most individuals working within the cannabis industry. Utilizing OLCC’s online CAMP licensing system, staff within the Marijuana Licensing Program evaluate requested licensing actions for completeness, against statutory and administrative rule denial criteria, and make determinations regarding whether an action can be approved or denied. Program staff are also responsible for receiving, evaluating and responding to technical questions and issues from various stakeholders regarding Oregon’s marijuana licensing requirements. Those stakeholders include existing licensees, new licensees, local and state government entities, elected representatives, trade associations, law enforcement, and the public. Oregon currently has a statutory moratorium on the issuance of new licenses, and OLCC may not issue new licenses until the ratio of population to active licenses reaches certain thresholds outlined in statute (ORS 475C.155). Those thresholds are:

- Producer and Retail Licenses: not more than one active license per 7,500 Oregon residents age 21 or over.
- Wholesale and Processor Licenses: not more than one active license per 12,500 Oregon residents age 21 or over.

OLCC is directed to review Oregon population numbers on an annual basis and accept new license applications when the number of active licenses for a given type fall below the stated ratios. OLCC anticipates being able to issue some additional wholesale licenses in 2026, and that a small number of processor licenses may be available during the 2027-2029 biennium. OLCC does not anticipate that the number of active retail or production licenses will fall below the set ratios within several more biennia to come. Therefore,

BUDGET NARRATIVE

OLCC's Marijuana License Program primarily services the existing market of active licensees, as well as new market entrants that are purchasing an existing license through a change of ownership.

The Marijuana Compliance (Regulation) Program is responsible for enforcing the statutes and rules related to recreational marijuana license and permit holders. The Program investigates license applications, inspects licensed premises for compliance, responds to complaints related to licensees and investigates violations of Oregon's marijuana law and regulations. The program also oversees the cultivation, transportation, processing, and sale of recreational marijuana products. A primary focus is preventing diversion from the licensed system, which is achieved through the use of the Cannabis Tracking System (CTS) and targeted investigative activities. Marijuana Compliance is managed by the Public Safety Program and shares similar activities and expected outcomes with the Alcohol Program, such as preventing sales to minors. Information regarding program functionality including staff locations and FTEs for marijuana compliance are detailed in the Public Safety (Alcohol) Budget Narrative. Primary activities include inspection 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 January 2026, OLCC has 2,686 active marijuana licensees, and 50,348 worker permittees. Due to the current moratorium on new licenses described above, the Program primarily performs these activities for existing licensees, and those entering the regulated market through a change of ownership of an existing licensee. Part of the Marijuana Compliance Program is the Marijuana Call Center. The Call Center has 3 FTEs who answer general marijuana queries from the public, licensees, permittees, and law enforcement. They are a direct line for law enforcement to assist in determining whether businesses are licensed. The Marijuana Call Center is available 24/7 to law enforcement. In 2024, the Call Center had 3,121 information requests from law enforcement and in 2025 there were 3,287 information requests from law enforcement.

The Marijuana Technical Unit is within the Marijuana Compliance Program and includes four work groups. These work groups are the Marijuana Analytics Team (MAT), Marijuana Packaging & Labeling, Laboratory Compliance Program, and The Hemp Registry Program, all of which provide support in regulation of licensees in many ways.

- MAT is a data focused workgroup, consisting of 6 FTEs (five CS1s and one CS3), working specifically in OLCC's Cannabis Tracking System (CTS). MAT is able to work with compliance teams, working in the field, to access data and provide real time information to active investigations. MAT runs regular audits of Licensee's inventories and detects non-compliant activity which is passed along to compliance teams for investigation. Additionally, MAT serves Licensees by helping to correct entry errors and answer general CTS questions.

BUDGET NARRATIVE

- The Marijuana Packaging and Labeling Team consists of 2 FTE's (One AS2 & One CS3). They serve as OLCC's packaging and labeling approval and compliance team. They work to verify all recreational marijuana products being sold to Oregon consumers are in compliance with statute and administrative rules. They also administer the packaging and labeling program for the hemp registry and review labels to determine if a product can be registered.
- The Laboratory Compliance Team consists of 1 FTE (CS3). This position collaborates with OLCC partner agencies, such as Oregon Department of Agriculture (ODA) and the Oregon Health Authority (OHA) to understand and develop rules pertaining to the regulation of OLCC licensed marijuana laboratories. This position works regularly with OLCC marijuana licensees to ensure correct test results are uploaded into CTS, ensure compliant testing is conducted, and detects violations of OLCC's testing rules. Additionally, this position assists compliance teams with laboratory investigations.
- The Hemp Registry Program consists of 7 FTE's (One CS1 & six Regulatory Specialists). In January 2026, the Hemp Registry Team began administration of the Hemp Product Registry, a new legislative requirement for hemp items containing cannabinoids intended for human or animal consumption. They work to ensure compliance with OLCC's hemp rules as well as rules pertaining to the Hemp Registry. Regulatory Specialists investigate complaints, provide education and training, and complete reports related to possible hemp violations. The CS1 position works with the Marijuana Packaging and Labeling Team to ensure compliance with hemp product packaging and labeling.

The Education, Health and Policy Division supports the Marijuana Program by analyzing available research on specific issues and topics identified by Commission leadership as important to the development of sound decision making and policy development. The Division then develops policy working internally with Commission leadership and staff. The program drafts agency rules and conducts the agency's rulemaking function in accordance with the Administrative Procedures Act. This includes collaborating with various internal and external subject matter experts to develop rule concepts, facilitating stakeholder advisory groups, developing fiscal impact statements, conducting rulemaking hearings and gaining approval by both agency leadership and Commissioners. There is also a focus on aligning agency rules and policies with statewide public health goals, the division has one FTE focused on collaborating with other state and local public health organizations to make sure the agency can meet these goals.

BUDGET NARRATIVE

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 in 2015. 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 revenue 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

OLCC will be submitting a Policy Option Package to raise all licensing and application fees associated with the Marijuana Program in order to fully fund the OLCC Marijuana Program. These fees will stay within our statutory guidelines and allow OLCC to administer the program effectively and efficiently. OLCC has also submitted a legislative concept to make changes to ORS 475C.265 to better address diversion and history of lack of institutional control by licensees in line with OLCC's recreational marijuana goals as well as a legislative concept to address the issues facing hemp because of changes at the federal level.

BUDGET NARRATIVE

PACKAGE 070 – MANDATORY REDUCTION PACKAGE

Agency: Oregon Liquor & Cannabis Commission **Program:** Recreational Marijuana Program

Biennium: 2027–29 **Package Number:** 070 – Reduction Shortfall

Fund Type: Other Funds (Recreational Marijuana Licensing Fees)

1. Purpose / Overview

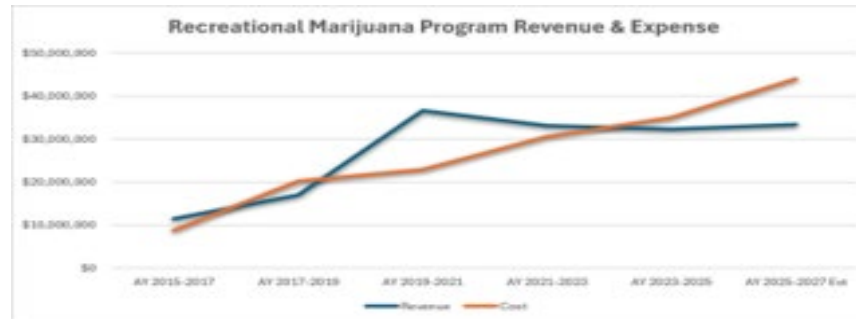
The Recreational Marijuana Program is entirely funded by marijuana licensing fees, which have not increased since 2015. Rising costs, inflation, cost-allocation changes, and static fee revenue due to licensing limits have resulted in a \$17,253,096 program shortfall for the 2027–29 biennium. As operating costs have increased, the program has relied heavily on available cash reserves to sustain statutory functions.

During the 2025–27 biennium, OLCC must spend \$11.6 million from existing reserves to maintain current service levels. This drawdown will reduce the program's cash reserves to approximately \$2.4 million by the end of the biennium, an amount insufficient to support operations in the 2027–29 biennium.

To balance the program without fee increases, OLCC must implement substantial reductions across licensing, compliance, and public safety services.

BUDGET NARRATIVE

2. Shortfall Summary



The program faces a structural revenue imbalance caused by:

- Ten-year inflation (43%) raising personnel and operating costs
- Increased statewide administrative charges
- Cannabis Tracking System (CTS) contract cost increases
- Legislative cost-allocation requirements allocating staff to appropriate funding streams and allocating shared administrative expenses between funding streams
- Statutory licensing moratorium and population-cap limits preventing fee-revenue growth
- Market volatility driving high licensing amendment volume
- Reserve depletion

These factors produce a \$17,253,906 program reduction requirement, corresponding to 53 total FTE removed if fees remain unchanged:

- Hemp Program: 7 FTE
- Recreational Marijuana Licensing: 23 FTE
- Recreational Marijuana Public Safety: 23 FTE

BUDGET NARRATIVE

Division	Package Description	FTE	2027-29 Package 070
	Revenues - Business & License Fee reduction		(\$15,286,459)
	Total Revenue		(\$15,286,459)
Recreational Marijuana	Staff Reduction - Salaries & OPE	(53.00)	(\$15,483,609)
	S & S Reduction		(\$1,770,297)
			(\$17,253,906)
Recreational Marijuana Revenue Shortfall			

3. Reduction Actions

If fee increases are not enacted, OLCC will implement the following mandatory reductions:

A. Licensing Operations Reductions

Eliminate 23 FTE supporting license application review, amendments, renewals, ownership changes, business structure changes, and location transfers.

Service Impacts:

- Severe backlog in licensing actions (over 3,998 actions processed in 2026)
- Delayed issuance of population-cap-triggered licenses
- Reduced investigation of complex ownership changes linked to debt evasion and compliance avoidance

BUDGET NARRATIVE

B. Compliance & Public Safety Reductions

Eliminate 23 FTE responsible for inspections, enforcement investigations, field compliance monitoring, and complaint response.

Service Impacts:

- Reduced inspection coverage statewide
 - Lower capacity to detect diversion into illicit markets
 - Limited ability to respond to urgent safety or compliance incidents
 - Increased workload risk in remote environments
-

F. Hemp-Program Reductions

Reduce 7 FTE associated with Hemp Program regulation, registrant oversight, and related administrative functions.

Impacts:

- Reduced oversight of hemp handler certificates and regulated hemp processing
 - Slower response to registrant inquiries and enforcement needs
-

BUDGET NARRATIVE

4. Programmatic Impacts

Service Delivery

- Significant licensing delays and slow processing of amendments
- Reduced field inspections and diversion-prevention controls
- Reduced responsiveness to licensee complaints and turnover
- Decreased support for population-cap licensing mandates

Public Safety

- Higher diversion into illicit markets
- Delayed identification of unsafe products
- Reduced enforcement capability
- Lower presence of OLCC investigators in high-risk areas

Regulatory Compliance

- Reduced ability to meet statutory duties under Measure 91, HB4016, and HB4121
- Inability to maintain legislatively required cost-allocation plan
- Greater risk of incomplete or delayed enforcement actions

BUDGET NARRATIVE

5. Position / FTE Reductions

Total Required Reduction: 53 FTE

Breakdown:

- 7 FTE – Hemp
- 23 FTE – Recreational Marijuana Licensing
- 23 FTE – Recreational Marijuana Public Safety

Additional requirement:

- Elimination of 8 cost-allocation reassigned positions (included in the totals above).

Positions eliminated will reduce OLCC’s ability to meet statutory requirements for the Recreational Marijuana Program. The reduction of staff may impact the cost allocation directed in HB 5019.

6. Revenue Impacts

Without fee increases:

- Licensing revenue remains static due to statutory moratorium and population-cap limits
 - Costs continue to outpace revenue due to inflation, contract cost growth, and cost-allocation adjustments
 - Program will exhaust remaining reserves early in 2027–29
-

BUDGET NARRATIVE

7. Legal & Policy Requirements

- Measure 91 mandates fee-funded program structure
- HB4016 authorizes licensing moratorium
- HB4121 ties licenses to population caps
- HB 5019 Budget Note requires full cost-allocation compliance
- CTS oversight is required for statewide public safety and diversion control

Reductions significantly constrain OLCC's ability to meet these obligations.

8. Summary

To address a \$17.25 million shortfall, OLCC must reduce 53 FTE and eliminate essential regulatory, licensing, and compliance functions. These reductions significantly diminish the ability of OLCC's Recreational Marijuana Program to meet statutory obligations and protect public health and safety. The reductions included in this Package 070 represent the minimum actions needed to align expenditures with revenue without fee increases.

BUDGET NARRATIVE

RECREATIONAL MARIJUANA FEE INCREASE AND COST ALLOCATION **OLCC 2027-29 Budget, Policy Option Package (POP) No. 101, Agency POP Priority No. 1**

A. Package Purpose

The purpose of this package is to provide a comprehensive summary of the fee increases necessary to fully fund the Recreational Marijuana Program and to present the results of the agency's detailed review of its cost allocation model.

The Recreational Marijuana Program is fully funded by license and application fees as established under Measure 91, approved by voters on November 4, 2014. Fees were set by statute at the inception of the program and have remained unchanged for ten years. Per the Office of Economic Analysis, Oregon's inflation rates have increased 43% since the inception of the program. This level of inflation has significantly increased the cost of operating a complex regulatory program. The original fee structure, based on start-up assumptions and early program projections, is no longer adequate to support current or future operational needs. While the program had previously been able to remain self-funded, updated financial modeling shows that without fee increases the program will fall short of funding requirements for future biennia.

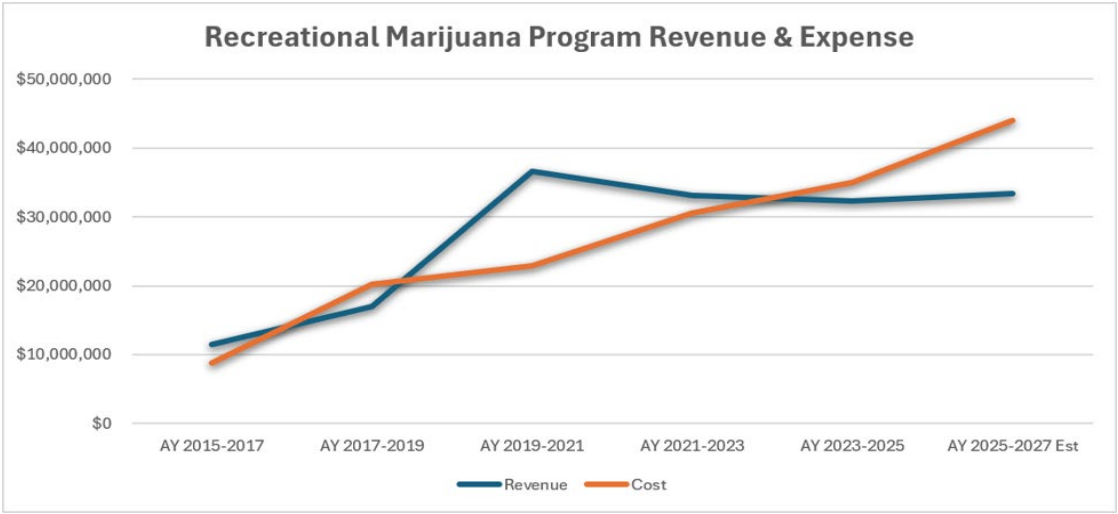
Multiple factors contribute to the program's rising costs. Personnel expenses have increased due to required salary adjustments, market pay pressures, and workload growth tied to compliance oversight, enforcement functions, and licensing demands. Likewise, the cost of goods and services needed to run the program has escalated, including technology services, core administrative support, and the Cannabis Tracking System (CTS), which remains a foundational tool for regulatory oversight and public safety. Compounding these cost pressures is the current statutory licensing moratorium, which prevents new licenses from being issued. Because revenue growth is tied directly to license fees, the capped number of licenses means revenue cannot increase through program expansion.

OLCC also received a Budget Note in the 2025-27 Biennium directing the agency to maintain an agencywide cost allocation plan that proportionately distributes costs to the alcohol, recreational marijuana, and medical marijuana programs. In response, OLCC conducted a comprehensive analysis of all positions to determine how much time each employee spends supporting each program. This work resulted in the reassignment of eight employees to the recreational marijuana program cost center, because their actual job duties primarily support recreational marijuana rather than alcohol or medical marijuana. This correction, along

BUDGET NARRATIVE

with a refined model of shared services, increased the proportion of agencywide costs charged to the recreational marijuana program.

Expenses in the program have increased each year since its inception, with recent growth driven by salary changes, inflation, increased contract costs, and more accurate alignment of position funding. By the end of the 2025-27 biennium, OLCC anticipates that only \$2.4 million will remain in reserves - an amount insufficient to sustain the program into future biennia without financial intervention.



OLCC Workload, Staffing, and Management Analysis:

The agency received the following Budget Note in 2025-27 House Bill 5019 in reference to POP 106: Budget Note: Cost Allocation Review:

“The Oregon Liquor Control Commission (OLCC) is directed to establish and maintain an agencywide cost allocation plan that proportionately allocates costs to each of the agency’s revenue generating programs (i.e., alcohol, recreational marijuana,

BUDGET NARRATIVE

and medical marijuana). On a biennial basis, OLCC shall evaluate expenditures and --where appropriate -- utilization related to shared administrative and compliance resources, including but not limited to staffing, information technology systems, fleet services, administrative hearings, central services, agency overhead, and management of public safety and licensing functions, to determine appropriate cost sharing between alcohol, recreational marijuana, and medical marijuana licensees. The cost allocation methodology shall be provided to the Chief Financial Office and the Legislative Fiscal Office for review and incorporated into the Agency Request Budget.”

OLCC will be facing a revenue shortfall for the 2027-2029 biennium of \$17,253,096.00 If fees are not raised. OLCC submitted package 070 with our budget documents that show the reductions in the program that will need to be made if fees are not increased.

In accordance with the Budget Note associated with POP 106 in HB 5019 (2025-27), OLCC is required to evaluate shared administrative resources, staffing utilization, fleet services, IT systems, administrative hearings, agency overhead, compliance management, and licensing functions across all revenue-generating programs. The purpose of this review is to determine accurate cost sharing and ensure long-term fiscal sustainability. OLCC’s analysis demonstrated that current revenue from recreational marijuana fees is insufficient to meet program needs without structural adjustment.

To stabilize funding, OLCC is requesting a 75% fee increase effective July 1, 2027. This increase is necessary not only to cover rising operational costs but also to rebuild adequate reserves to sustain the program through the 2031-33 biennium. Without the fee increase, OLCC expects a revenue shortfall of \$17,253,096 in the 2027-29 biennium and would be forced to implement substantial reductions to staffing and services as described in Package 070.

Projections through 2031-33 show that the requested increase will stabilize funding, allow OLCC to maintain essential regulatory functions, and ensure the program remains fully self-funded. The accompanying chart illustrates anticipated beginning balances, revenue, program costs, and ending balances over the next three biennia if the fee increase is implemented.

Biennium	Beginning Balance	Expected Revenue	Program Costs	Estimated Ending Balance
2027-2029	\$2,450,274.60	\$57,397,250.00	\$55,080,324.97	\$4,767,199.63
2029-2031	\$4,767,199.63	\$57,397,250.00	\$57,435,249.34	\$4,729,200.29
2031-2033	\$4,729,200.29	\$57,397,250.00	\$59,931,469.17	\$2,194,981.12

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B. How Achieved

The agency began its cost allocation and staffing assessment during the 2025-27 legislative session. This review included analyzing employee time spent across Distilled Spirits, Recreational Marijuana, and Medical Marijuana Programs, resulting in a correction to position assignments. OLCC also completed a review of the Medical Marijuana Program, which in turn led to a reduction of positions in that program and the reassignment of positions to the Recreational Marijuana Program to align staffing with actual workload.

When the recreational marijuana program was created, some administrative and operational positions were funded entirely or partially by the alcohol program. Over time, job duties evolved so that many of these positions now support both alcohol and marijuana activities. The cost allocation plan ensures each program is charged for the actual services it receives. The eight employees identified through the cost allocation review are not new positions, but existing employees redirected to the correct program cost center. This shift ensures compliance with the Budget Note and the Executive Director's direction that costs must be aligned with actual workload.

The cost allocation review results have been shared with the Department of Administrative Services – Chief Financial Office and with the Legislative Fiscal Office. Because the Recreational Marijuana Program's expenditures exceed revenue and cash balances are inadequate for 2027-29, OLCC was required to submit Package 070 describing necessary reductions absent a fee increase. Therefore, OLCC has submitted Policy Option Package 101, which includes the 75% fee increase and the cost allocation adjustments required to sustain the program.

Division	Package Description	FTE	2027-29 Ongoing
	Revenues - Fee Increase 75%		\$24,578,250
	Total Revenue Increase		\$24,578,250
Rec MJ Administration	Reinstate Package 070 Staff - Salaries & OPE	7.00	\$1,994,717
Rec MJ License	Reinstate Package 070 Staff - Salaries & OPE S & S	17.00	\$4,868,479 \$1,100,000
Rec MJ Public Safety	Reinstate Package 070 Staff - Salaries & OPE S & S	22.00	\$6,776,532 \$400,000
Rec MJ Administration	Updated Cost allocation to Liquor - additional funds		\$4,388,026
Rec MJ Administration	Cost Allocation to Liquor for CAMP		\$384,103
Rec MJ Administration	Increase transfer of funds to ODA		\$262,667
Rec MJ License	Additional Metro funding needed		\$450,000
	Total Expense Increase	46.00	\$20,624,524
TOTALS - Recreational Marijuana Fee & Cost Update - Package # 101			

BUDGET NARRATIVE

C. Staffing Impact

This Policy Option Package does not add new staff to OLCC.

D. Quantifying Results

The fee increase sustains the program, and the cost allocation plan reflects measurable improvements in OLCC's fiscal management and program administration. The updated model enhances transparency, aligns costs with workload, and ensures efficient use of public resources. These adjustments position the Recreational Marijuana Program to remain financially sustainable and compliant with legislative direction and ensure that the program is paying its fair share of associated administrative expenses.

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

OLCC 2027-29 Budget, Policy Option Package (POP) No. 102, Agency POP Priority No. 2

A. Package Purpose

OLCC Workload, Staffing, and Management Analysis:

This Policy Option Package provides a comprehensive summary of the Oregon Liquor & Cannabis Commission’s organizational review, proposed staff realignment, and the Permanent Finance Plan that supports aligning personnel resources with the agency’s operational needs. The package outlines structural adjustments needed to ensure the agency can meet current and future workload demands efficiently and sustainably, particularly as OLCC’s regulatory responsibilities and program operations continue to evolve. The aim is to fully position the organization to carry out its mission while improving core business functions and strengthening internal accountability.

B. How Achieved

The agency began its organizational assessment prior to the 2025-27 legislative session and implemented several foundational realignments during that biennium. These early actions enabled OLCC to address immediate structural challenges, improve operational support in key divisions, and respond to rising program complexity. The remaining refinements will be completed in the 2027-29 biennium to create a fully optimized organizational structure that aligns staff roles with the actual day-to-day work of the agency. The guiding principles for the realignment remain:

- ensuring OLCC’s structure supports its two primary operating functions—Public Safety and Distilled Spirits,
- maintaining fiscal responsibility while strengthening clarity in lines of authority and accountability,
- improving customer service through more streamlined communication channels,
- expanding opportunities for employee career development and progression, and
- positioning the agency for long-term operational excellence

BUDGET NARRATIVE

Throughout the 2025-27 biennium, the agency implemented components of this plan within existing budgetary resources by utilizing the Permanent Finance Plan to cover necessary classification adjustments. Any realignments not completed during that cycle or during development of the 2027-29 Current Service Level Budget are included in this POP. All requested changes have been structured in a cost-neutral manner in alignment with the Governor’s direction.

Division	Package Description	FTE	2027-29 Ongoing
Distilled Spirits	Agency Staff Realignment & Reclassifications	(1.00)	\$ (277,984)
Administration & Support Services	Agency Staff Realignment & Reclassifications	(0.50)	\$ 263,781
Recreational Marjuana	Agency Staff Realignment & Reclassifications	-	\$ (26,919)
Medical Marijuana	Agency Staff Realignment & Reclassifications	(14.00)	\$ (3,795,429)
TOTALS - Agency Realignment & Cost Allocation - Package 102		-15.50	\$ (3,836,551)

C. Staffing Impact

This Policy Option Package does not result in an increase in the total number of OLCC staff positions. Rather, it restructures existing roles to better match operational needs, ensuring that critical functions are supported without expanding overall staffing levels.

BUDGET NARRATIVE

D. Quantifying Results

The realignment reflects measurable improvements in internal management, workload distribution, and the agency’s ability to administer programs effectively. Completion of these structural changes in 2027-29 will enable OLCC to operate with clearer workflows, stronger cross-division coordination, and improved responsiveness to regulated communities and public stakeholders. The benefits include better use of existing resources and greater alignment between position duties and agency needs.

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	-	-	412	-	-	-	412
Overtime Payments	-	-	4,226	-	-	-	4,226
Public Employees' Retire Cont	-	-	1,100	-	-	-	1,100
Social Security Taxes	-	-	355	-	-	-	355
Unemployment Assessments	-	-	11	-	-	-	11
Paid Family Medical Leave Insurance	-	-	17	-	-	-	17
Mass Transit Tax	-	-	15,057	-	-	-	15,057
Other OPE	-	-	1,120	-	-	-	1,120
Vacancy Savings	-	-	(185,572)	-	-	-	(185,572)
Total Personal Services	-	-	(\$163,274)	-	-	-	(\$163,274)
Services & Supplies							
Office Expenses	-	-	-	-	-	-	-
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	(163,274)	-	-	-	(163,274)
Total Expenditures	-	-	(\$163,274)	-	-	-	(\$163,274)
Ending Balance							
Ending Balance	-	-	163,274	-	-	-	163,274
Total Ending Balance	-	-	\$163,274	-	-	-	\$163,274

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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	-	-	185,831	-	-	-	185,831
Total Services & Supplies	-	-	\$185,831	-	-	-	\$185,831
Total Expenditures							
Total Expenditures	-	-	185,831	-	-	-	185,831
Total Expenditures	-	-	\$185,831	-	-	-	\$185,831
Ending Balance							
Ending Balance	-	-	(185,831)	-	-	-	(185,831)
Total Ending Balance	-	-	(\$185,831)	-	-	-	(\$185,831)

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
Capital Outlay							
Automotive and Aircraft	-	-	(656,505)	-	-	-	(656,505)
Data Processing Software	-	-	(100,000)	-	-	-	(100,000)
Total Capital Outlay	-	-	(\$756,505)	-	-	-	(\$756,505)
Total Expenditures							
Total Expenditures	-	-	(756,505)	-	-	-	(756,505)
Total Expenditures	-	-	(\$756,505)	-	-	-	(\$756,505)
Ending Balance							
Ending Balance	-	-	756,505	-	-	-	756,505
Total Ending Balance	-	-	\$756,505	-	-	-	\$756,505

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	-	-	7,278	-	-	-	7,278
Out of State Travel	-	-	880	-	-	-	880
Employee Training	-	-	6,470	-	-	-	6,470
Office Expenses	-	-	14,255	-	-	-	14,255
Telecommunications	-	-	23,251	-	-	-	23,251
State Gov. Service Charges	-	-	515,388	-	-	-	515,388
Data Processing	-	-	7,087	-	-	-	7,087
Publicity and Publications	-	-	173	-	-	-	173
Professional Services	-	-	48,363	-	-	-	48,363
IT Professional Services	-	-	283,740	-	-	-	283,740
Attorney General	-	-	67,191	-	-	-	67,191
Employee Recruitment and Develop	-	-	4,136	-	-	-	4,136
Dues and Subscriptions	-	-	173	-	-	-	173
Facilities Rental and Taxes	-	-	36,993	-	-	-	36,993
Facilities Maintenance	-	-	41,147	-	-	-	41,147
Agency Program Related S and S	-	-	20,860	-	-	-	20,860
Other Services and Supplies	-	-	6,683	-	-	-	6,683
Expendable Prop 250 - 5000	-	-	4,439	-	-	-	4,439
IT Expendable Property	-	-	2,156	-	-	-	2,156
Total Services & Supplies	-	-	\$1,090,663	-	-	-	\$1,090,663

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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
Capital Outlay							
Office Furniture and Fixtures	-	-	409	-	-	-	409
Total Capital Outlay	-	-	\$409	-	-	-	\$409
Total Expenditures							
Total Expenditures	-	-	1,091,072	-	-	-	1,091,072
Total Expenditures	-	-	\$1,091,072	-	-	-	\$1,091,072
Ending Balance							
Ending Balance	-	-	(1,091,072)	-	-	-	(1,091,072)
Total Ending Balance	-	-	(\$1,091,072)	-	-	-	(\$1,091,072)

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	-	-	7,732	-	-	-	7,732
Other Services and Supplies	-	-	721	-	-	-	721
Total Services & Supplies	-	-	\$8,453	-	-	-	\$8,453
Total Expenditures							
Total Expenditures	-	-	8,453	-	-	-	8,453
Total Expenditures	-	-	\$8,453	-	-	-	\$8,453
Ending Balance							
Ending Balance	-	-	(8,453)	-	-	-	(8,453)
Total Ending Balance	-	-	(\$8,453)	-	-	-	(\$8,453)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 060 - Technical Adjustments

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							
Class/Unclass Sal. and Per Diem	-	-	1,529,976	-	-	-	1,529,976
Empl. Rel. Bd. Assessments	-	-	592	-	-	-	592
Public Employees' Retire Cont	-	-	398,099	-	-	-	398,099
Social Security Taxes	-	-	117,045	-	-	-	117,045
Paid Family Medical Leave Insurance	-	-	6,121	-	-	-	6,121
Worker's Comp. Assess. (WCD)	-	-	285	-	-	-	285
Flexible Benefits	-	-	331,200	-	-	-	331,200
Total Personal Services	-	-	\$2,383,318	-	-	-	\$2,383,318
Services & Supplies							
Instate Travel	-	-	25,000	-	-	-	25,000
Office Expenses	-	-	15,000	-	-	-	15,000
Telecommunications	-	-	50,000	-	-	-	50,000
Data Processing	-	-	85,000	-	-	-	85,000
Total Services & Supplies	-	-	\$175,000	-	-	-	\$175,000
Total Expenditures							
Total Expenditures	-	-	2,558,318	-	-	-	2,558,318
Total Expenditures	-	-	\$2,558,318	-	-	-	\$2,558,318
Ending Balance							
Ending Balance	-	-	(2,558,318)	-	-	-	(2,558,318)
Total Ending Balance	-	-	(\$2,558,318)	-	-	-	(\$2,558,318)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 060 - Technical Adjustments

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
Total Positions							
Total Positions							8
Total Positions	-	-	-	-	-	-	8
Total FTE							
Total FTE							7.50
Total FTE	-	-	-	-	-	-	7.50

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 070 - Revenue Shortfalls

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	-	-	(15,286,459)	-	-	-	(15,286,459)
Total Revenues	-	-	(\$15,286,459)	-	-	-	(\$15,286,459)
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	(9,830,352)	-	-	-	(9,830,352)
Temporary Appointments	-	-	(8,810)	-	-	-	(8,810)
Empl. Rel. Bd. Assessments	-	-	(4,187)	-	-	-	(4,187)
Public Employees' Retire Cont	-	-	(2,557,849)	-	-	-	(2,557,849)
Social Security Taxes	-	-	(752,709)	-	-	-	(752,709)
Paid Family Medical Leave Insurance	-	-	(39,316)	-	-	-	(39,316)
Worker's Comp. Assess. (WCD)	-	-	(2,014)	-	-	-	(2,014)
Mass Transit Tax	-	-	(7,108)	-	-	-	(7,108)
Flexible Benefits	-	-	(2,340,480)	-	-	-	(2,340,480)
Vacancy Savings	-	-	59,216	-	-	-	59,216
Total Personal Services	-	-	(\$15,483,609)	-	-	-	(\$15,483,609)
Services & Supplies							
Instate Travel	-	-	(17,282)	-	-	-	(17,282)
Employee Training	-	-	(17,282)	-	-	-	(17,282)
Office Expenses	-	-	(201,168)	-	-	-	(201,168)
Telecommunications	-	-	(417,282)	-	-	-	(417,282)
State Gov. Service Charges	-	-	-	-	-	-	-
IT Professional Services	-	-	(1,100,000)	-	-	-	(1,100,000)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 070 - Revenue Shortfalls

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							
IT Expendable Property	-	-	(17,283)	-	-	-	(17,283)
Total Services & Supplies	-	-	(\$1,770,297)	-	-	-	(\$1,770,297)
Total Expenditures							
Total Expenditures	-	-	(17,253,906)	-	-	-	(17,253,906)
Total Expenditures	-	-	(\$17,253,906)	-	-	-	(\$17,253,906)
Ending Balance							
Ending Balance	-	-	1,967,447	-	-	-	1,967,447
Total Ending Balance	-	-	\$1,967,447	-	-	-	\$1,967,447
Total Positions							
Total Positions							(53)
Total Positions	-	-	-	-	-	-	(53)
Total FTE							
Total FTE							(53.00)
Total FTE	-	-	-	-	-	-	(53.00)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 101 - Recreational MJ Fee & Expense Update

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	-	-	22,127,975	-	-	-	22,127,975
Total Revenues	-	-	\$22,127,975	-	-	-	\$22,127,975
Transfers Out							
Transfer Out - Indirect Cost	-	-	(4,772,130)	-	-	-	(4,772,130)
Tsfr To Agriculture, Dept of	-	-	-	-	-	-	-
Total Transfers Out	-	-	(\$4,772,130)	-	-	-	(\$4,772,130)
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	8,654,424	-	-	-	8,654,424
Empl. Rel. Bd. Assessments	-	-	3,634	-	-	-	3,634
Public Employees' Retire Cont	-	-	2,251,875	-	-	-	2,251,875
Social Security Taxes	-	-	662,074	-	-	-	662,074
Paid Family Medical Leave Insurance	-	-	34,613	-	-	-	34,613
Worker's Comp. Assess. (WCD)	-	-	1,748	-	-	-	1,748
Flexible Benefits	-	-	2,031,360	-	-	-	2,031,360
Total Personal Services	-	-	\$13,639,728	-	-	-	\$13,639,728
Services & Supplies							
Telecommunications	-	-	400,000	-	-	-	400,000
IT Professional Services	-	-	1,550,000	-	-	-	1,550,000
Total Services & Supplies	-	-	\$1,950,000	-	-	-	\$1,950,000

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 101 - Recreational MJ Fee & Expense Update

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
Total Expenditures							
Total Expenditures	-	-	15,589,728	-	-	-	15,589,728
Total Expenditures	-	-	\$15,589,728	-	-	-	\$15,589,728
Ending Balance							
Ending Balance	-	-	1,766,117	-	-	-	1,766,117
Total Ending Balance	-	-	\$1,766,117	-	-	-	\$1,766,117
Total Positions							
Total Positions							46
Total Positions	-	-	-	-	-	-	46
Total FTE							
Total FTE							46.00
Total FTE	-	-	-	-	-	-	46.00

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 102 - 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
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	(36,120)	-	-	-	(36,120)
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	(9,398)	-	-	-	(9,398)
Social Security Taxes	-	-	(2,762)	-	-	-	(2,762)
Paid Family Medical Leave Insurance	-	-	(145)	-	-	-	(145)
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	(2,481)	-	-	-	(2,481)
Flexible Benefits	-	-	-	-	-	-	-
Vacancy Savings	-	-	23,987	-	-	-	23,987
Total Personal Services	-	-	(\$26,919)	-	-	-	(\$26,919)
Total Expenditures							
Total Expenditures	-	-	(26,919)	-	-	-	(26,919)
Total Expenditures	-	-	(\$26,919)	-	-	-	(\$26,919)
Ending Balance							
Ending Balance	-	-	26,919	-	-	-	26,919
Total Ending Balance	-	-	\$26,919	-	-	-	\$26,919
Total Positions							
Total Positions	-	-	-	-	-	-	-
Total Positions	-	-	-	-	-	-	-

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Oregon Liquor & Cannabis Comm
Pkg: 102 - 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
Total FTE							
Total FTE							-
Total FTE	-	-	-	-	-	-	-

POS116 - Net Package Fiscal Impact Report

Recreational Marijuana Program

2027-29 Biennium

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

Current Service Level

Package Number: 60

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4500126	1337350	108377	MMS X7436 A P	LICENSING AND PERMITTING SUP	28X	PF		9	9,695	232,680	123,551	356,231	1	1.00
4700054	1303560	22260	MMS X7145 A P	COMPLIANCE AND REGULATORY I	31X	PF		11	12,332	295,968	145,114	441,082	1	1.00
4700621	1214700	31934	AL C5732 A P	LICENSING SPECIALIST	25	PF		11	8,844	212,256	116,593	328,849	1	1.00
4700750	500230	45754	MMS X7145 A P	COMPLIANCE AND REGULATORY I	31X	PF	24	10	11,756	282,144	140,404	422,548	1	1.00
5500561	499310	31616	MMN X0872 A P	OPERATIONS & POLICY ANALYST	30	PF	24	10	11,754	-141,048	-70,194	-211,242	0	-0.50
6000151	1303940	67567	AL C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF		11	6,037	144,888	93,641	238,529	1	1.00
6000153	1303960	36980	AL C5246 A P	COMPLIANCE SPECIALIST 1	21	PF		9	6,655	159,720	98,694	258,414	1	1.00
6000155	1303980	67570	AL C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	7	6,065	145,560	93,869	239,429	1	1.00
6000162	1310640	7273	AL C5733 A P	REGULATORY SPECIALIST	27	PF		5	7,314	175,536	104,082	279,618	1	1.00
6000164	1310660	56409	AL C5733 A P	REGULATORY SPECIALIST	27	PF	24	11	9,726	233,424	123,805	357,229	1	1.00
8000405	1251800	22419	MMN X0873 A P	OPERATIONS & POLICY ANALYST	32	PF	24	2	8,798	-211,152	-116,217	-327,369	-1	-1.00
General Funds										0	0	0		
Lottery Funds										0	0	0		
Other Funds										1,529,976	853,342	2,383,318		
Federal Funds										0	0	0		
Total Funds										1,529,976	853,342	2,383,318	8	7.50

POS116 - Net Package Fiscal Impact Report

Recreational Marijuana Program

2027-29 Biennium

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

Agency Request Budget

Package Number: 70

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4500126	1337350	108377	MMS	X7436 A P LICENSING AND PERMITTING SUP	28X	PF	24	9	9,695	-232,680	-123,551	-356,231	-1	-1.00
4700054	1303560	22260	MMS	X7145 A P COMPLIANCE AND REGULATORY I	31X	PF	24	11	12,332	-295,968	-145,114	-441,082	-1	-1.00
4700621	1214700	31934	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	11	8,844	-212,256	-116,593	-328,849	-1	-1.00
6000153	1303960	36980	AL	C5246 A P COMPLIANCE SPECIALIST 1	21	PF	24	9	6,655	-159,720	-98,694	-258,414	-1	-1.00
6000162	1310640	7273	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
8000090	1303870	46343	AL	C0107 A P ADMINISTRATIVE SPECIALIST 1	17	PF	24	11	6,037	-144,888	-93,641	-238,529	-1	-1.00
8000091	1303880	44955	AL	C0107 A P ADMINISTRATIVE SPECIALIST 1	17	PF	24	10	5,772	-138,528	-91,473	-230,001	-1	-1.00
8000118	1309660	39475	AL	C5248 A P COMPLIANCE SPECIALIST 3	29	PF	24	11	10,722	-257,328	-131,949	-389,277	-1	-1.00
8000119	1309670	67805	AL	C0108 A P ADMINISTRATIVE SPECIALIST 2	20	PF	24	7	5,772	-138,528	-91,473	-230,001	-1	-1.00
8000121	1310780	57059	AL	C5246 A P COMPLIANCE SPECIALIST 1	21	PF	24	10	6,977	-167,448	-101,327	-268,775	-1	-1.00
8000122	1310790	52271	AL	C0107 A P ADMINISTRATIVE SPECIALIST 1	17	PF	24	8	5,269	-126,456	-87,361	-213,817	-1	-1.00
8000215	1382333	131857	AL	C5248 A P COMPLIANCE SPECIALIST 3	29	PF	0	11	10,722	-257,328	-131,949	-389,277	-1	-1.00
8000407	1251820	52949	AL	C0870 A P OPERATIONS & POLICY ANALYST	23	PF	24	10	7,675	-184,200	-107,034	-291,234	-1	-1.00
8000431	1255160	52517	AL	C0104 A P OFFICE SPECIALIST 2	15C	PF	24	11	5,660	-135,840	-90,558	-226,398	-1	-1.00
8000434	1265400	58191	AL	C0104 A P OFFICE SPECIALIST 2	15C	PF	24	11	5,660	-135,840	-90,558	-226,398	-1	-1.00
8000435	1265410	52558	AL	C0104 A P OFFICE SPECIALIST 2	15C	PF	24	11	5,660	-135,840	-90,558	-226,398	-1	-1.00
8000436	1265420	40509	AL	C0107 A P ADMINISTRATIVE SPECIALIST 1	17	PF	24	11	6,037	-144,888	-93,641	-238,529	-1	-1.00
8000452	1251890	35318	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
8000453	1251900	33066	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
8000454	1251960	12191	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
8000457	1251990	42909	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	7	8,056	-193,344	-110,149	-303,493	-1	-1.00
8000458	1252000	34724	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
8000459	1265440	1265	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	5	6,655	-159,720	-98,694	-258,414	-1	-1.00
8000461	1265460	8428	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	5	6,655	-159,720	-98,694	-258,414	-1	-1.00
8000471	1252010	41556	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	11	9,726	-233,424	-123,805	-357,229	-1	-1.00
8000473	1252030	47531	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	7	8,056	-193,344	-110,149	-303,493	-1	-1.00
8100046	1442893	178741	AL	C5733 A P REGULATORY SPECIALIST	27	PF	0	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
8100129	1442894	178742	AL	C5733 A P REGULATORY SPECIALIST	27	PF	0	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
8100130	1442895	178743	AL	C5733 A P REGULATORY SPECIALIST	27	PF	0	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
8100142	1442898	178744	AL	C5733 A P REGULATORY SPECIALIST	27	PF	0	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
8100146	1442899	178745	AL	C5733 A P REGULATORY SPECIALIST	27	PF	0	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
8100148	1442902	178746	AL	C5247 A P COMPLIANCE SPECIALIST 2	25	PF	0	5	6,655	-159,720	-98,694	-258,414	-1	-1.00
8100149	1442904	178747	AL	C0108 A P ADMINISTRATIVE SPECIALIST 2	20	PF	0	7	5,772	-138,528	-91,473	-230,001	-1	-1.00

POS116 - Net Package Fiscal Impact Report

Recreational Marijuana Program

2027-29 Biennium

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

Agency Request Budget

Package Number: 70

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
8500097	1303660	21775	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	9	8,056	-193,344	-110,149	-303,493	-1	-1.00
8500098	1303670	16527	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	7	7,314	-175,536	-104,082	-279,618	-1	-1.00
8500099	1303680	27063	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	11	8,844	-212,256	-116,593	-328,849	-1	-1.00
8500100	1303690	16580	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	10	8,441	-202,584	-113,297	-315,881	-1	-1.00
8500101	1303650	46258	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	11	8,844	-212,256	-116,593	-328,849	-1	-1.00
8500104	1303730	37340	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	10	8,441	-202,584	-113,297	-315,881	-1	-1.00
8500105	1303740	53087	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	11	8,844	-212,256	-116,593	-328,849	-1	-1.00
8500108	1303780	19113	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
8500113	1303830	52520	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	9	8,858	-212,592	-116,706	-329,298	-1	-1.00
8500115	1303850	1336	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	8	8,441	-202,584	-113,297	-315,881	-1	-1.00
8500116	1303860	67565	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	9	8,858	-212,592	-116,706	-329,298	-1	-1.00
8500202	1382751	131846	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	8	7,675	-184,200	-107,034	-291,234	-1	-1.00
8700094	1303900	40398	AL	C5246 A P COMPLIANCE SPECIALIST 1	21	PF	24	11	7,314	-175,536	-104,082	-279,618	-1	-1.00
8700095	1303910	55492	AL	C5246 A P COMPLIANCE SPECIALIST 1	21	PF	24	11	7,314	-175,536	-104,082	-279,618	-1	-1.00
8700137	1337440	108420	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	9	8,858	-212,592	-116,706	-329,298	-1	-1.00
8700138	1337450	108419	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
8700139	1337460	108418	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	11	9,726	-233,424	-123,805	-357,229	-1	-1.00
8700224	1404752	131852	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	8	8,441	-202,584	-113,297	-315,881	-1	-1.00
8700226	1404754	131850	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	8	8,441	-202,584	-113,297	-315,881	-1	-1.00
8700228	1404756	131848	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	7	8,056	-193,344	-110,149	-303,493	-1	-1.00
General Funds										0	0	0		
Lottery Funds										0	0	0		
Other Funds										-9,830,352	-5,695,881	-15,526,233		
Federal Funds										0	0	0		
Total Funds										-9,830,352	-5,695,881	-15,526,233	-53	-53.00

POS116 - Net Package Fiscal Impact Report

Recreational Marijuana Program

2027-29 Biennium

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

Agency Request Budget

Package Number: 101

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
4500126	1337350	108377	MMS	X7436 A P LICENSING AND PERMITTING SUP	28X	PF	24	9	9,695	232,680	123,551	356,231	1	1.00
4700054	1303560	22260	MMS	X7145 A P COMPLIANCE AND REGULATORY I	31X	PF	24	11	12,332	295,968	145,114	441,082	1	1.00
4700621	1214700	31934	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	11	8,844	212,256	116,593	328,849	1	1.00
6000153	1303960	36980	AL	C5246 A P COMPLIANCE SPECIALIST 1	21	PF	24	9	6,655	159,720	98,694	258,414	1	1.00
6000162	1310640	7273	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	5	7,314	175,536	104,082	279,618	1	1.00
8000090	1303870	46343	AL	C0107 A P ADMINISTRATIVE SPECIALIST 1	17	PF	24	11	6,037	144,888	93,641	238,529	1	1.00
8000091	1303880	44955	AL	C0107 A P ADMINISTRATIVE SPECIALIST 1	17	PF	24	10	5,772	138,528	91,473	230,001	1	1.00
8000118	1309660	39475	AL	C5248 A P COMPLIANCE SPECIALIST 3	29	PF	24	11	10,722	257,328	131,949	389,277	1	1.00
8000119	1309670	67805	AL	C0108 A P ADMINISTRATIVE SPECIALIST 2	20	PF	24	7	5,772	138,528	91,473	230,001	1	1.00
8000121	1310780	57059	AL	C5246 A P COMPLIANCE SPECIALIST 1	21	PF	24	10	6,977	167,448	101,327	268,775	1	1.00
8000122	1310790	52271	AL	C0107 A P ADMINISTRATIVE SPECIALIST 1	17	PF	24	8	5,269	126,456	87,361	213,817	1	1.00
8000215	1382333	131857	AL	C5248 A P COMPLIANCE SPECIALIST 3	29	PF	0	11	10,722	257,328	131,949	389,277	1	1.00
8000407	1251820	52949	AL	C0870 A P OPERATIONS & POLICY ANALYST	23	PF	24	10	7,675	184,200	107,034	291,234	1	1.00
8000431	1255160	52517	AL	C0104 A P OFFICE SPECIALIST 2	15C	PF	24	11	5,660	135,840	90,558	226,398	1	1.00
8000434	1265400	58191	AL	C0104 A P OFFICE SPECIALIST 2	15C	PF	24	11	5,660	135,840	90,558	226,398	1	1.00
8000435	1265410	52558	AL	C0104 A P OFFICE SPECIALIST 2	15C	PF	24	11	5,660	135,840	90,558	226,398	1	1.00
8000436	1265420	40509	AL	C0107 A P ADMINISTRATIVE SPECIALIST 1	17	PF	24	11	6,037	144,888	93,641	238,529	1	1.00
8000452	1251890	35318	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	5	7,314	175,536	104,082	279,618	1	1.00
8000453	1251900	33066	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	5	7,314	175,536	104,082	279,618	1	1.00
8000454	1251960	12191	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	5	7,314	175,536	104,082	279,618	1	1.00
8000457	1251990	42909	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	7	8,056	193,344	110,149	303,493	1	1.00
8000458	1252000	34724	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	5	7,314	175,536	104,082	279,618	1	1.00
8000459	1265440	1265	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	5	6,655	159,720	98,694	258,414	1	1.00
8000461	1265460	8428	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	5	6,655	159,720	98,694	258,414	1	1.00
8000471	1252010	41556	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	11	9,726	233,424	123,805	357,229	1	1.00
8000473	1252030	47531	AL	C5733 A P REGULATORY SPECIALIST	27	PF	24	7	8,056	193,344	110,149	303,493	1	1.00
8500097	1303660	21775	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	9	8,056	193,344	110,149	303,493	1	1.00
8500098	1303670	16527	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	7	7,314	175,536	104,082	279,618	1	1.00
8500099	1303680	27063	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	11	8,844	212,256	116,593	328,849	1	1.00
8500100	1303690	16580	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	10	8,441	202,584	113,297	315,881	1	1.00
8500101	1303650	46258	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	11	8,844	212,256	116,593	328,849	1	1.00
8500104	1303730	37340	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	10	8,441	202,584	113,297	315,881	1	1.00
8500105	1303740	53087	AL	C5732 A P LICENSING SPECIALIST	25	PF	24	11	8,844	212,256	116,593	328,849	1	1.00

POS116 - Net Package Fiscal Impact Report

Recreational Marijuana Program

2027-29 Biennium

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

Agency Request Budget

Package Number: 101

Position Number	Auth No	Workday Id	Classification		Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
8500108	1303780	19113	AL	C5733 A P	REGULATORY SPECIALIST	27	PF	24	5	7,314	175,536	104,082	279,618	1	1.00
8500113	1303830	52520	AL	C5733 A P	REGULATORY SPECIALIST	27	PF	24	9	8,858	212,592	116,706	329,298	1	1.00
8500115	1303850	1336	AL	C5733 A P	REGULATORY SPECIALIST	27	PF	24	8	8,441	202,584	113,297	315,881	1	1.00
8500116	1303860	67565	AL	C5733 A P	REGULATORY SPECIALIST	27	PF	24	9	8,858	212,592	116,706	329,298	1	1.00
8500202	1382751	131846	AL	C5732 A P	LICENSING SPECIALIST	25	PF	24	8	7,675	184,200	107,034	291,234	1	1.00
8700094	1303900	40398	AL	C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	11	7,314	175,536	104,082	279,618	1	1.00
8700095	1303910	55492	AL	C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	11	7,314	175,536	104,082	279,618	1	1.00
8700137	1337440	108420	AL	C5733 A P	REGULATORY SPECIALIST	27	PF	24	9	8,858	212,592	116,706	329,298	1	1.00
8700138	1337450	108419	AL	C5733 A P	REGULATORY SPECIALIST	27	PF	24	5	7,314	175,536	104,082	279,618	1	1.00
8700139	1337460	108418	AL	C5733 A P	REGULATORY SPECIALIST	27	PF	24	11	9,726	233,424	123,805	357,229	1	1.00
8700224	1404752	131852	AL	C5733 A P	REGULATORY SPECIALIST	27	PF	24	8	8,441	202,584	113,297	315,881	1	1.00
8700226	1404754	131850	AL	C5733 A P	REGULATORY SPECIALIST	27	PF	24	8	8,441	202,584	113,297	315,881	1	1.00
8700228	1404756	131848	AL	C5733 A P	REGULATORY SPECIALIST	27	PF	24	7	8,056	193,344	110,149	303,493	1	1.00
General Funds											0	0	0		
Lottery Funds											0	0	0		
Other Funds											8,654,424	4,985,304	13,639,728		
Federal Funds											0	0	0		
Total Funds											8,654,424	4,985,304	13,639,728	46	46.00

POS116 - Net Package Fiscal Impact Report

Recreational Marijuana Program

2027-29 Biennium

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

Agency Request Budget

Package Number: 102

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6000151	1303940	67567	AL	C0324 A P	PUBLIC SERVICE REPRESENTATIV	20	PF	11	6,971	22,416	7,637	30,053	0	0.00
6000152	1303950	67568	AL	C0324 A P	PUBLIC SERVICE REPRESENTATIV	20	PF	24	6,971	167,304	101,278	268,582	1	1.00
6000154	1303970	67569	AL	C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24	7,314	175,536	104,082	279,618	1	1.00
8000090	1303870	46343	AL	C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	6,037	0	0	0	0	0.00
8000091	1303880	44955	AL	C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	5,772	0	0	0	0	0.00
8000092	1303890	52137	AL	C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	6,037	0	0	0	0	0.00
8000118	1309660	39475	AL	C5248 A P	COMPLIANCE SPECIALIST 3	29	PF	24	10,722	0	0	0	0	0.00
8000119	1309670	67805	AL	C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	24	5,772	0	0	0	0	0.00
8000215	1382333	131857	AL	C5248 A P	COMPLIANCE SPECIALIST 3	29	PF	0	10,722	-257,328	-131,949	-389,277	-1	-1.00
8000229	1404771	131893	AL	C0108 A P	ADMINISTRATIVE SPECIALIST 2	20	PF	24	6,971	0	0	0	0	0.00
8000294	1452351		AL	C5752 A P	CASE PRESENTERS	31D	PF	24	8,441	0	0	0	0	0.00
8000294	1452351		AL	C5752 A P	CASE PRESENTERS	31D	PF	24	9,282	222,768	120,174	342,942	1	1.00
8000294	1452351		AL	C5752 A P	CASE PRESENTERS	31D	PF	24	11,784	0	0	0	0	0.00
8000406	1251810	25376	MMN	X0872 A P	OPERATIONS & POLICY ANALYST	30	PF	24	10,683	256,392	131,630	388,022	1	1.00
8000406	1251810	25376	MMN	X0873 A P	OPERATIONS & POLICY ANALYST	32	PF	24	11,756	-282,144	-140,404	-422,548	-1	-1.00
8000407	1251820	52949	AL	C0870 A P	OPERATIONS & POLICY ANALYST	23	PF	24	7,675	0	0	0	0	0.00
8000417	1255090	53835	AL	C0871 A P	OPERATIONS & POLICY ANALYST	27	PF	24	9,726	233,424	123,805	357,229	1	1.00
8000417	1255090	53835	AL	C0870 A P	OPERATIONS & POLICY ANALYST	23	PF	24	8,053	-193,272	-110,124	-303,396	-1	-1.00
8000418	1255120	32122	AL	C5248 A P	COMPLIANCE SPECIALIST 3	29	PF	24	10,722	0	0	0	0	0.00
8000430	1255150	39173	AL	C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	24	6,037	0	0	0	0	0.00
8000431	1255160	52517	AL	C0104 A P	OFFICE SPECIALIST 2	15C	PF	24	5,660	0	0	0	0	0.00
8700277	1422051	160932	AL	C5247 A P	COMPLIANCE SPECIALIST 2	25	PF	0	6,655	-159,720	-98,694	-258,414	-1	-1.00
8700307	1422091	160943	MMN	X8504 A P	NATURAL RESOURCE SPECIALIST	30	PF	0	9,229	-221,496	-119,740	-341,236	-1	-1.00
General Funds										0	0	0		
Lottery Funds										0	0	0		
Other Funds										-36,120	-12,305	-48,425		
Federal Funds										0	0	0		
Total Funds										-36,120	-12,305	-48,425	0	0.00

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

Oregon Liquor & Cannabis Comm
2027-29 Biennium

Agency Number: 84500

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

<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	33,444,076	38,023,280	38,023,280	57,397,250	-	-
Fines and Forfeitures	564,705	-	-	-	-	-
Other Revenues	6,920	-	-	-	-	-
Transfer Out - Indirect Cost	(6,216,874)	(9,389,986)	(9,389,986)	(14,162,116)	-	-
Tsfr To Agriculture, Dept of	(2,571,103)	(1,790,906)	(1,790,906)	(2,053,573)	-	-
Total Other Funds	\$25,227,724	\$26,842,388	\$26,842,388	\$41,181,561	-	-

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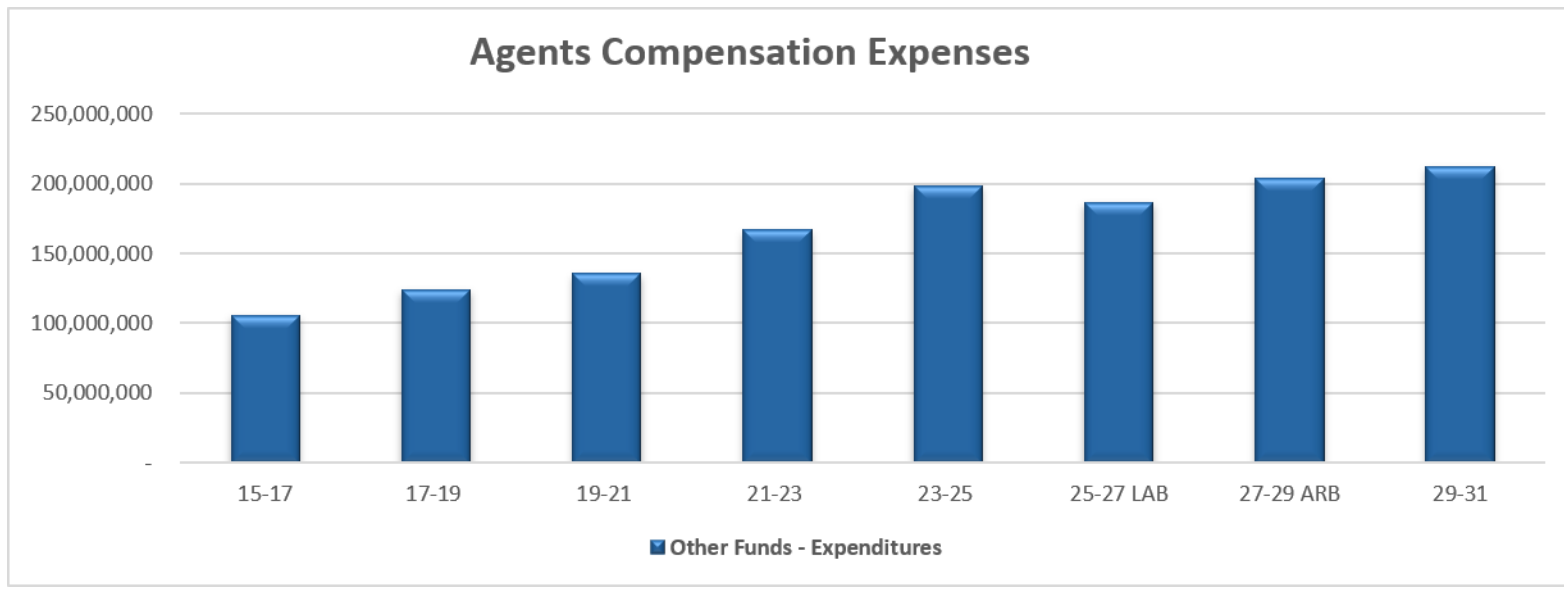
____ Legislatively Adopted
Detail of LF, OF, and FF Revenues - BPR012

BUDGET NARRATIVE

OLCC - STORE OPERATING EXPENSES / AGENTS COMPENSATION PROGRAM 2027-29 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:** Trish Hagen, 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 businesspeople 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 were 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 retail 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 Agency Request Budget is \$192,003,620 Other Funds limitation for the 2027-29 biennium for Store Operating Expense and \$11,965,165 Other Funds Limitation for Distillery Agent Operating Expense. No FTE or positions are requested.

F. PROGRAM DESCRIPTION

In 2027-29 the Store Operating Expenses Program funds sales compensation for more than 286 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 76 distilleries that do direct sales through 106 distillery retail outlets.

G. PROGRAM JUSTIFICATION

The Liquor Agents' store and Distillery Agents' distillery tasting room operations support economic development and the creation of jobs in Oregon. These Agents play an important role in helping effectively implement the state's Liquor Control Model while also providing more than \$580 million in distributions to the state General Fund, cities, counties, and mental health in 2023-25.

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.

BUDGET NARRATIVE

Biennium	Number of Operating Liquor Stores	Cases 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	39.10%	8.98%	\$2.44
2007-2009	240	5.12	40.20%	8.92%	\$2.72
2009-2011	247	5.25	40.80%	8.98%	\$2.73
2011-2013	249	5.7	41.20%	8.97%	\$2.89
2013-2015	248	5.98	41.00%	8.95%	\$2.90
2015-2017	272	6.37	39.70%	9.02%	\$2.67
2017-2019	282	6.89	40.10%	9.01%	\$2.77
2019-2021	281	7.69	39.40%	9.07%	\$2.65
2021-2023	284	8.86	37.70%	10.40%	\$1.99
2023-2025	286	7.75	35.30%	10.13%	\$1.40
2025-2027	287	7.15	30.70%	11.80%	\$1.37
2027-2029*	287	7.24	29.00%	12.30%	\$1.26
2029-2031*	287	7.27	28.00%	12.80%	\$1.15

*Does not include surcharge

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 2025-27

There are no proposed legislative changes.

BUDGET NARRATIVE

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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	-	-	17,355,075	-	-	-	17,355,075
Total Services & Supplies	-	-	\$17,355,075	-	-	-	\$17,355,075
Total Expenditures							
Total Expenditures	-	-	17,355,075	-	-	-	17,355,075
Total Expenditures	-	-	\$17,355,075	-	-	-	\$17,355,075
Ending Balance							
Ending Balance	-	-	(17,355,075)	-	-	-	(17,355,075)
Total Ending Balance	-	-	(\$17,355,075)	-	-	-	(\$17,355,075)

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____ Legislatively Adopted
Essential and Policy Package Fiscal Impact Summary - BPR013

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

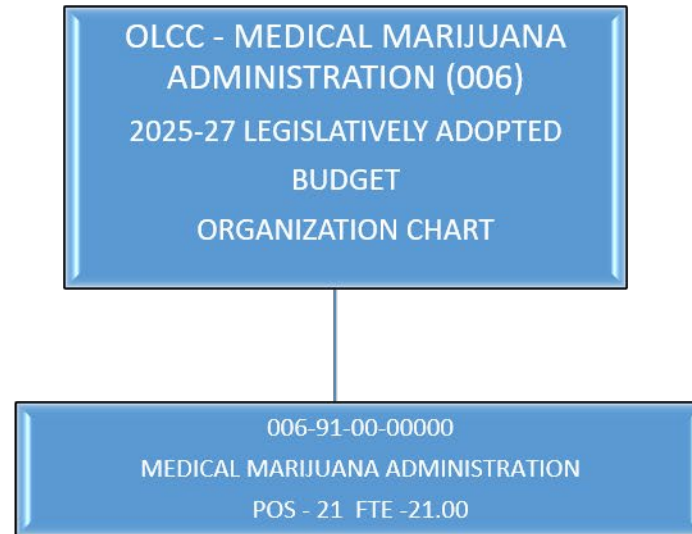
Oregon Liquor & Cannabis Comm
2027-29 Biennium

Agency Number: 84500

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

<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Other Revenues	6,048	-	-	-	-	-
Transfer In - Intrafund	173,670,720	186,613,710	186,613,710	203,968,785	-	-
Total Other Funds	\$173,676,768	\$186,613,710	\$186,613,710	\$203,968,785	-	-

BUDGET NARRATIVE



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

BUDGET NARRATIVE

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BUDGET NARRATIVE



23-25 LAB
POS - 21 FTE - 21.00

25-27 ARB
POS - 21 FTE - 21.04

25-27 LAB
POS - 21 FTE - 21.04

27-29 CSL
POS - 16 FTE - 16.04

27-29 ARB
POS - 2 FTE - 2.04

BUDGET NARRATIVE

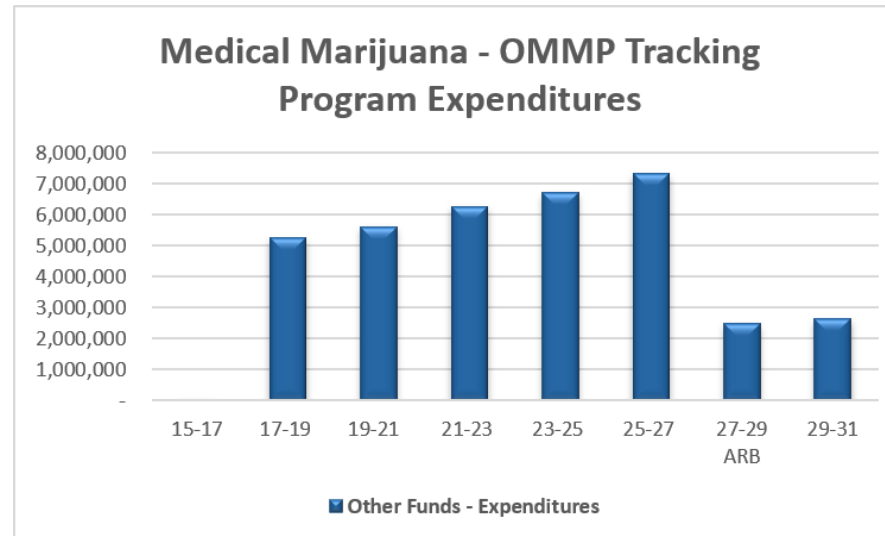
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BUDGET NARRATIVE

OLCC, MEDICAL MARIJUANA-OMMP TRACKING PROGRAM 2027-29 BUDGET

PROGRAM UNIT EXECUTIVE SUMMARY

- A. **PRIMARY OUTCOME AREA, PRIMARY DIVISION FOCUS, & ALIGNMENT with AGENCY STRATEGIC PLAN:**
Protecting public health and safety while supporting responsible businesses. This aligns with implementing the Agency’s 2024 Strategic Plan – focusing on the four key strategic priorities outlined in the plan: (1) Efficient, Modernized Operations and Outcomes, (2) Balance Regulation, Compliance, Enforcement and Education in Public Safety, (3) Positive Business Environment, and (4) Equity and Inclusion: Commitment and Action.
- B. **PROGRAM CONTACT:** Melanie Musial, Interim Director of Public Safety, (503) 503-347-2959
- 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 growing for 3 or more OMMP cardholders, 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 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 growing for three or more cardholders (up to six plants per cardholder) 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 three or more cardholder requirement continues to decline. OLCC started tracking approximately 800 medical marijuana grow sites in 2018 and as of February 13th, 2026, are tracking 88 grow sites and no medical dispensaries.

E. PROGRAM FUNDING REQUEST

The 2027-29 Agency Request Budget is \$2,486,910 Other Funds, with 2 positions and 2.04 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

OLCC Medical Marijuana Inspectors (Regulatory Specialists) conduct inspections at OMMP grow sites across the state. These sites are managed by an OHA OMMP Grow Site Administrators (GSA's). Inspectors document any deficiencies found during these inspections, that may be in violation of OHA rules, and write reports of their findings which are transferred to OHA for evaluation. Inspectors regularly work with GSA's to help them stay in compliance as well as provide training and education regarding OLCC's Cannabis Tracking System.

The OLCC works closely with its partner agencies to administer this program:

- Oregon Health Authority (OMMP statutes and rules)
- Oregon Department of Agriculture (certification of kitchen and weight scales, pesticide use)

G. PROGRAM JUSTIFICATION AND PERFORMANCE

The Oregon Medical Marijuana Program (OMMP) is administered by the Oregon Health Authority (OHA). Grow sites are registered with OHA's OMMP program and grow for OMMP registered medical marijuana cardholders. Grow sites which grow for three or more registered cardholders are required to track the medical marijuana they produce through OLCC's Cannabis Tracking System (CTS). Though Grow sites who produce medical marijuana for three or more cardholders have decreased over the years, ongoing outreach and education is still required to help OMMP registrants remain compliant. At the inception of OLCC's Medical Tracking Program, many registrants were located in remote places or private residences which made inspections particularly difficult. Today many of the remaining grow sites are located on farms or outside of a private residence. However, the need for a second inspector does arise from time to time as a safety precaution. Registrants continue to be unfamiliar with utilizing a robust tracking system, and the agency makes every effort to provide training and education where possible.

While performing inspections, OLCC regularly uses CTS 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.

Currently there are 88 grow sites being tracked in OLCC's Medical Marijuana Tracking Program. Over the last 12 months, prior to some GSA's electing to grow for less patients, OLCC inspectors have conducted approximately 145 inspections.

BUDGET NARRATIVE

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 to \$875,000 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 2025-27:

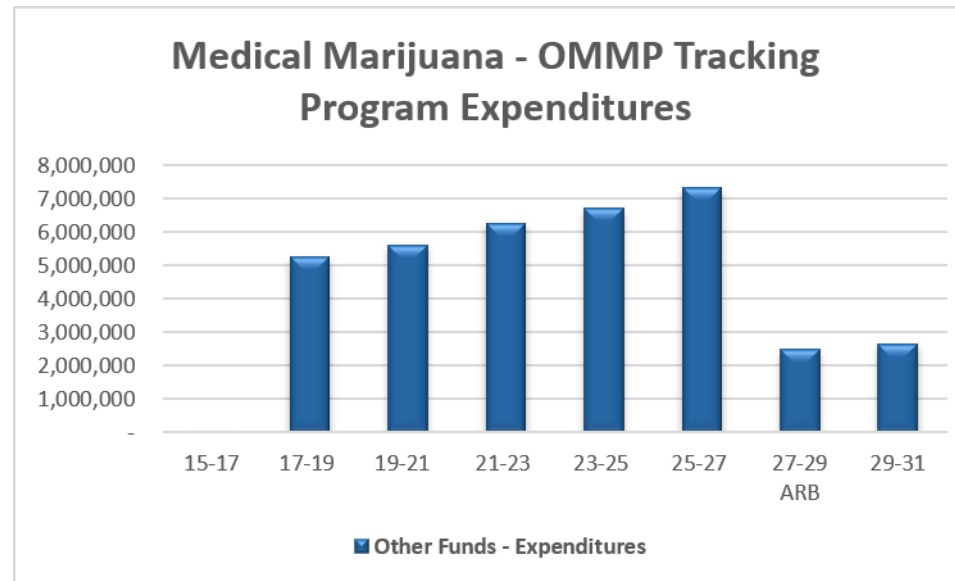
OLCC started tracking approximately 800 medical marijuana grow sites in 2018 and as of July 1, 2026, the OLCC is tracking 83 grow sites and no medical dispensaries. Due to this decline in the number of grow sites that is expected to continue, the OLCC will reduce the number of staff within the medical marijuana program for the 2027-2029 biennium to be in line with operational needs for the program.

BUDGET NARRATIVE

OLCC, MEDICAL MARIJUANA OMMP TRACKING PROGRAM 2027-29 BUDGET

DIVISION SUMMARY

A. OTHER FUNDS EXPENDITURES



B. PROGRAM FUNDING REQUEST

The Agency Request Budget is \$2,486,910 Other Funds limitation, with 2 positions and 2.04 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 growing for three or more OMMP cardholders, 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 ensure 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 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 growing for three or more cardholders (up to six plants per cardholder) 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 three or more cardholder requirement has continued to decline. OLCC started tracking approximately 800 medical marijuana grow sites in 2018 and as of July 1, 2026, the OLCC is tracking 83 grow sites and no medical dispensaries. Due to the decline in the number of grow sites that is expected to continue, the OLCC will reduce the number of staff within the medical marijuana program for the 2027-2029 biennium to be in line with operational needs for the program.

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.

BUDGET NARRATIVE

OLCC Medical Marijuana Inspectors (Regulatory Specialists) conduct inspections at OMMP grow sites across the state. These sites are managed by OHA OMMP Grow Site Administrators (GSAs). Inspectors document any deficiencies found during these inspections, that may be in violation of OHA rules and write reports of their findings which are transferred to OHA for evaluation. Inspectors regularly work with GSAs to help them stay in compliance as well as provide training and education regarding OLCC's Cannabis Tracking System.

The OLCC works closely with its partner agencies to administer this program:

- Oregon Health Authority (OMMP related statute and rules)
- Oregon Department of Agriculture (certification of kitchen and weight scales, pesticide use)

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 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 for administration of the contract for the Cannabis Tracking System.

F. PROPOSED LEGISLATIVE CHANGES

No proposed changes

BUDGET NARRATIVE

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BUDGET NARRATIVE

AGENCY REALIGNMENT

OLCC 2027-29 Budget, Policy Option Package (POP) No. 102, Agency POP Priority No. 2

A. Package Purpose

OLCC Workload, Staffing, and Management Analysis:

This Policy Option Package provides a comprehensive summary of the Oregon Liquor & Cannabis Commission's organizational review, proposed staff realignment, and the Permanent Finance Plan that supports aligning personnel resources with the agency's operational needs. The package outlines structural adjustments needed to ensure the agency can meet current and future workload demands efficiently and sustainably, particularly as OLCC's regulatory responsibilities and program operations continue to evolve. The aim is to fully position the organization to carry out its mission while improving core business functions and strengthening internal accountability.

B. How Achieved

The agency began its organizational assessment prior to the 2025-27 legislative session and implemented several foundational realignments during that biennium. These early actions enabled OLCC to address immediate structural challenges, improve operational support in key divisions, and respond to rising program complexity. The remaining refinements will be completed in the 2027-29 biennium to create a fully optimized organizational structure that aligns staff roles with the actual day-to-day work of the agency. The guiding principles for the realignment remain:

- ensuring OLCC's structure supports its two primary operating functions—Public Safety and Distilled Spirits,
- maintaining fiscal responsibility while strengthening clarity in lines of authority and accountability,
- improving customer service through more streamlined communication channels,
- expanding opportunities for employee career development and progression, and
- positioning the agency for long-term operational excellence

BUDGET NARRATIVE

Throughout the 2025-27 biennium, the agency implemented components of this plan within existing budgetary resources by utilizing the Permanent Finance Plan to cover necessary classification adjustments. Any realignments not completed during that cycle or during development of the 2027-29 Current Service Level Budget are included in this POP. All requested changes have been structured in a cost-neutral manner in alignment with the Governor’s direction.

Division	Package Description	FTE	2027-29 Ongoing
Distilled Spirits	Agency Staff Realignment & Reclassifications	(1.00)	\$ (277,984)
Administration & Support Services	Agency Staff Realignment & Reclassifications	(0.50)	\$ 263,781
Recreational Marjuana	Agency Staff Realignment & Reclassifications	-	\$ (26,919)
Medical Marijuana	Agency Staff Realignment & Reclassifications	(14.00)	\$ (3,795,429)
TOTALS - Agency Realignment & Cost Allocation - Package 102		-15.50	\$ (3,836,551)

C. Staffing Impact

This Policy Option Package does not result in an increase in the total number of OLCC staff positions. Rather, it restructures existing roles to better match operational needs, ensuring that critical functions are supported without expanding overall staffing levels.

BUDGET NARRATIVE

D. Quantifying Results

The realignment reflects measurable improvements in internal management, workload distribution, and the agency’s ability to administer programs effectively. Completion of these structural changes in 2027-29 will enable OLCC to operate with clearer workflows, stronger cross-division coordination, and improved responsiveness to regulated communities and public stakeholders. The benefits include better use of existing resources and greater alignment between position duties and agency needs.

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: 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							
Unemployment Assessments	-	-	39	-	-	-	39
Mass Transit Tax	-	-	2,257	-	-	-	2,257
Vacancy Savings	-	-	(18,806)	-	-	-	(18,806)
Total Personal Services	-	-	(\$16,510)	-	-	-	(\$16,510)
Total Expenditures							
Total Expenditures	-	-	(16,510)	-	-	-	(16,510)
Total Expenditures	-	-	(\$16,510)	-	-	-	(\$16,510)
Ending Balance							
Ending Balance	-	-	16,510	-	-	-	16,510
Total Ending Balance	-	-	\$16,510	-	-	-	\$16,510

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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: 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
Capital Outlay							
Automotive and Aircraft	-	-	(45,950)	-	-	-	(45,950)
Total Capital Outlay	-	-	(\$45,950)	-	-	-	(\$45,950)
Total Expenditures							
Total Expenditures	-	-	(45,950)	-	-	-	(45,950)
Total Expenditures	-	-	(\$45,950)	-	-	-	(\$45,950)
Ending Balance							
Ending Balance	-	-	45,950	-	-	-	45,950
Total Ending Balance	-	-	\$45,950	-	-	-	\$45,950

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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	-	-	2,688	-	-	-	2,688
Office Expenses	-	-	1,731	-	-	-	1,731
Telecommunications	-	-	9,789	-	-	-	9,789
State Gov. Service Charges	-	-	121,155	-	-	-	121,155
Data Processing	-	-	52,858	-	-	-	52,858
Professional Services	-	-	66	-	-	-	66
Employee Recruitment and Develop	-	-	81	-	-	-	81
Facilities Rental and Taxes	-	-	8,526	-	-	-	8,526
Other Services and Supplies	-	-	2,003	-	-	-	2,003
Total Services & Supplies	-	-	\$198,897	-	-	-	\$198,897
Total Expenditures							
Total Expenditures	-	-	198,897	-	-	-	198,897
Total Expenditures	-	-	\$198,897	-	-	-	\$198,897
Ending Balance							
Ending Balance	-	-	(198,897)	-	-	-	(198,897)
Total Ending Balance	-	-	(\$198,897)	-	-	-	(\$198,897)

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Essential and Policy Package Fiscal Impact Summary - BPR013

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	-	-	1,804	-	-	-	1,804
Other Services and Supplies	-	-	-	-	-	-	-
Total Services & Supplies	-	-	\$1,804	-	-	-	\$1,804
Total Expenditures							
Total Expenditures	-	-	1,804	-	-	-	1,804
Total Expenditures	-	-	\$1,804	-	-	-	\$1,804
Ending Balance							
Ending Balance	-	-	(1,804)	-	-	-	(1,804)
Total Ending Balance	-	-	(\$1,804)	-	-	-	(\$1,804)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 060 - Technical Adjustments

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							
Class/Unclass Sal. and Per Diem	-	-	(859,128)	-	-	-	(859,128)
Empl. Rel. Bd. Assessments	-	-	(395)	-	-	-	(395)
Public Employees' Retire Cont	-	-	(223,545)	-	-	-	(223,545)
Social Security Taxes	-	-	(65,724)	-	-	-	(65,724)
Paid Family Medical Leave Insurance	-	-	(3,437)	-	-	-	(3,437)
Worker's Comp. Assess. (WCD)	-	-	(190)	-	-	-	(190)
Flexible Benefits	-	-	(220,800)	-	-	-	(220,800)
Total Personal Services	-	-	(\$1,373,219)	-	-	-	(\$1,373,219)
Services & Supplies							
Instate Travel	-	-	(25,000)	-	-	-	(25,000)
Office Expenses	-	-	(15,000)	-	-	-	(15,000)
Telecommunications	-	-	(50,000)	-	-	-	(50,000)
Data Processing	-	-	(85,000)	-	-	-	(85,000)
Total Services & Supplies	-	-	(\$175,000)	-	-	-	(\$175,000)
Total Expenditures							
Total Expenditures	-	-	(1,548,219)	-	-	-	(1,548,219)
Total Expenditures	-	-	(\$1,548,219)	-	-	-	(\$1,548,219)
Ending Balance							
Ending Balance	-	-	1,548,219	-	-	-	1,548,219
Total Ending Balance	-	-	\$1,548,219	-	-	-	\$1,548,219

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 060 - Technical Adjustments

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 Positions							
Total Positions							(5)
Total Positions	-	-	-	-	-	-	(5)
Total FTE							
Total FTE							(5.00)
Total FTE	-	-	-	-	-	-	(5.00)

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor & Cannabis Comm
Pkg: 102 - 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
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	(2,472,816)	-	-	-	(2,472,816)
Empl. Rel. Bd. Assessments	-	-	(1,106)	-	-	-	(1,106)
Public Employees' Retire Cont	-	-	(643,421)	-	-	-	(643,421)
Social Security Taxes	-	-	(189,176)	-	-	-	(189,176)
Paid Family Medical Leave Insurance	-	-	(9,890)	-	-	-	(9,890)
Worker's Comp. Assess. (WCD)	-	-	(532)	-	-	-	(532)
Mass Transit Tax	-	-	(19,057)	-	-	-	(19,057)
Flexible Benefits	-	-	(618,240)	-	-	-	(618,240)
Vacancy Savings	-	-	158,809	-	-	-	158,809
Total Personal Services	-	-	(\$3,795,429)	-	-	-	(\$3,795,429)
Total Expenditures							
Total Expenditures	-	-	(3,795,429)	-	-	-	(3,795,429)
Total Expenditures	-	-	(\$3,795,429)	-	-	-	(\$3,795,429)
Ending Balance							
Ending Balance	-	-	3,795,429	-	-	-	3,795,429
Total Ending Balance	-	-	\$3,795,429	-	-	-	\$3,795,429
Total Positions							
Total Positions							(14)
Total Positions	-	-	-	-	-	-	(14)

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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 - 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							(14.00)
Total FTE	-	-	-	-	-	-	(14.00)

POS116 - Net Package Fiscal Impact Report

Medical Marijuana Program

2027-29 Biennium

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

Current Service Level

Package Number: 60

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6000151	1303940	67567	AL	C0107 A P	ADMINISTRATIVE SPECIALIST 1	17	PF	11	6,037	-144,888	-93,641	-238,529	-1	-1.00
6000153	1303960	36980	AL	C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	9	6,655	-159,720	-98,694	-258,414	-1	-1.00
6000155	1303980	67570	AL	C5246 A P	COMPLIANCE SPECIALIST 1	21	PF	24 7	6,065	-145,560	-93,869	-239,429	-1	-1.00
6000162	1310640	7273	AL	C5733 A P	REGULATORY SPECIALIST	27	PF	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
6000164	1310660	56409	AL	C5733 A P	REGULATORY SPECIALIST	27	PF	24 11	9,726	-233,424	-123,805	-357,229	-1	-1.00
										General Funds	0	0	0	
										Lottery Funds	0	0	0	
										Other Funds	-859,128	-514,091	-1,373,219	
										Federal Funds	0	0	0	
										Total Funds	-859,128	-514,091	-1,373,219	-5 -5.00

POS116 - Net Package Fiscal Impact Report

Medical Marijuana Program

2027-29 Biennium

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

Agency Request Budget

Package Number: 102

Position Number	Auth No	Workday Id	Classification	Classification Name	Sal Rng	Pos Type	Mos	Step	Rate	Salary	OPE	Total	Pos Cnt	FTE
6000152	1303950	67568	AL	C0107 A P ADMINISTRATIVE SPECIALIST 1	17	PF	24	11	6,037	-144,888	-93,641	-238,529	-1	-1.00
6000154	1303970	67569	AL	C5246 A P COMPLIANCE SPECIALIST 1	21	PF	24	11	7,314	-175,536	-104,082	-279,618	-1	-1.00
6000156	1303990	67571	MMN	X0872 A P OPERATIONS & POLICY ANALYST 1	30	PF	0	5	9,229	-221,496	-119,740	-341,236	-1	-1.00
6000158	1309630	19803	AL	C5733 A P REGULATORY SPECIALIST	27	PF	0	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
6000159	1309640	14912	AL	C5733 A P REGULATORY SPECIALIST	27	PF	0	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
6000160	1309650	57372	AL	C5733 A P REGULATORY SPECIALIST	27	PF	0	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
6000165	1310670	54289	AL	C5733 A P REGULATORY SPECIALIST	27	PF	0	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
6000166	1310680	67834	AL	C5733 A P REGULATORY SPECIALIST	27	PF	0	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
6000167	1310690	57378	AL	C5733 A P REGULATORY SPECIALIST	27	PF	0	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
6000168	1310700	57348	AL	C5733 A P REGULATORY SPECIALIST	27	PF	0	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
6000169	1310710	67835	AL	C5733 A P REGULATORY SPECIALIST	27	PF	0	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
6000174	1310730	67837	AL	C5733 A P REGULATORY SPECIALIST	27	PF	0	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
6000175	1310740	67838	AL	C5733 A P REGULATORY SPECIALIST	27	PF	0	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
6000177	1310760	67840	AL	C5733 A P REGULATORY SPECIALIST	27	PF	0	5	7,314	-175,536	-104,082	-279,618	-1	-1.00
General Funds										0	0	0		
Lottery Funds										0	0	0		
Other Funds										-2,472,816	-1,462,365	-3,935,181		
Federal Funds										0	0	0		
Total Funds										-2,472,816	-1,462,365	-3,935,181	-14	-14.00

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

Oregon Liquor & Cannabis Comm
2027-29 Biennium

Agency Number: 84500

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

<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Business Lic and Fees	26,760	-	-	-	-	-
Other Revenues	1,065	-	-	-	-	-
Tsfr From Revenue, Dept of	7,000,000	7,000,000	7,000,000	7,000,000	-	-
Tsfr From Oregon Health Authority	-	300,000	300,000	73,631	-	-
Transfer Out - Indirect Cost	(1,719,695)	(814,609)	(814,609)	(814,609)	-	-
Total Other Funds	\$5,308,130	\$6,485,391	\$6,485,391	\$6,259,022	-	-

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Detail of LF, OF, and FF Revenues - BPR012

BUDGET NARRATIVE

OLCC - CAPITAL IMPROVEMENTS PROGRAM 2027-29 BUDGET

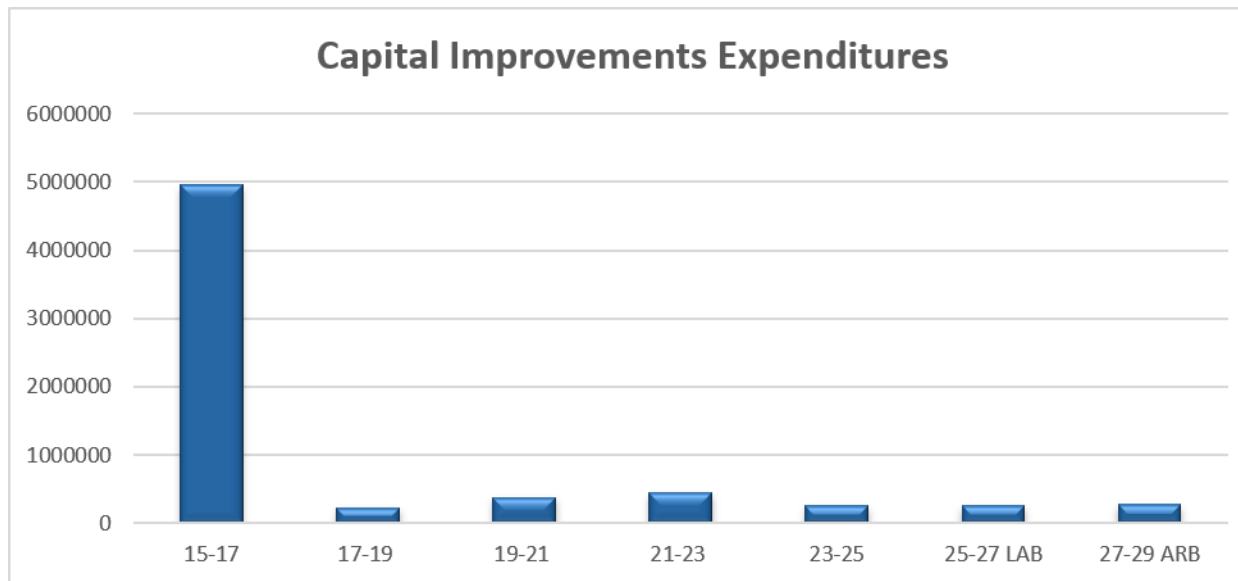
CAPITAL IMPROVEMENTS PROGRAM EXECUTIVE SUMMARY

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: Trish Hagen, 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 buildings and grounds. The OLCC owns its main office and distribution center complex on McLoughlin Blvd. in Milwaukie. OLCC's distribution center comprises the warehouse connected to the main office building and a second warehouse on Milport Road, which was acquired in 2007. OLCC will be moving its distribution center to the newly constructed facility in Canby in the first quarter of 2027. OLCC Headquarters will remain in Milwaukie until DAS renovations for our leased space in the Portland State Office Building are completed. The facilities in Milwaukie will be maintained until the properties are sold.

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 the relocation to a new office and warehouse, the current facilities are expected to be sold during the 2027-29 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 Agency Request Budget is \$270,808 Other Funds limitation for the 2027-29 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 and is 72 years old. In 2007, the OLCC acquired the nearby Milport building which was built in 1977 and is 42 years old. OLCC's new 347,000 square foot distilled spirits distribution center in Canby has just reached a milestone of substantial completion of the core and shell of the building. The facility is on track to be fully operational in March of 2027, at which time all distilled spirit distribution will be from Canby. The new distribution center will support the agency's mission and improve the operation of Oregon's distilled spirits control model. The distribution center will provide OLCC with at least 15 to 20 years of capacity, with design and construction features allowing for future expansion when needed.

OLCC continues to work closely with DAS EAM to relocate our Headquarters to DAS leased space at the Portland State Office Building (PSOB). It is anticipated that this lease would begin in fall of 2027 at a lease cost of \$1.7 million for the 2027-2029 biennium. In June of 2029, our McLoughlin Plaza office lease will end and OLCC will look to relocate Plaza staff as Phase 2 to our HQ lease at

BUDGET NARRATIVE

PSOB. The relocation of our HQ to the PSOB meets OLCC's mission, maintains OLCC's footprint in the metro area, utilizes DAS state-owned space, aligns with State goals for reducing office space with the hybrid workforce model, helps revitalize Portland's Central City, and is a cost savings measure for OLCC.

Location	Square Footage	Date of Construction
McLoughlin	176,470	1954, 1977
*Warehouse	126,109	
*Central Office	50,361	
Milport	107,244	1991
*Warehouse	104,875	
*Office	2,369	
Total Square Footage	283,714	

The OLCC provides warehouse security for both the state and vendor owned bottled distilled spirits' inventory. The new distribution center in Canby will replace the facilities at McLoughlin and Milport and will serve as the main warehouse for distribution to ~287 liquor stores in Oregon starting in March 2027 and is expected to distribute several million cases of distilled spirits in the 2027-29 biennium.

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 facilities are scheduled for sale during the 2027-29 biennium. OLCC's new 347,000 square foot distilled spirits distribution center in Canby is on track to be fully operational in March of 2027, at which time all distilled spirit distribution will be from Canby.

BUDGET NARRATIVE

OLCC continues to work closely with DAS EAM to relocate our Headquarters to DAS leased space at the Portland State Office Building (PSOB). It is anticipated that this lease would begin in fall of 2027 at a lease cost of \$1.7 million for the 2027-2029 biennium.

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 2025-27

OLCC Distribution Center will be located at the new Canby Oregon location and will be fully operational in March 2027. OLCC Headquarters will relocate to the Portland State Office Building in late 2027.

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
Capital Outlay							
Land Improvements	-	-	296	-	-	-	296
Building Structures	-	-	12,353	-	-	-	12,353
Total Capital Outlay	-	-	\$12,649	-	-	-	\$12,649
Total Expenditures							
Total Expenditures	-	-	12,649	-	-	-	12,649
Total Expenditures	-	-	\$12,649	-	-	-	\$12,649
Ending Balance							
Ending Balance	-	-	(12,649)	-	-	-	(12,649)
Total Ending Balance	-	-	(\$12,649)	-	-	-	(\$12,649)

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Essential and Policy Package Fiscal Impact Summary - BPR013

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

Oregon Liquor & Cannabis Comm
2027-29 Biennium

Agency Number: 84500

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

<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Transfer In - Intrafund	141,275	258,159	258,159	270,808	-	-
Total Other Funds	\$141,275	\$258,159	\$258,159	\$270,808	-	-

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Detail of LF, OF, and FF Revenues - BPR012

BUDGET NARRATIVE

OLCC CAPITAL CONSTRUCTION PROGRAM 2027-29 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:** Trish Hagen, 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. OLCC's new 347,000 square foot distilled spirits distribution center in Canby has just reached a milestone of substantial completion of the core and shell of the building. The material handling system (conveyance system and warehouse racking) is currently being installed, scheduled to be complete in the fall of 2026. The facility is on track to be fully operational in March of 2027, at which time all distilled spirits distribution will be from Canby.

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. OLCC's new 347,000 square foot distilled spirits distribution center in Canby has just reached a milestone of substantial completion of the core and shell of the building. The material handling system (conveyance system and warehouse racking) is currently being installed, scheduled to be complete in the fall of 2026. The facility is on track to be fully operational in March of 2027, at which time all distilled spirits distribution will be from Canby. The Distilled Spirits Supply Chain system also addresses the agency's need to replace critical information technology infrastructure and will be implemented in the first quarter of 2027.

E. PROGRAM FUNDING REQUESTS

No additional funding needed.

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. The Distilled Spirits Supply Chain system provides much needed enterprise wide information technology system upgrades and is integrated into OLCC's new 347,000 square foot distilled spirits distribution center in Canby. The facility and IT systems are on track to be fully operational in March of 2027.

BUDGET NARRATIVE

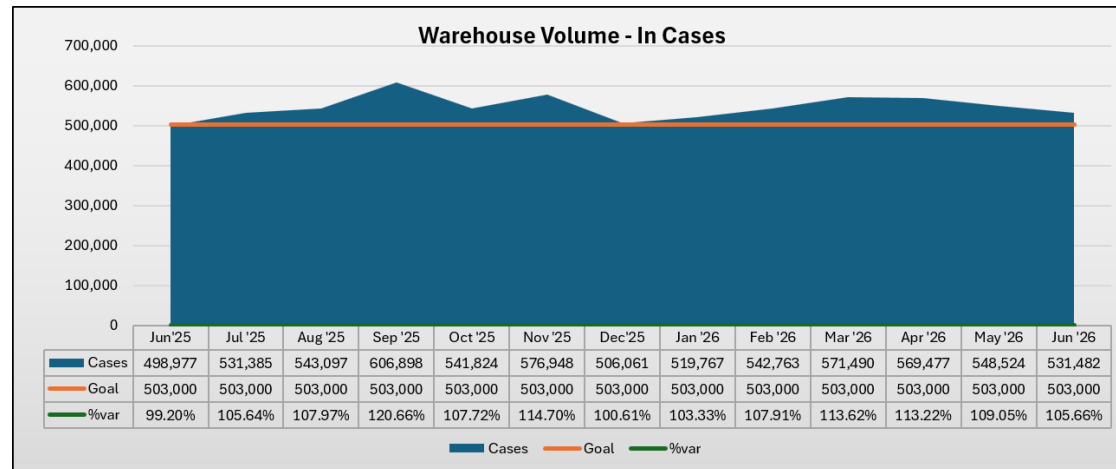
G. PROGRAM JUSTIFICATION

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 \$580 million in 2023-25 and forecasts \$464 million in 2027-29 to the state general fund, cities, counties, and mental health for vital services.

The instability of the current information technology system is unacceptable and places the revenue for the state, counties, and cities at risk. The OLCC is completing 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. The new distribution center will support the agency's mission and improve the operation of Oregon's distilled spirits control model. The distribution center will provide OLCC with at least 15 to 20 years of capacity, with design and construction features allowing for future expansion when needed.



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 2025-27

No significant Changes.

BUDGET NARRATIVE

MAJOR CONSTRUCTION 10 YEAR PLAN

Major Construction/Acquisition 10-Year Plan, Lease Plans, Disposals

2027-29 Biennium

Agency Name: Oregon Liquor & Cannabis Commission

Proposed New Construction or Acquisition - Complete for 5 Biennia

Biennium	Priority	Concept/Project Name	Description	GSF	Position Count	General Fund	Other Funds	Lottery Funds	Federal Funds	Estimated Cost/Total Funds
2027-29										-
2029-31										-
2031-33										-
2033-35										-
2035-37										-

Proposed Lease Changes over 10,000 RSF - Complete for 5 Biennia

Biennium	Location	Description/Use	Term in Years	Total RSF ² +/- (added or eliminated)	USF ³	Position Count ¹	Biennial \$ Rent/RSF ²	Biennial \$ O&M ⁴ /RSF ² not included in base rent payment	Total Cost / Biennium
				A	B	C	D	E	(D+E)*A
2027-29	PSOB	Office/Headquarters	10	28,687.08	485.24	229	60		1,721,225
2029-31									-
2031-33									-
2033-35									-
2035-37									-

Planned Disposal of Owned Facility

Biennium	Facility Name	Description
2027-29	HQ/Main Warehouse	1954 Office and Warehouse
2027-29	Milport Warehouse	1974 Warehouse

Definitions:

Position

Count: 1 Total Legislatively Approved Budget (LAB) Position Count assigned to (home location) each building or lease as applicable.

RSF 2 Rentable SF per BOMA definition. The total usable area plus a pro-rated allocation of the floor and building common areas within a building.
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,

USF 3 estimate the percentage.

O&M 4 Total Operations and Maintenance Costs for facilities including all maintenance, utilities and janitorial.

BUDGET NARRATIVE

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

Oregon Liquor & Cannabis Comm
2027-29 Biennium

Agency Number: 84500

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

<i>Source</i>	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Leg Approved Budget	2027-29 Agency Request Budget	2027-29 Governor's Budget	2027-29 Leg. Adopted Budget
Other Funds						
Transfer In - Intrafund	34,091	-	-	-	-	-
Total Other Funds	\$34,091	-	-	-	-	-

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BUDGET NARRATIVE

OLCC – FACILITIES MAINTENANCE NARRATIVE SUMMARY 2027-29 AGENCY REQUEST 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 two agency owned facilities are aged at 72 and 52 years 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 newly constructed distilled spirits distribution center in Canby will be ready for operation in March of 2027, supporting public health and safety by improving the operation of Oregon's distilled spirits control model; Additionally, the relocation of OLCC's headquarters office in late 2027 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 readying properties for sale by the end of FY 2028. Challenges are: Due to OLCC's aged facilities, there is potential need for the replacement of hot water heaters, warehouse freeze protection heaters, plumbing drains and electrical breakers; repair of post indicator valve (PIV), fire hydrant, roofing, HVAC and controls, and boiler linkage. Some of these maintenance and repair situations are possible to occur in the 2027-29 biennium and collectively total approximately \$535,000.

3. What do you need to meet these challenge?

Our facilities plan and 2027-29 ARB capital improvement budget of \$270,808 will cover 51% of the potential 2027-29 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

Facilities Summary Report

2027-29 Biennium

Facility Plan - Facilities Planning Narrative 107bf02a
2027-29 Biennium

Agency Name

Oregon Liquor & Cannabis Commiss

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

OLCC's two agency owned facilities are aged at 72 and 52 years and our warehouses are at capacity. Industry standard 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 newly constructed distilled spirits distribution center in Canby will be ready for operation in March of 2027, supporting public health and safety by improving the operation of Oregon's distilled spirits control model. Additionally, the relocation of OLCC's headquarters office in late 2027 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 readying properties for sale by the end of FY 2028. Challenges are: Due to OLCC's aged facilities, there is potential need for the replacement of hot water heaters, warehouse freeze protection heaters, plumbing drains and electrical breakers; repair of post indicator valve (PIV), fire hydrant, roofing, HVAC and controls, and boiler linkage. Some of these maintenance and repair situations are possible to occur in the 2027-29 biennium and collectively total approximately \$535,000.

3. What do you need to meet these challenges?

Our facilities plan and 2027-29 ARB for capital improvement of \$270,808 will cover 51% of the potential 2027-29 maintenance and repair needs as listed above. This funding should be adequate to address the needs as they may arise while OLCC remains in our current facilities.

BUDGET NARRATIVE

Facilities Summary Report					
2027-29 Biennium					
Agency Name:	Oregon Liquor & Cannabis Commiss				
Owned Facilities Over \$1 million	FY 2025 DATA				
Number of Facilities	2				
Current Replacement Value \$ (CRV)	\$ 85,213,981	Source	Risk	Risk or FCA	
Gross Square Feet (GSF)	283,714				
Usable Square Feet (USF)	52,730	Estimate/Actual	18.6	% USF/GSF	
Occupants Position Count (PC)	291	USF/PC	181		
Owned Facilities Under \$1 million					
Number of Facilities	0				
CRV					
GSF					
Leased Facilities					
Total Rentable SF	37,825				
Biennial Lease Cost	\$1,729,004.34				
Additional Costs for Lease Properties (O&M)	\$228,981.19				
Usable Square Feet (USF)	36,869	Estimate/Actual	97.5	% RSF/GSF	
Occupants Position Count (PC)	94	USF/PC	392		
Definitions					
CRV	Current Replacement Value Reported to Risk or Calculated Replacement Value Reported from Facility Conditions Assessment (FCA)				
RSF	Rentable SF per BOMA definition. The total usable area plus a pro-rated allocation of the floor and building common areas within a building.				
USF	Usable Square Feet per BOMA definition. 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 precentage.				
PC	Legislatively Approved Budget (LAB) Position Count				
O&M	Total Operations and Maintenance Costs for facilities including all maintenance, utilities and janatorial.				

BUDGET NARRATIVE

Facilities Operations and Maintenance and Deferred Maintenance Report				
2027-29 Biennium				
Agency Name:	Oregon Liquor & Cannabis Commission			
Facilities Operations and Maintenance (O&M) Budget	2023-25 Actual	2025-27 LAB	2027-29 Budgeted (CSL)	2029-31 Projected
Personal Service (Maintenance)	432,014	514,028	581,954	636,075
Services & Supplies (Maintenance)	457,538	242,971	254,877	267,366
O&M \$/GSF (Maintenance)				
Personal Service (Utilities & Janitorial)	1,511,244	1,241,890	1,559,546	1,704,583
Services & Supplies (Utilities & Janitorial)	908,141	1,759,025	1,809,143	1,897,791
O&M \$/GSF (Utilities & Janitorial)				
	General Fund	Lottery Fund	Other Funds	Federal Funds
O&M Estimated Fund Split %	0	0	100	0
Short and Long Term Deferred Maintenance Plan for Facilities Value Over \$1M	Current Value (2023)	Ten Year Projection	2025-27 Budgeted	2027-29 Projected
Priorities 1-3 - Currently, Potentially and Not Yet Critical	\$ 8,778,640	\$ 10,514,918	\$ 1,704,280	\$ 1,704,280
priority 4 - Seismic & Natural Hazard				
Priority 5 - Modernization				
Total Priority Need	\$ 8,778,640.00	\$ 10,514,918.00	\$ 1,704,279.62	\$ 1,704,279.62
Facility Condition Index (Need/CRV)	10.30%	12.34%	2.00%	2.00%
Assets Over \$1M CRV	85,213,981			
Process/Software for routine maintenance (O&M)				
Process/Software for deferred maintenance/renewal				
Process for funding facilities maintenance				

BUDGET NARRATIVE

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BUDGET NARRATIVE

IT READINESS WORKBOOK

Enterprise IT Project Prioritization 2027-29			Example Project	Cannabis and Alcohol Management Program	Distilled Spirits Supply Chain	Cannabis Tracking System
	TOTAL PROJECT SCORE (0-100)		100	89	90	83
CRITERIA	WEIGHT	SCORING GUIDE				
Strategic Alignment	25%	WEIGHTED SUBTOTAL	7.50	7.50	7.50	7.50
Alignment to Strategic Plans						
• Does this investment align with and support the vision, goals, and guiding principles outlined in the EIS Strategic Framework ?		3 - Explicitly aligned and measurable impacts				
• Does this investment align with and support the agency’s IT and business strategic plans , including strategies for modernizing legacy systems?		2 - Somewhat aligned but no measurable impact				
		1 - Partially aligned but no measurable impact	3	3	3	3
		0 - No alignment or measurable impact				

BUDGET NARRATIVE

Technology Best Practices	25%	WEIGHTED SUBTOTAL	7.50	7.50	7.50	7.50
Align with Technology Best Practices and Priorities - Does this investment align with and support the following enterprise information technology priorities? - Information Security Does this investment improve the security and resilience of the state's systems? - Modernization Playbook: Optimizing service delivery through resilient, adaptive, secure, and customer-centered digital transformation. Does this investment optimize service delivery to the public and/or internally by modernizing agency-specific and cross-agency systems? Does this investment involve or promote the use of shared systems? Does this investment use commercially available systems or software? - Oregon's Data Strategy: Unlocking Oregon's Potential. Leveraging data as a strategic asset. Does the investment improve data analysis, data quality, information-sharing, decision-making, and ethical use? 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? - Cloud Forward: A Framework for Embracing the Cloud in Oregon. Enabling Oregon to conduct 75% of its business via cloud-based services and infrastructure						
		3 - Fully aligned; strongly enhances position (all applicable criteria addressed) 2 - Mostly aligned; greatly enhances position (most applicable criteria addressed) 1 - Partially aligned; somewhat enhances position (some applicable criteria addressed) 0 - Not aligned; no change (no or very few applicable criteria addressed)	3	3	3	3

BUDGET NARRATIVE

People and Business-Centered Approach	25%	WEIGHTED SUBTOTAL	7.50	6.67	7.50	6.67
People-Centered Approach Supporting Diversity, Equity and Inclusion •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? Prompting questions to consider are: ◦Does this investment put people first—the people who rely on essential services and those working to provide those services? ◦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? ◦Does this investment reduces system redundancies within an agency, a program area or the state ◦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) N/A - Not Applicable (the project does not present a direct opportunity to put people first, an example is an infrastructure replacement project)	3	3	3	3
Business Process Transformation • Does this investment contribute to business process improvement/transformation? • Does this investment improve service delivery to customers, partners, or other stakeholders? • Has the agency done public engagement, outreach, or an internal evaluation to identify which populations are most highly impacted (positively and negatively) by these business process changes (e.g., considering populations without home internet in creating a digital application process)? • Have measurable business outcomes and benefits been established, including the return on investment if applicable?		3 - Complete transformation of the business 2 - Major changes to enable growth 1 - Efficiency, cost or productivity changes 0 - No change to business processes	3	3	3	2
Investment Risk Impact • 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? • 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 - Significant lowering of agency or enterprise risk 2 - Mostly Aligned (most applicable criteria addressed) 1 - Partially Aligned (some applicable criteria addressed) 0 - No change or increase to agency or enterprise risk	3	2	3	3

BUDGET NARRATIVE

Agency Readiness and Solution Appropriateness	25%	WEIGHTED SUBTOTAL	7.50	5.00	4.38	3.13
Organizational Change Management (OCM) - 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? - 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	2	2	1
Solution Scale and Approach - Has the agency engaged customers, partners, and communities to understand and structure the business problem, benefits, and outcomes? - Does the investment address the agency's business problem, benefits and outcomes? - Is the solution of the appropriate size and scale? - Does the solution allow flexibility to cope with changing business processes?		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	2	2
Capacity (Capacity should consider both technical and non-technical resources, including organizational change management, project management, business analysis, testing, communication and community engagement activities.) - 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?		3 - Capacity can be fully met 2 - Capacity can be mostly met 1 - Capacity can be partially met 0 - Capacity cannot be met	3	2	2	1
Governance and Project Management Processes - 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? - Does the agency intend to involve customer or partner representation on project forums (i.e. steering committees, advisory boards, etc.)? - 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	1	1	1

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 <https://www.healthaffairs.org/doi/10.1377/hpb20200904.405159/full#:~:text=Administrative%20burdens%20include%20learning%20costs,when%20interacting%20with%20government%20programs.>

BUDGET NARRATIVE

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BUDGET NARRATIVE

INFORMATION TECHNOLOGY STRATEGIC PLAN



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

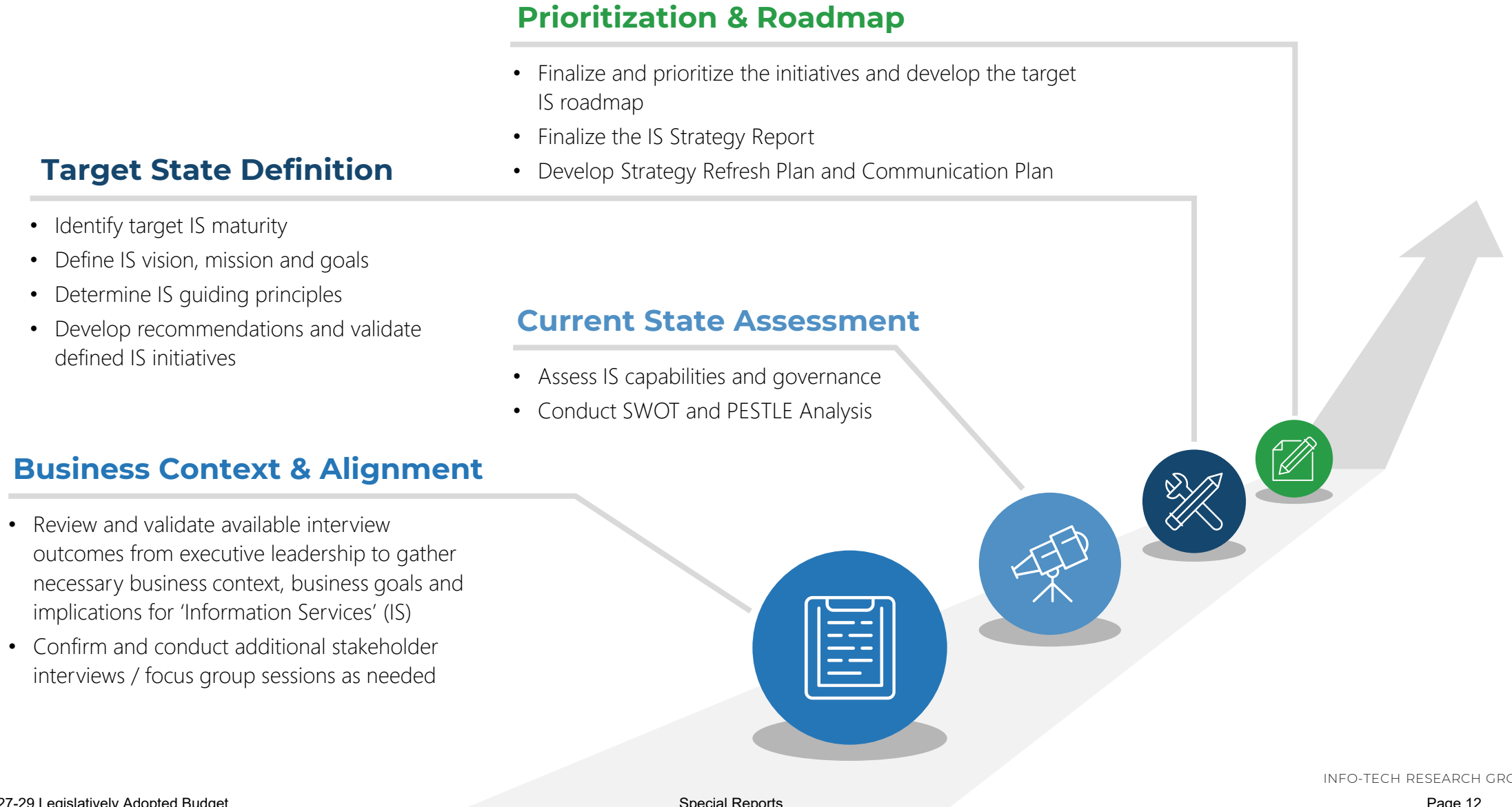


2. Defined go-forward plan to refresh and refine the IS Strategy to better address evolving needs of business stakeholders



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

Highly Paper-based Organization

1

The current records and documents management processes and practices are heavily paper-based and manual.

Decisions are not Data-Driven

2

Limited use of analytics and lack of data centric mindset to leverage data driven insights and make informed business or operational decisions.

High Technical Debt

3

Warehouse infrastructure relies on several outdated legacy systems, resulting in heavy technical debt and high operational risk.

Limited Resource Capacity

4

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.

Knowledge Retention

5

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

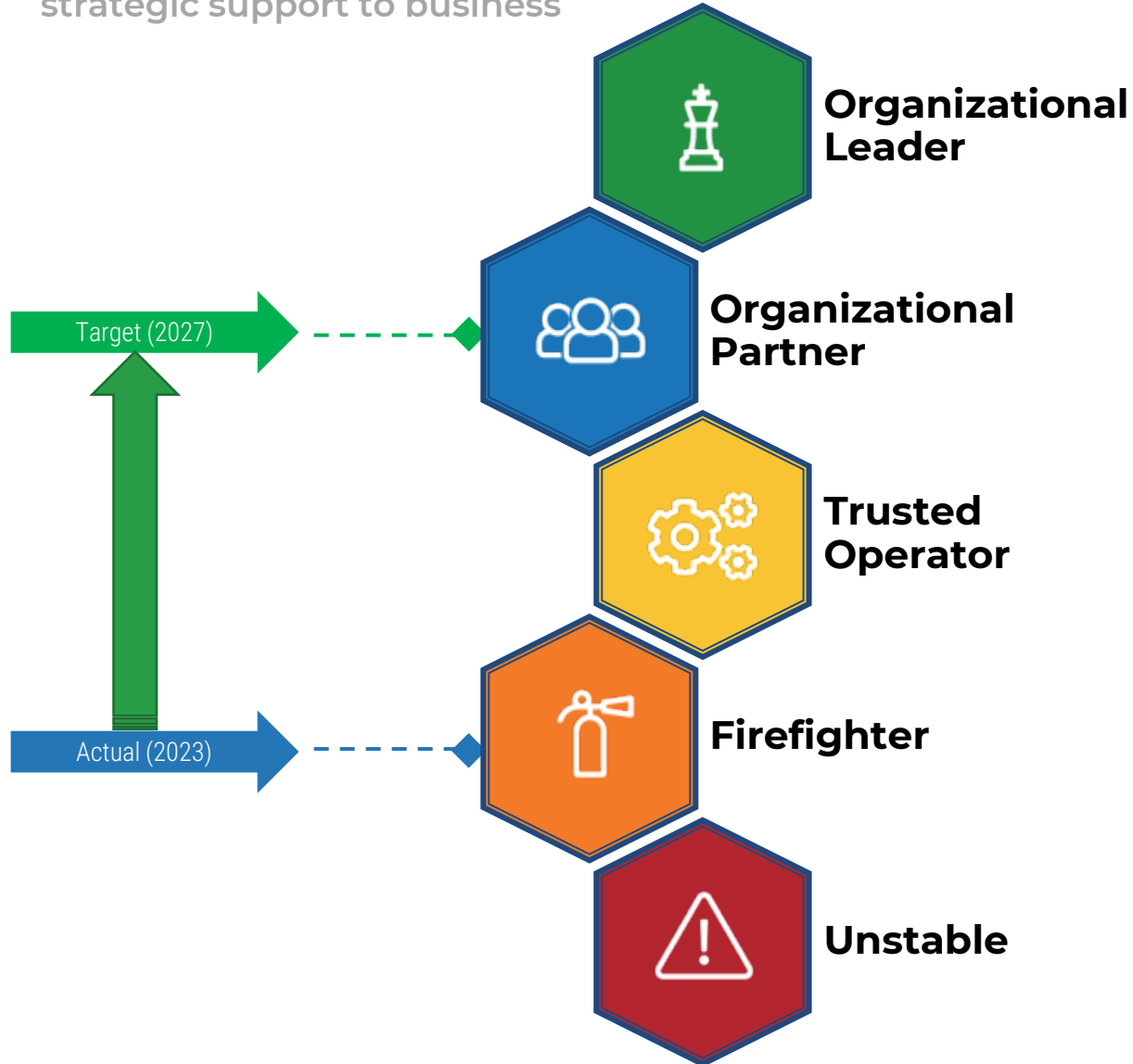
Maximizing process efficiency and delivering rapid business value



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	• 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	• 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	• 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	• 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	• 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

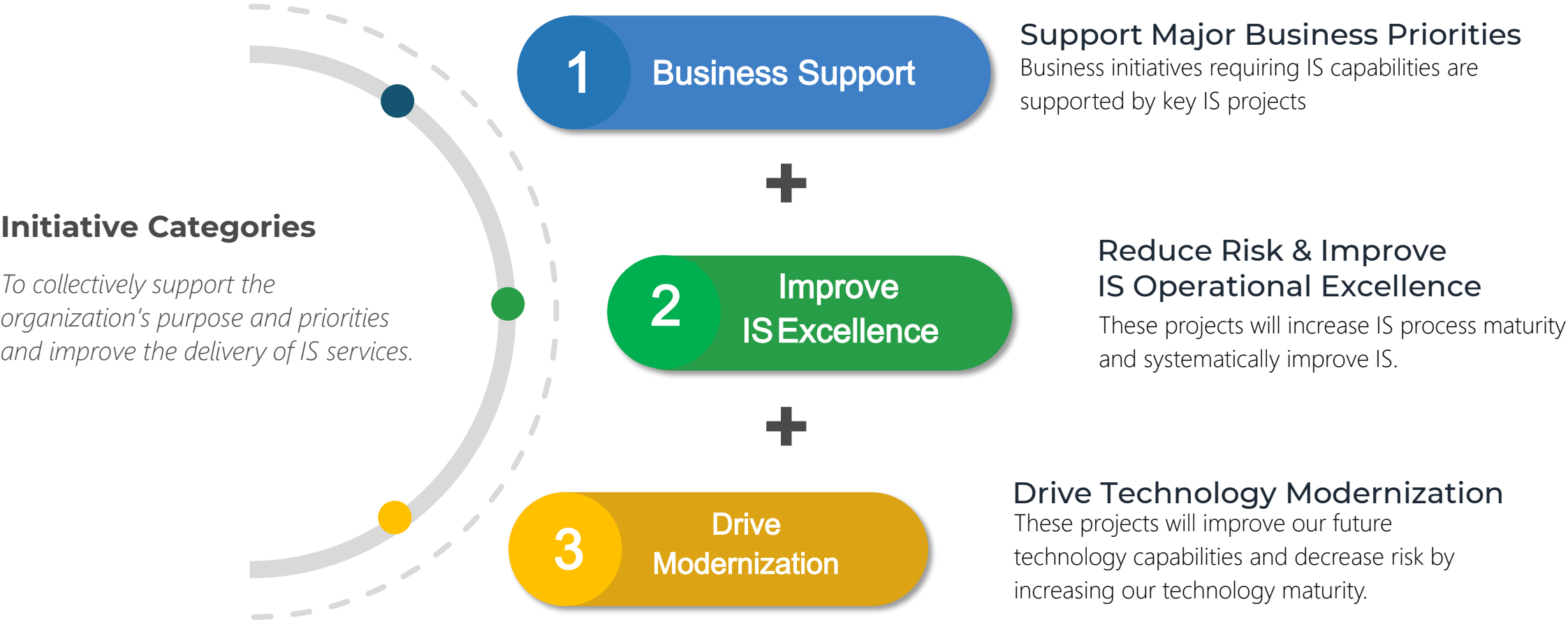
Business Goals	Achieved through	Business Initiatives		Top IS Initiatives (2023-27)	Achieved Through	IS Strategic Objectives (2023-27)
OLCC Priorities		Stakeholder Inputs		Stakeholder Inputs		Info-Tech Recommendations
Build a warehouse		• Increase space for inventory • Improve efficiency & budget control and reduce carbon footprint		• IS infrastructure setup in new Warehouse • Conveyance system integration		Infrastructure and Systems Modernization
Warehouse Modernization		• Improve efficiency of Warehouse Operations for Distilled Spirits • Improve communications between liquor agents and OLCC • Legacy system modernization		• 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		• Implement Privilege Tax solution and incorporate HB 2013 • Implement current and upcoming statutory changes (e.g. HB3308)		• Privilege Tax solution implementation • Review and refresh – IS Security practices • Technology alignment with new and changing laws		Compliance with Legislative Mandates
Business Process Modernization		• 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		• 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		• 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		• 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		- 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.		- Knowledge Management Process Enablement and Formalization - Review and refresh - IS training focus areas		Workforce Empowerment
Stewardship		- 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.		- 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		- Foster an inclusive workplace culture - Ensure accessibility of services - Engage with diverse communities		- 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

2

Improve IS
Operational Excellence

	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

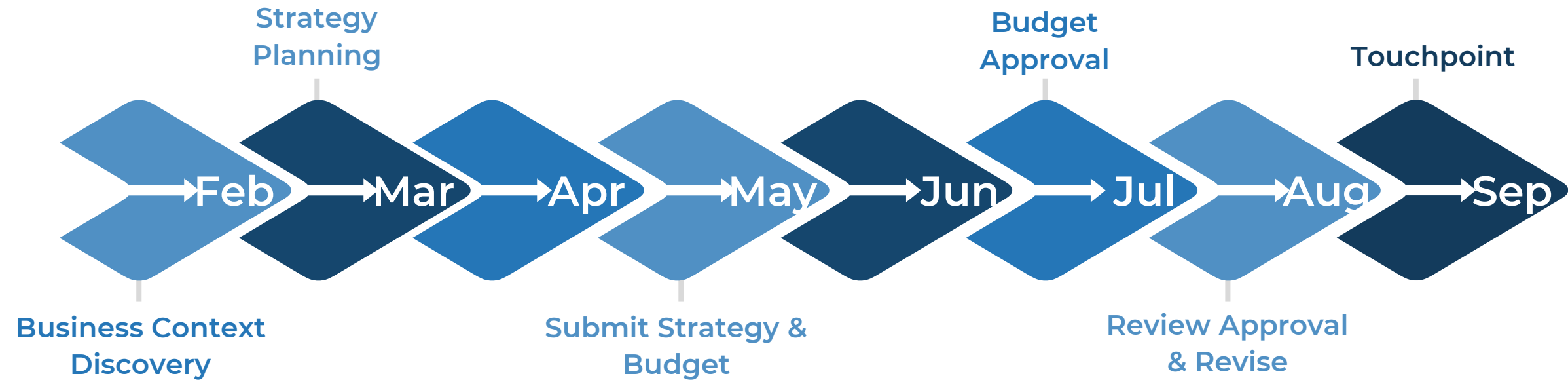
Strategic Objective	Metrics	Target	Current Baseline
 Workforce Empowerment	Team member Engagement	To be determined (<i>within 2024</i>)	Current Engagement Mean Comparison is 3.59
 Stakeholder Relationship Improvement	- Card payments for liquor licenses - Customer satisfaction rating for cannabis license applications	- Increase card payments for liquor licenses and compliance activity by 80% - Improve customer satisfaction by 20% <i>*target to be achieved by 2026</i>	- 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	Tracking and management of case assignments	90% completeness in tracking and management of case assignments <i>*target to be achieved by 2026</i>	Current case tracking for liquor licensing has approximately 50% completeness
 Infrastructure and Systems Modernization	- Average license internal processing time - Licensing application submission time (moving from paper-based process to electronic process)	- Reduction in licensing internal processing time by 30% - Reduce licensing application submission time by 30% <i>*target to be achieved by 2026</i>	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	Compliance investigation time	Reduce investigation time by 30% of hours per FTE <i>*target to be achieved by 2026</i>	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	• Re-survey • Review / validate strategy • Update to schedule/initiatives	Pre-Budget • February (1 week) • May (2 days) Post-Budget • July (1/2 day)
TOUCHPOINT	IS Leadership Team	• Initiative's status updates • Organization updates • New projects • Risks / constraints • Changes in priorities • Updates	• September (1/2 day)
EVERY YEAR (Review and Revise)	IS Leadership Team	• Full Planning • Incorporate Capital and Operating budget estimates into the Plan	• 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	- IS Vision, Mission, Strategic Objectives and Guiding Principles - IS Roadmap	To be discussed
	EIS	IS leadership	In person meeting	- IS Vision, Mission, Strategic Objectives and Guiding Principles - IS Roadmap	"
	Commissioners	IS leadership	In person meeting	- IS Vision, Mission, Strategic Objectives and Guiding Principles - IS Roadmap	"
IS Strategy Summary	Business Teams	IS leadership	In person meeting	IS Roadmap and any key implications to the concerned business groups / teams	"
	ISS 8 (Sr. IS Staff)	IS leadership	In person meeting	- IS Vision, Mission, Strategic Objectives and Guiding Principles - IS Roadmap	"
	All IS Staff	IS leadership	Email / Website	- 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			- Factor vendor dependency into project timelines - Engage as early as possible, with clear scope & definition of deliverables	To be discussed
2	New Legislative Mandates			- Define process / cadence and relationship with Legislative office to solicit any updates / changes to mandates - Ensure legislative team input is a key interface into project lifecycle	"
3	Increasing staff turnover (IS)			- Well organized and structured Knowledgebase - Improved design/code standards/annotation and Code Repository	"
4	Insufficient Capacity to complete key initiatives			Hiring new IS Staff (including trainees) in advance accounting for retirements/augmentation needs	"



High



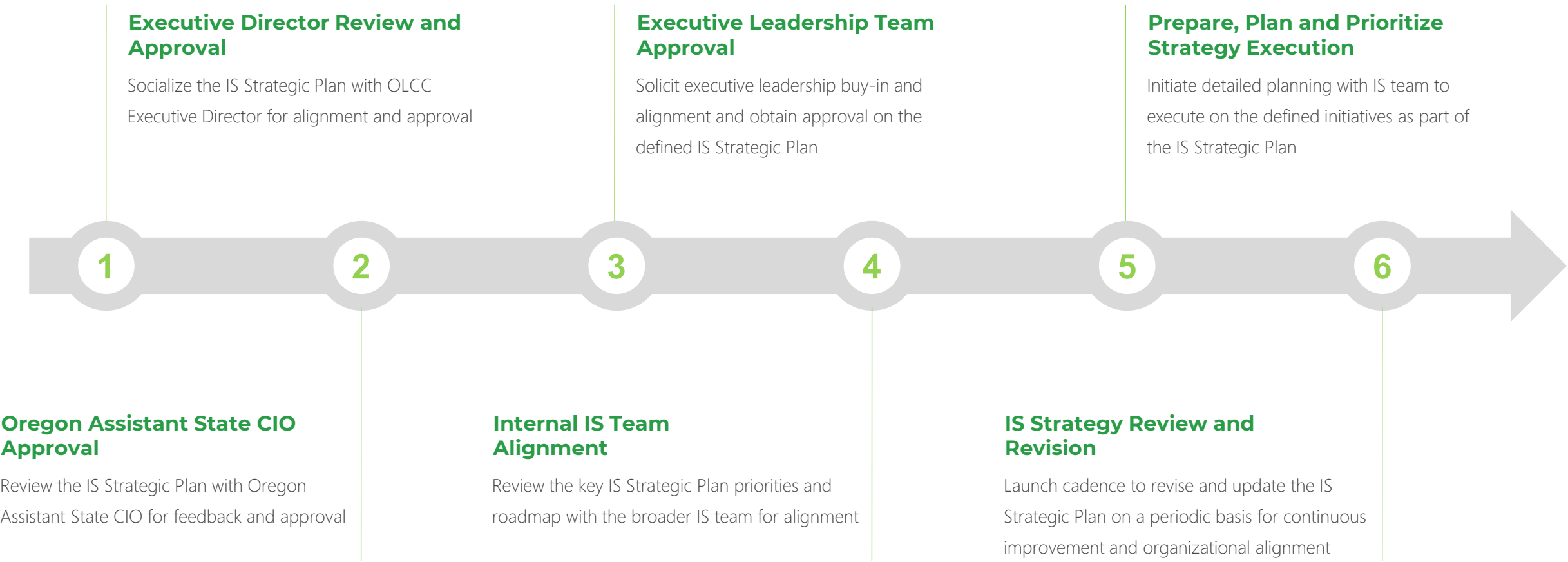
Medium



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

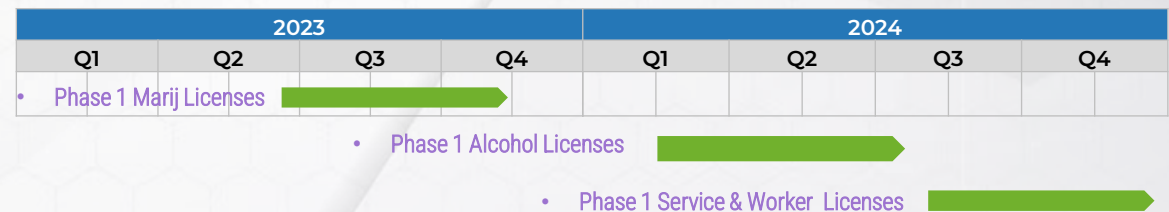
Risks:

- 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.

Dependencies:

- New system in Computronix using .Net framework
- System will be hosted in cloud environment and connectivity will be critical

Project Timeline:



Initiative Category:



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.

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.

Project Timeline:

2023				2024			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

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.

Initiative Category:



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

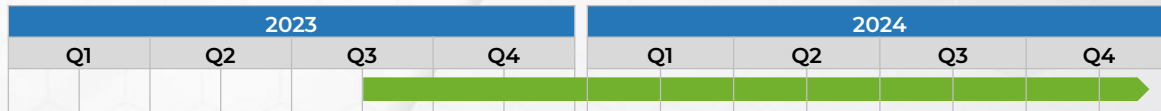
CIO comments:

“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:



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

\$700,000

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.

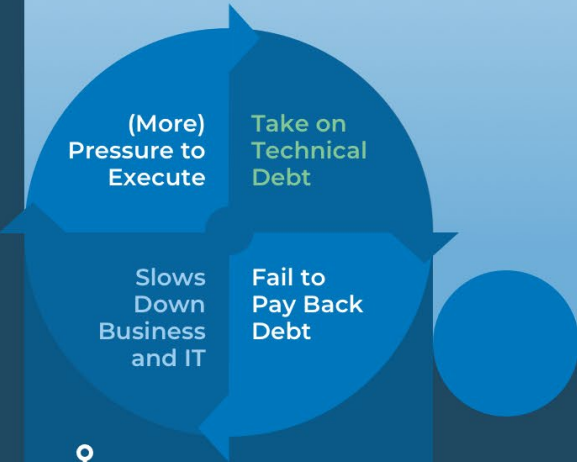


Some federal departments, like the US Air Force, face a unique challenge of managing modernization and security across a large global footprint of facilities. This necessitates careful upgrades and a focus on interoperability to ensure data is available when needed.

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

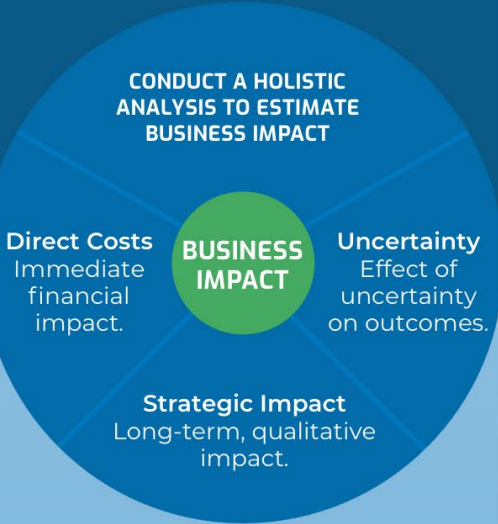


- 1. IDENTIFY**
Develop a working definition of technical debt, and identify the critical technical debt in your environment.
- 2. MEASURE**
Estimate the hidden business costs of technical debt with a **Business Impact Analysis**.
- 3. SOLVE (MITIGATE/ACCEPT)**
Generate ideas to pay back high-impact 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	• 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?	• 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	• 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?	• 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	• 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?	• 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

INFORMATION TECHNOLOGY REPORT

Oregon Liquor and Cannabis Commission Strategic Plan Annual Progress Report

June 1, 2026

Executive Summary:

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

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

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

Strategic Objectives:

In 2025, OLCC identified five IT strategic objectives:

- Workforce Empowerment

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

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

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

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

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

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

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

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

Metrics and Targets:

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

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

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

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

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

Initiatives:

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

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

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

Resource Allocation:

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

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

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

Risks & Mitigation Strategies:

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

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

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

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

Next Steps:

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

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

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

Conclusion:

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

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

BUDGET NARRATIVE

KEY PERFORMANCE MEASURES 2027 - 2029 biennium

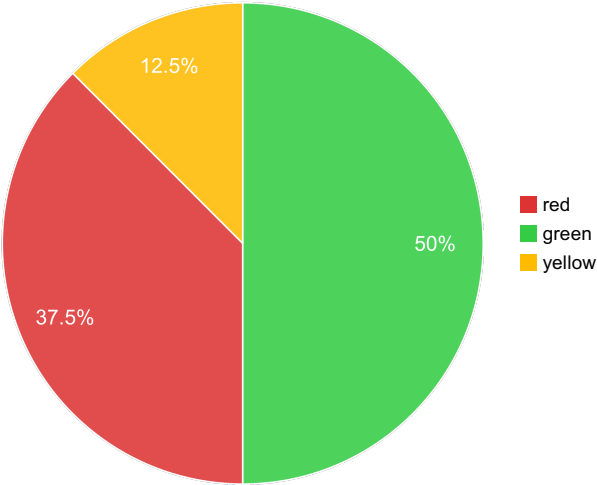
Oregon Liquor and Cannabis Commission

Annual Performance Progress Report

Reporting Year 2025

Published: 2/20/2026 1:31:04 PM

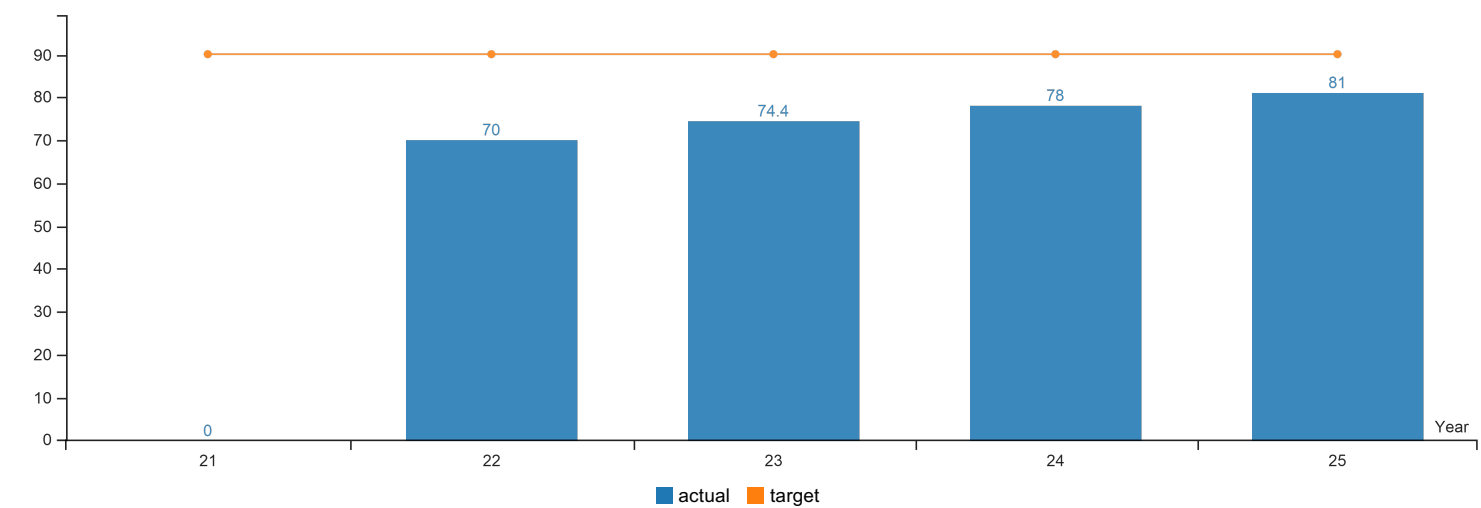
KPM #	Approved Key Performance Measures (KPMs)
1	Sales to Minors - Percentage of licensees who refuse to sell to minor decoys.
2	RATE OF SECOND VIOLATION - Percentage of licensees detected to have violated a liquor law in a second, separate, incident occurring within 2 years after the year of the first violation.
3	Licensing Time - Average days from application receipt to license issuance.
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.
5	OLCC Rate of Return - Net OLCC distribution divided by actual expenses.
6	Best Practices - Percent of total best practices met by the Board.
7	Sales to Minors- Recreational Marijuana - This measure is the rate at which licensees refuse to sell marijuana products to minor decoys.
8	Time to license- marijuana - Average days to license completed marijuana applications.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	50%	12.50%	37.50%

KPM #1	Sales to Minors - Percentage of licensees who refuse to sell to minor decoys.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
Percentage of Licensees Who Refuse to Sell to Minor					
Actual	0%	70%	74.40%	78%	81%
Target	90%	90%	90%	90%	90%

How Are We Doing

Alcohol licensees recorded an 81% pass rate on 1706 alcohol minor decoy operations. This is below the target KPM of a 90% pass rate.

The Oregon Liquor and Cannabis Commission resumed full-scale minor decoy operations in FY 2023 after a two-and-a-half-year hiatus for the COVID-19 emergency.

Factors Affecting Results

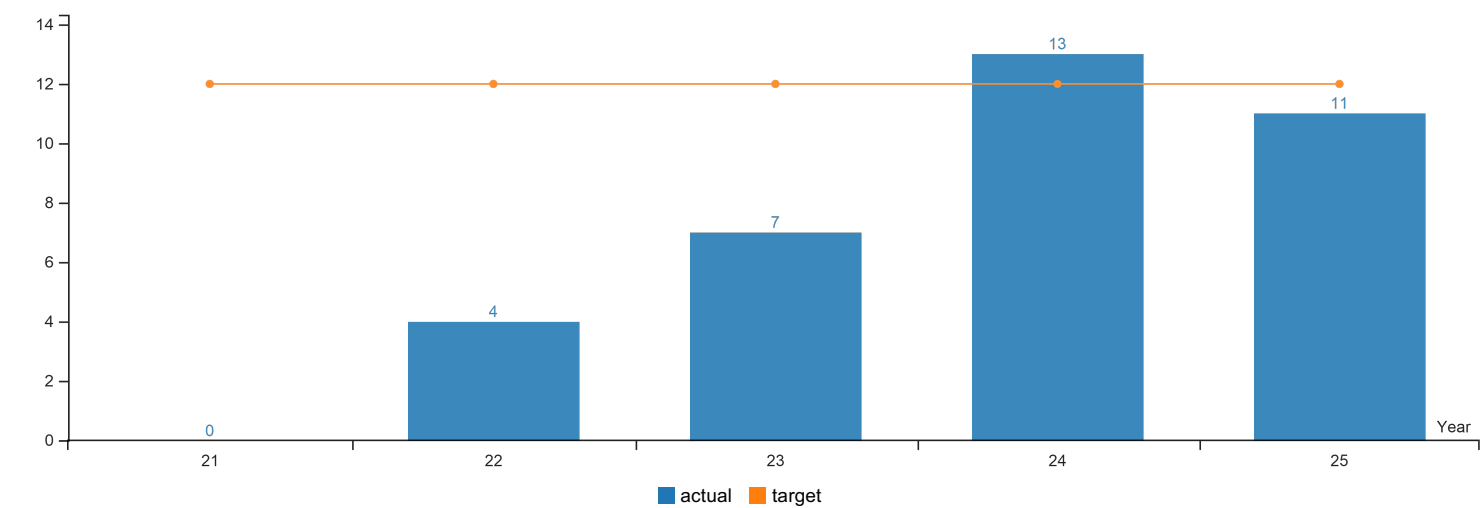
The Oregon Liquor and Cannabis Commission resumed minor decoy operations in FY 2023. Licensees and their employees seem to have developed a low-perception for likelihood of detection as initial operations resulted in very low initial licensee pass rates. As the rate of inspections increased to full tempo in FY 2024, licensee pass rates have returned to historical averages, which are still well below the target pass rate of 90%.

Licensees participating in the Responsible Vendor Program outperformed non-participant licensees, with a 9% improvement in pass-rates for RVP members.

With about 12,500 retail, minor decoy visits are not as frequent per licensee as in the marijuana program due to the sheer number of retail outlets versus the number of Alcohol Regulatory Specialists.

KPM #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.
Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2021	2022	2023	2024	2025
Rate of Second Violation					
Actual		4%	7%	13%	11%
Target	12%	12%	12%	12%	12%

How Are We Doing

The rate of second violations for FY 2025 was 11%, with 69 premises out 625 premises receiving a notice of violation for at least two separate cases over the 3 year period. That is a 2% decrease over the prior reported rate, and below the target rate of 12%.

The period covered by the current rate includes violations received by the Administrative Hearings Division over the period between July 1, 2022 through June 30, 2025.

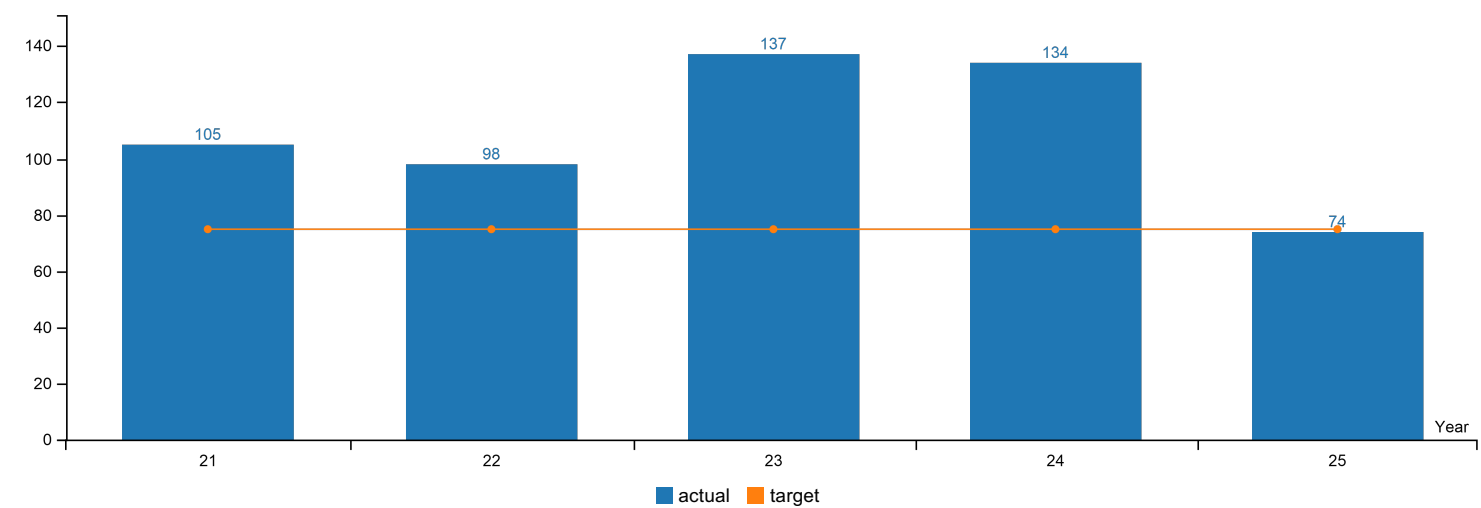
Factors Affecting Results

During the 3-year period covered by this metric, the commission has returned to a rate of minor decoy operations that is comparable to the rate before the 2015 implementation of the recreational marijuana program. More cases are being sent to the Administrative Hearings Division with 400 alcohol license cases forwarded to the division in FY 2025 alone.

The way data is managed has also allowed disaggregation of cases with multiple separate charge events rolled into a single settlement. In the past, those were treated as a single case event. The rate of violations is also being calculated this year to include any repeated violations by premises within 3-years of the reporting year.

KPM #3	Licensing Time - Average days from application receipt to license issuance.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2021	2022	2023	2024	2025
Average Number of Days to Issue (Below Target Is Better)					
Actual	105	98	137	134	74
Target	75	75	75	75	75

How Are We Doing

The FY 2025 average licensing time statewide was 74 days from receipt of the application, a steep reduction from last year's time-to-license of 137 days. This is below the target of 75 days.

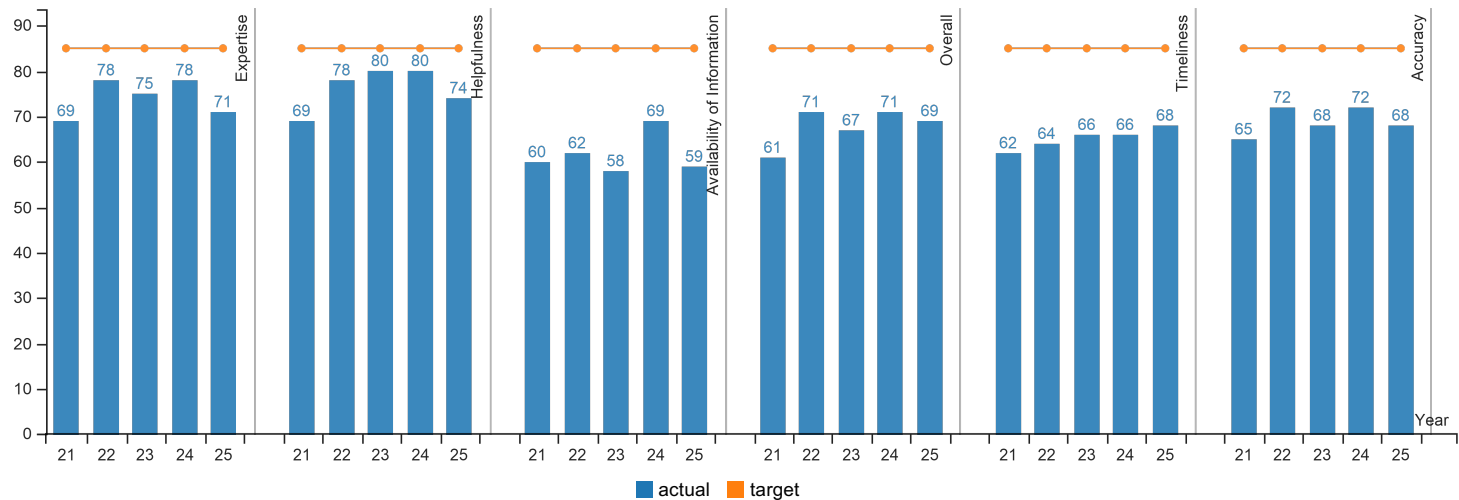
Factors Affecting Results

There are many factors affecting the number of days it takes to issue a liquor license; both internal and some external.

Internal factors continue to be identified and streamlined through process improvements and technological solutions.

External factors affecting processing times are applicant responsiveness to the process and the license application review by the local governing body (city or county). Statute gives local governments up to 90 days (45 days plus an additional 45 day extension if requested) to review a license application within their jurisdiction and provide a recommendation (positive, negative, or neutral). The OLCC cannot complete the processing of an application until the local government review is completed.

KPM #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.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2021	2022	2023	2024	2025
Expertise					
Actual	69%	78%	75%	78%	71%
Target	85%	85%	85%	85%	85%
Helpfulness					
Actual	69%	78%	80%	80%	74%
Target	85%	85%	85%	85%	85%
Availability of Information					
Actual	60%	62%	58%	69%	59%
Target	85%	85%	85%	85%	85%
Overall					
Actual	61%	71%	67%	71%	69%
Target	85%	85%	85%	85%	85%
Timeliness					
Actual	62%	64%	66%	66%	68%
Target	85%	85%	85%	85%	85%
Accuracy					
Actual	65%	72%	68%	72%	68%
Target	85%	85%	85%	85%	85%

This year the Oregon Liquor and Cannabis Commission customer service survey resulted in an average rating of 69% across all 6 survey questions and the 6 stakeholder groups that are surveyed by the commission. The commission missed the 85% evaluating service as excellent or good in all categories. Alcohol licensees responded with average satisfaction that exceeded targets in all categories except for timeliness and availability of information.

The lowest ratings came from the permit-holder stakeholder sample. Frustrations with knowledge and information availability marked the lowest average scores for that group (33 and 50% respectively). The marijuana licensee stakeholder group was also most frustrated with timeliness and information; many comments noting that staff were helpful, but processes slowed by implementing new software and confusing legal and regulatory environment.

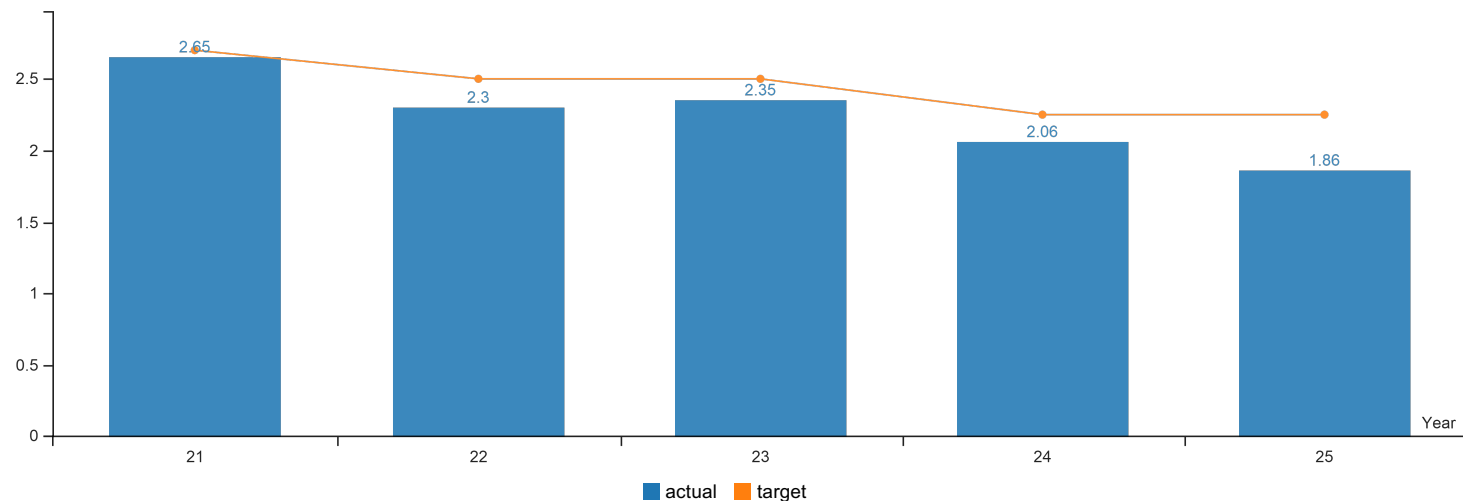
Factors Affecting Results

Low response rates from licensee and permittee stakeholder groups is affecting the reliability of the survey results. Permittee response rates were below 5% with alcohol and cannabis rates at about 15%. There is a high likelihood of selection bias with only highly motivated and dissatisfied respondents returning surveys. Surveys are sent to sample respondents starting in July with weekly and then bi-weekly response reminders.

Implementation of new licensing software systems impacted the perception of timeliness and information availability for marijuana and alcohol licensees. Alcohol and marijuana licensees expressed frustration with software vendor support for licensees trying to navigate all three of OLCC's vendor-run online interfaces (CAMP, OPTO and METRC). The public expressed suspicion of liquor store agent practices regarding rare liquors, and related comment on the past rare liquor scandal. Liquor store agents respected their DM's but want more education and face time with staff. They also expressed frustration with POS and returning order mistakes.

KPM #5	OLCC Rate of Return - Net OLCC distribution divided by actual expenses.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
OLCC Rate of Return					
Actual	\$2.65	\$2.30	\$2.35	\$2.06	\$1.86
Target	\$2.70	\$2.50	\$2.50	\$2.25	\$2.25

How Are We Doing

The OLCC rate of return in FY 2025 was \$1.86 distributed for each dollar spent. With lower revenue and higher operating costs, the ROI for FY 2025 was lower than 2024 and below the reduced target of \$2.25 per dollar spent.

Factors Affecting Results

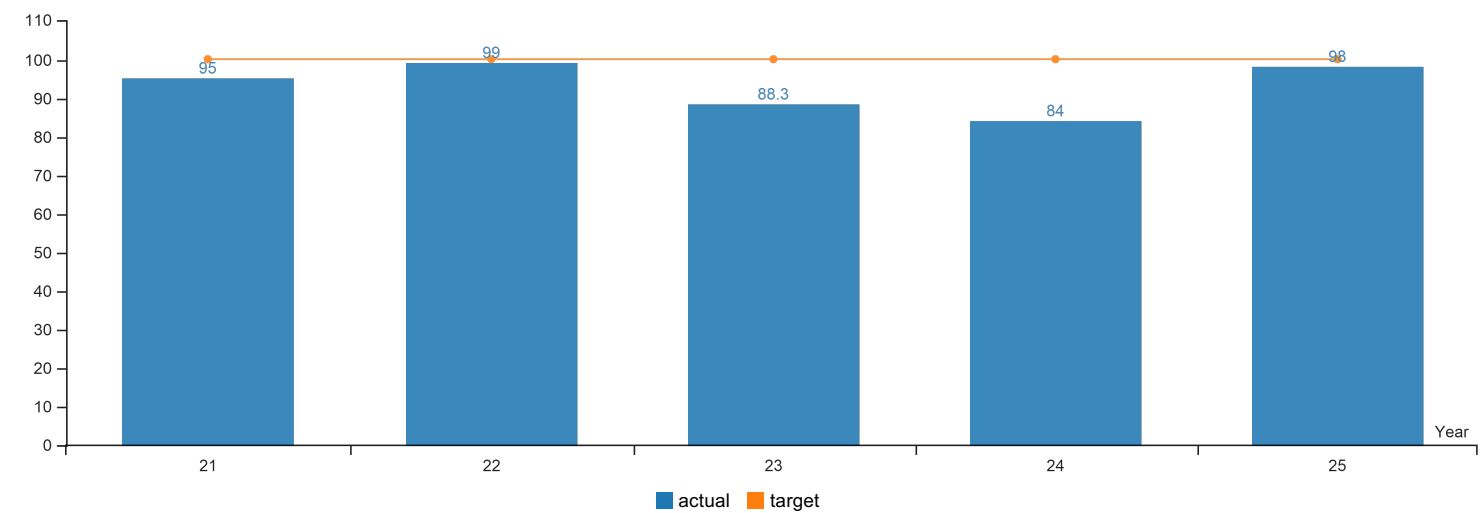
The reduction in the rate of return is primarily driven by the drop in revenue from reduced case sales and flat prices combined with costs related to the debt service payments for the warehouse and technology projects, plus cost-of-living adjustments for staff. Distillery retail outlet sales were a slightly higher proportion of total sales and the observed 35% agent compensation rate for DRO sales meant that agent compensation did not drop in line with sales.

OLCC also increased the cost share for marijuana operations to ensure that the marijuana fund has sufficient reserves going forward. This also reduced the distribution during FY 2025.

The target of \$2.25 may be attainable in the future with a return to sales growth plus increased throughput from retail expansion and the new distribution center, however 2025-2027 biennium forecasts indicate that OLCC may be below target this biennium as well.

KPM #6	Best Practices - Percent of total best practices met by the Board.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
Best Practices: Percent of total best practices met by the Board.					
Actual	95%	99%	88.30%	84%	98%
Target	100%	100%	100%	100%	100%

How Are We Doing

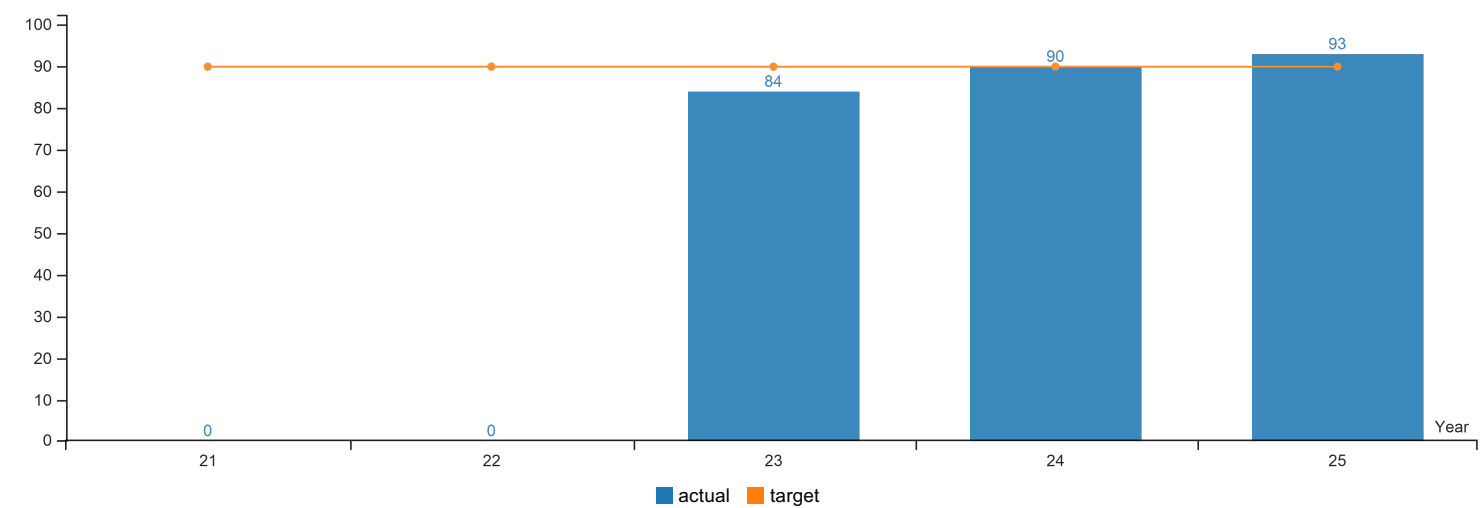
98 percent of responses affirmed that commissioners agreed that the commission was aligned with best practices for Boards and Commissions.

Factors Affecting Results

The Oregon Liquor and Cannabis Commission has several new members, and while most commissioners started the survey, only four completed the entire survey.

KPM #7	Sales to Minors- Recreational Marijuana - This measure is the rate at which licensees refuse to sell marijuana products to minor decoys.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2021	2022	2023	2024	2025
Sales to Minors- Recreational Marijuana					
Actual	0%	0%	84%	90%	93%
Target	90%	90%	90%	90%	90%

How Are We Doing

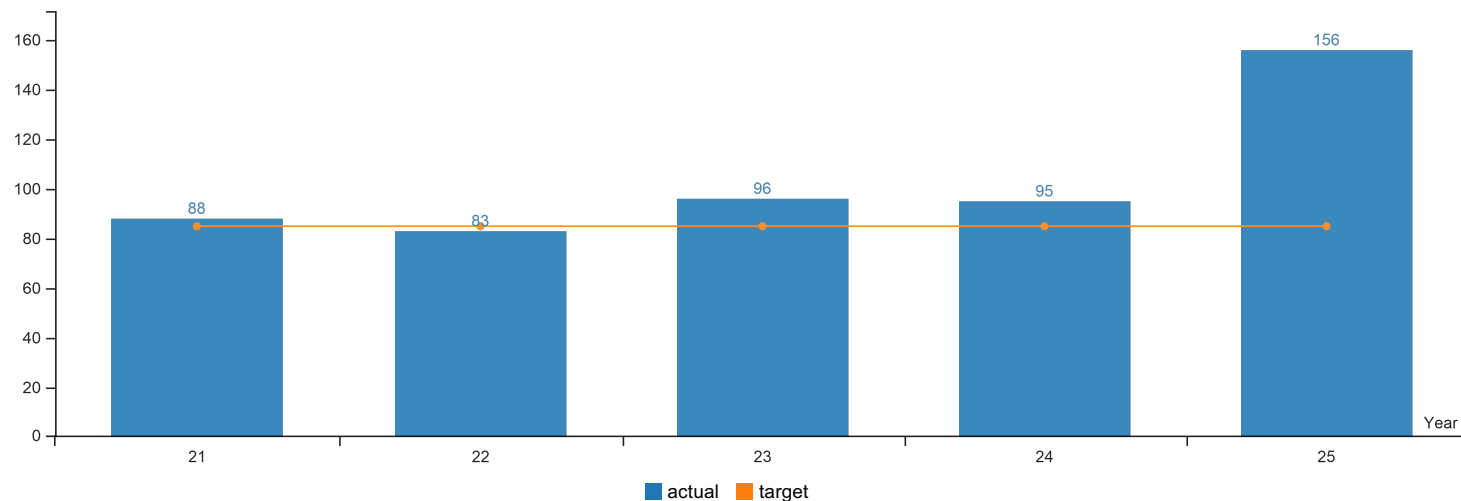
Marijuana Licensees recorded a 92.7% pass rate on 660 minor decoy operations during FY 2025. This is better than the target rate of 90%. The Division has a goal to visit 100% of marijuana retail licensees each year.

Factors Affecting Results

The commission conducted 660 missions, visiting over 80% of locations. We have some 800 retail cannabis licensees that are eligible for minor decoy sales. Due to the number of statewide retail outlets, the increased perception of detection likely contributed to hitting the target pass-rate. The ratio of marijuana licensees is about 27 per Regulatory Specialist. Education is required to acquire a temporary worker permit to sell cannabis products, which may lead to the increased perception of detection

KPM #8	Time to license- marijuana - Average days to license completed marijuana applications.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2021	2022	2023	2024	2025
Time to license- marijuana					
Actual	88	83	96	95	156
Target	85	85	85	85	85

How Are We Doing

The average time to license was 156 days for the 364 cases for which a new recreational marijuana license was issued during fiscal year 2025. The median time to license was 142 days indicating that the average is a reasonable estimate of licensee experience but a few licenses pull the average higher.

Factors Affecting Results

Many factors affect the number of days it takes to issue a recreational marijuana license; some are internal and some external.

The primary internal factors are the recent changes in business processes and implementing the software. The most significant factor impacting the metric is that business process that marks the starting event for a license application has changed. The start event for counting the days to license had been assignment to a license investigator. That assignment used to happen after the commission received approval for the Land-Use Compatibility Statement from the county containing the applicant's proposed premises. Under the new licensing system, assignments happen once an application is received through the CAMP software. Applications are not screened for completeness and accuracy before being assigned to investigators.

External factors influence time to license are related to applicant engagement in the process. The CAMP software requires applicants to submit documentation with their applications before the application is considered submitted, however, applicant documentation is often incorrect or incomplete. Applicants currently have up to 120 days from submission to complete their applications; if they do not get documentation in order, they are returned to the end of the queue to be re-assigned. This means that licensees can take up to 120 days of the licensing process before investigators can process their applications.

BUDGET NARRATIVE

AUDITS RESPONSE REPORT 8/1/2026

BUDGET NARRATIVE

To ensure the Governors' Budget complies with the requirements of **ORS 297.100**, agencies must report on the status of implementation in response to the Audits Division audit findings and recommendations. The Audits Report 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, it must provide a written summary of responses to any financial or performance audits completed by the Secretary of State *since February 2024*, including work completed to date. It must also identify new funding or savings related to audit recommendations, and any policy packages intended to address audit findings.

Audits in progress:

1. Secretary of State performance audit of distilled spirits program, scope to be determined.
2. Secretary of State FY2026 Statewide Single Audit Report.

Audits since February 2024:

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.
 - ✓ **Status:** Management agreed. Recommendation 2023-013 has been partially implemented, and 2023-14 has been implemented.
2. Secretary of State ***FY2024 Statewide Single Audit Report*** dated 4/9/2025
 - ✓ The audit identified one significant internal control deficiency:
 - **2024-007:** Auditors noted concerns regarding the commission's ability to perform regular responsibilities in compliance with standards for internal control outlined in the Oregon Accounting Manual, and in management's ability to provide adequate review.
 - ✓ Recommendation was to dedicate resources to training and implement procedures and methodologies to ensure effective transaction review.
 - ✓ **Status:** Management agreed. Recommendation 2024-007 has been implemented.

Audit recommendations did not result in any new or enhanced funding or savings, and OLCC does not have any policy option packages that relate to audit findings.

BUDGET NARRATIVE

AFFIRMATIVE ACTION PLAN 2027 - 2029 biennium



2027-2029

AFFIRMATIVE ACTION PLAN

Oregon Liquor and Cannabis Commission

Submitted to the Oregon Department of Administrative Services

Office of Cultural Change

July 2026



July 31, 2026

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 the Oregon Liquor and Cannabis Commission (OLCC) 2027-2029 Affirmative Action Plan.

The 2025-27 biennium was a period of significant investment in HR infrastructure and workforce equity practices. OLCC established a fully staffed internal Human Resources function, expanded recruitment outreach to underrepresented communities, launched new employee belonging initiatives through our DEIB and HR Teams, and completed full implementation of the CAMP: Cannabis and Alcohol Management Program, our innovative online system for marijuana and liquor licensing and permits, which improved equitable access to licensing services for licensees across Oregon.

The 2027-29 plan focuses on three goals: implementing a management accountability framework for affirmative action outcomes through the existing quarterly Performance, Accountability and Feedback (PAF) process, deepening inclusive workplace culture through leadership development and retention monitoring, and strengthening equitable recruitment and hiring practices. The workforce demographic data informs each goal, particularly findings related to leadership representation and promotion equity, and reflects progress made and work that remains.

If you have questions, please contact me at 971-373-3169 or Tasha Pacholke, Director of Human Resources at 541-410-8051.

Sincerely,

Tara Wasiak

Executive Director

Oregon Liquor and Cannabis Commission

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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 through the Control, Regulation and Taxation of Marijuana and Industrial Hemp Act. The agency also regulates the production, processing, and sale of medical products sold to Oregon Medical Marijuana Program (OMMP) cardholders in OLCC-licensed marijuana retail shops.

The agency is comprised of these major operational programs: Distilled Spirits Distribution and Sales, Alcohol Regulation & Enforcement, Recreational Marijuana, Medical Marijuana, Hemp, and Oregon's Bottle Bill administration. All programs are supported by the Administration, Financial Services, and Support Services divisions.

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.

Key Roles

Executive Director

Tara Wasiak, Executive Director

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

Governor's Policy Advisor

Constantin Severe, Deputy General Counsel

constantin.severe@oregon.gov

Affirmative Action Representative

Tasha Pacholke, HR Director | 9079 SE McLoughlin Blvd., Portland | 541-410-8051 |

tasha.pacholke@olcc.oregon.gov

COBID Contracting and Procurement Lead

Dani Burton, WOC Procurement Manager, Designated Procurement Officer (DPO)

9079 SE McLoughlin Blvd., Portland | 971-645-1444 | Dani.burton@olcc.oregon.gov

Equity Leader

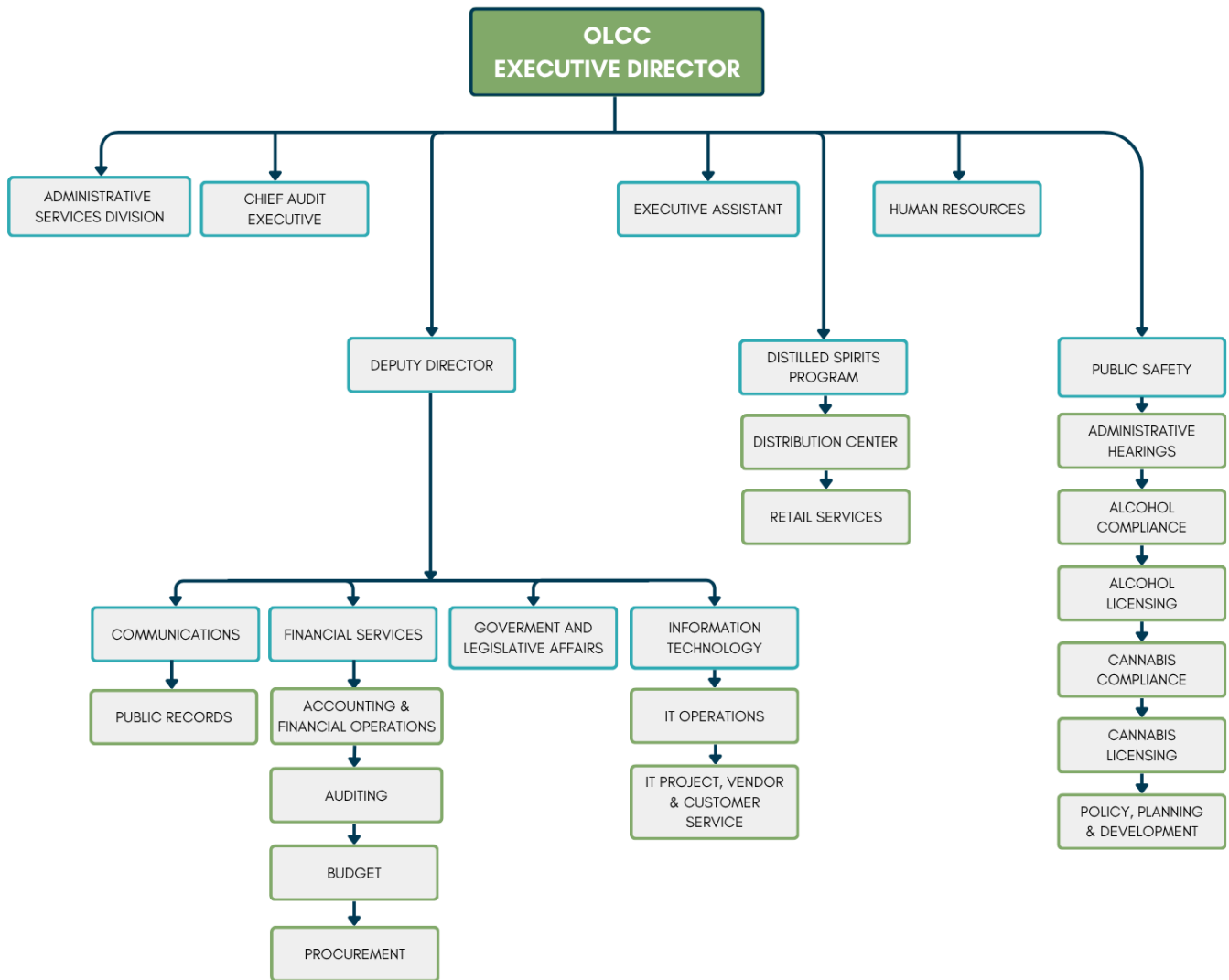
Although there is not a single point of contact at OLCC dedicated to equity, OLCC promotes Diversity, Equity, Inclusion, and Belonging through a staff-led DEIB Team and through the HR Director, who serves as Executive Sponsor of the DEIB Team.

HR Director

Tasha Pacholke, HR Director | 9079 SE McLoughlin Blvd., Portland | 541-410-8051 |

tasha.pacholke@olcc.oregon.gov

ORGANIZATIONAL CHART



Roles for Implementation of Affirmative Action Plan

Board of Commissioners

The OLCC Board of Commissioners supports and oversees all OLCC policies. Commissioners will be informed with workforce demographic data so they are aware of the agency's affirmative action efforts. The commissioners are chosen from Oregon's congressional districts, assuring regional diversity.

Executive Director and Executive Team

The Executive Director and Executive Team are responsible for creating a welcoming and inclusive workplace, ensuring all voices are heard in decision-making, and sharing ORS 659A.012 and other relevant federal, state, and OLCC policies with subordinates. Human Resources will assist in highlighting the higher standard for management in compliance with statewide policies regarding discrimination in employment.

Managers and Supervisors

Managers and supervisors are responsible for fostering a diverse, respectful, discrimination-free, and harassment-free workplace. Managers will work closely with Human Resources to uphold State of Oregon procedures and rules in filling vacancies, recruitment planning, and promotion consideration. All managers and supervisors are required to follow the procedures outlined in DAS 50.010.01, Discrimination and Harassment Free Workplace.

DEIB Team

The DEIB Team consists of OLCC employees representing a variety of departments and positions. The team works to create and promote the vision of a more equitable and inclusive organization, develops a monthly newsletter, hosts monthly coffee chats open to all employees, and will inform policies, procedures, and practices through an equity lens. The DEIB Team Charter is available in Appendix C.

Human Resources

Human Resources is responsible for leading the development and implementation of the affirmative action plan, coordinating recruitment and hiring equity practices, developing and delivering training, integrating AA objectives into the manager Performance Accountability and Feedback review process, and tracking and reporting progress to the Affirmative Action Representative and executive leadership.

Employees

All employees are responsible for conducting themselves in accordance with the agency's equal opportunity and affirmative action policies and this plan. The agency will present the OLCC Affirmative Action Plan to each division and make it available on the agency intranet.

Current Biennium Affirmative Action Progress Report

2025-2027 Affirmative Action Plan Goals

Goal 1: Build a diverse workforce and create a workplace culture of inclusion and equity.

The most significant development toward this goal during the 2025-27 biennium was a substantial investment in HR infrastructure. OLCC hired a new HR Director in March 2025, an HR Manager, and a Senior HR Business Partner, establishing a fully staffed internal HR function for the first time in recent years. As a result, OLCC concluded its contracted partnership with the Department of Consumer and Business Services (DCBS), which had been providing HR support during a period of staffing transition. This shift reflects the agency's commitment to building sustainable, internally driven people operations capable of advancing workforce diversity and inclusion goals over the long term.

The HR recruitment function expanded outreach to institutions of higher education and diverse community organizations during the biennium. Outreach now includes partnerships with community-focused organizations including the Urban League of Portland, IRCO (Immigrant and Refugee Community Organization), the Hispanic Metropolitan Chamber, Civic Match, and Partners in Diversity, as well as multiple Oregon University career centers and community colleges with high applicant diversity. These efforts broaden access to underrepresented communities and support the agency's commitment to building a workforce reflective of Oregon's demographics.

Goal 2: Educate leadership about affirmative action, diversity, equity, inclusion, and equal employment opportunity.

The agency experienced an executive leadership transition on July 1, 2025, with a new executive director coming on board. This transition, combined with the concurrent rebuilding of the HR function, affected the agency's participation in OCC's bi-monthly Affirmative Action Representative meetings during a portion of the biennium. This has been identified and corrected, and OLCC is now actively engaged in the statewide AAR meeting structure.

The agency added membership with Partners in Diversity, expanding access to leadership development, recruitment resources, and DEI training opportunities. In April 2026, OLCC partnered with DCBS to co-host a multi-agency neurodiversity in the workplace training, providing staff with education on neurodiversity awareness and inclusive workplace practices.

The DEIB Team launched two new engagement initiatives during the biennium. The Ambassador Program pairs new employees with established staff to promote early inclusion and belonging. Monthly coffee chats, open to all employees, provide a regular space for connection and conversation on topics such as cultural traditions and seasonal experiences. HR extended the Ambassador Program to temporary warehouse employees, ensuring that employees in non-permanent roles have access to the same belonging and onboarding support as permanent staff.

Leadership training modules are in development covering inclusive leadership topics such as psychological safety and will be completed and delivered in the 2027-29 biennium.

The agency administered its annual Gallup survey in fall 2025. All four DEI-related additional questions showed improvement over the prior year. Employee agreement that the agency is committed to fostering diversity, equity, and inclusion increased from 3.79 to 4.00 (+0.21). Agreement that agency leadership always treats employees with respect increased from 3.75 to 3.94 (+0.19). Employee understanding of agency values increased from 3.98 to 4.08 (+0.10). Agreement that employees feel free to express their thoughts, feelings, and disagreements to their supervisor increased from 3.81 to 3.94 (+0.13). Survey results were reviewed by agency leadership and will inform goal setting for the 2027-29 biennium.

Leadership Evaluation Report

Oregon Revised Statute 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.

OLCC carries out a policy against discrimination in employment consistent with DAS statewide policy 50.010.01 and maintains an active complaint and investigation process through the Human Resources office. However, the agency has not yet fully implemented a formal process for evaluating management personnel on their effectiveness in achieving affirmative action objectives as a distinct performance consideration.

The agency's executive leadership transition in July 2025 and the concurrent rebuilding of the HR function contributed to this gap. During the biennium, HR established role-specific KPIs, standardized procedures, Smartsheet dashboards across HR functions, and consistent manager communication pathways, creating the operational foundation for integrating AA objectives into the quarterly PAF process in the 2027-29 biennium. Additionally, the executive leadership team convenes an in-person, bi-monthly meeting with all agency personnel in supervisory roles. This meeting is intended to create an inclusive and supportive space for agency managers and allow all levels of the leadership team to inform the decision-making of the executive team and the direction of the agency. It also functions as an educational and training space with the goal of ensuring all agency supervisors are consistent in their application of rules and policies, as inconsistency among managers has been an area of critique from front-line staff.

Goal 3: Engage in recruitment activities with diverse institutions and community groups.

The agency significantly expanded its recruitment outreach during the 2025-27 biennium. In addition to maintaining existing university partnerships, OLCC added new outreach to community colleges with high applicant diversity and established partnerships with community-focused organizations serving underrepresented jobseekers across Oregon. The agency also utilizes Handshake for multi-campus posting, targeted LinkedIn groups for specialized and emerging professional communities, WorkSource Oregon for candidate matching and job fairs, and maintains its GovDelivery subscription base subscribers for targeted outreach. Social media

platforms including LinkedIn, Facebook, Instagram, and X continue to be used to share job announcements and equity-related information.

To ensure recruitment processes are equitable and consistently applied, HR began standardizing interview panel practices, producing equitable job announcement language standards, and built recruitment training around consistent timelines, process clarity, and DEIB standards. A structured recruitment process and scoring matrix was developed and distributed agency wide. OLCC initiated mandatory bias awareness training for interview panel members in July 2026, establishing an equitable hiring practice that will be fully embedded and measured in the 2027-29 biennium.

Goal 4: Promote equitable access to services, programs, and resources for alcohol and cannabis licensees and partner businesses.

The agency advanced this goal through the full implementation of the Cannabis and Alcohol Management Program (CAMP), OLCC's online marijuana and alcohol licensing and permitting platform. CAMP replaced a hybrid paper and digital process, providing licensees across Oregon including those in rural and geographically underserved communities with a single accessible system for submitting applications, tracking status, renewing licenses, and making payments in real time. OLCC remained focused on its customers when designing training materials and user guides and video tutorials. CAMP user guides were translated into Spanish, Russian, Vietnamese, and simplified Chinese for greater accessibility to the diverse population of alcohol and cannabis licensees and partner businesses.

The CAMP platform is fully accessible, ensuring compliance with the Americans with Disabilities Act (ADA). The customer web portal is fully responsive for mobile, tablet, and desktop viewing, and the online platform empowers users who rely on immersive/screen readers and browser-enabled translation services. OLCC worked with stakeholders from the alcohol, cannabis, and hospitality industries to gather feedback on CAMP, ensuring they were educated on the platform to reflect the needs of Oregon's diverse licensee community.

Goal 5: Improve licensing processes to enhance fairness, equity, and transparency.

CAMP directly advanced Goal 5 by reducing complexity and improving transparency throughout the licensing and permitting process. By consolidating cannabis and alcohol licensing into a single accessible digital platform, CAMP allows licensees to navigate OLCC processes more efficiently and with greater clarity. A significant outcome of implementation is the level of transparency that the CAMP system provides; the agency now has visibility into the process from application submission to the issuance of the license or permit. This has resulted in measurable improvements in our KPMs for time to license: alcohol license processing decreased from 81 days to 28 days, service permit processing from one month to one week, cannabis licensing from four to five months to about two months, and marijuana worker permits from 27 days to 4 days, and alcohol payment processing shifted from 100 percent manual to 98 percent digital.

This transparency ensures individual applicants do not have to advocate on their own behalf if an application is lingering, management can quickly identify and resolve bottlenecks, and workload can be distributed more equitably across staff.

Alignment with OLCC's Strategic Plan

The agency's 2024-2028 Strategic Plan includes cultivation of an inclusive, diverse, and equitable environment for the workforce and the industries OLCC serves and regulates. The 2027-29 Affirmative Action Plan is developed in alignment with this strategic direction, supporting affirmative action goals in workforce effectiveness, equitable employment practices, and the agency's commitment to serving all Oregon communities. OLCC's executive leadership composition reflects meaningful progress toward the agency's equity and inclusion commitments.

OLCC Workforce Demographic Data

As of June 30, 2026, OLCC employed 417 people. White employees represent 77.2% of the total workforce. Hispanic or Latino employees represent 9.6% of the workforce, followed by Asian employees at 3.4% and Black or African American employees at 2.6%. Generation Z employees are the most racially and ethnically diverse generation in the agency with Hispanic, Latino, Asian, American Indian or Alaska Native, and other racially and ethnically diverse employees collectively representing at 34.1% of that generation.

New hires during 2025-26 reflect greater racial and ethnic diversity than the overall workforce, with employees from underrepresented racial and ethnic groups representing 34.1% of the new hires compared to 22.8% of the total workforce. a direct result of expanded recruitment outreach to underrepresented communities. At the executive level, 8 of 12 executive team members are women (66.7%), reflecting meaningful progress toward inclusive leadership.

The demographic data identifies areas for growth that will guide OLCC's work in the 2027-2029 biennium. While the overall workforce reflects increasing diversity across multiple dimensions, that diversity is not yet fully reflected at leadership and supervisory levels where white employees represent 89.5% of Officials and Administrators and 93.9% of Supervisors. The 2027-2029 goals are specifically designed to address these areas of opportunity through accountability, equitable hiring practices and annual tracking of promotion and retention data by demographic.

2027-2029 Affirmative Action Goals

For the 2027-29 biennium, OLCC will pursue three goals that build directly on the infrastructure established during the current biennium, address identified compliance gaps and deepen the agency's commitment to equitable employment practices. Goals are informed by workforce demographic data, Gallup survey results, and the agency's strategic plan, and are designed to be specific, measurable, and achievable given the agency's current capacity and resources.

Goal 1: Develop and implement a process to evaluate management personnel on their effectiveness in achieving affirmative action outcomes.

Outcome

By the end of the 2027-29 biennium, OLCC has a functioning, documented process for holding managers accountable to AA objectives through the existing quarterly PAF cycle, with at least one full annual cycle of AA-inclusive reviews completed.

Measures

- AA evaluation criteria developed and approved by Q1 2027
- Manager training on AA evaluation criteria completed prior to first quarterly check-in cycle
- AA criteria integrated into the existing quarterly PAF check-in process, consistent with the Governor's statewide PAF initiative, by Q1 2027
- All managers and supervisors complete at least one AA-inclusive PAF check-in by end of Q2 2027
- Workday completion data reviewed quarterly to assess participation rates

Implementation

- Human Resources develops AA evaluation criteria and integrates them into the existing quarterly PAF framework in Workday
- HR Director presents the framework to the executive team for approval prior to launch
- The Executive Director and executive team approve the AA evaluation criteria framework prior to launch and receive annual progress reports on manager PAF completion rates
- All managers and supervisors receive training on AA evaluation criteria before the first quarterly check-in cycle
- Direct supervisors are responsible for completing quarterly PAF check-ins that include AA criteria for their direct reports
- HR pulls Workday completion data quarterly and reports progress to the Affirmative Action Representative and executive leadership
- The Affirmative Action Representative tracks PAF completion data and reports to OCC annually

Strategies

- Develop 3 to 5 specific AA evaluation questions tied to manager sphere of influence, including recruitment panel participation, team retention, inclusive team practices, and DEI training completion
- Provide sample evaluation language and a scoring guide to all supervisors prior to first cycle
- Review aggregate data annually to identify patterns and inform targeted support where managers are not meeting AA objectives
- Build on existing HR infrastructure including role-specific KPIs, Smartsheet dashboards, and standardized manager communication pathways established in the 2025-27 biennium

Goal 2: Cultivate an inclusive workplace culture through structured employee development, ongoing culture monitoring, and retention tracking.

Outcome

By the end of the 2027-29 biennium, OLCC employees and managers have access to consistent inclusive leadership training, annual survey data shows continued improvement in culture-related scores, and the agency has established a baseline for tracking voluntary turnover by demographic group.

Measures

- At least two inclusive leadership training offerings delivered agency-wide per year
- Annual Gallup survey administered each fall with DEI question results reviewed by leadership
- Year-over-year Gallup DEI scores maintained or improved across all four tracked questions
- Voluntary turnover and exit data reviewed annually by demographic group using Workday reporting
- Retention findings reported to the Affirmative Action Representative and executive leadership annually

Implementation

- HR coordinates training sourcing and delivery, utilizing Partners in Diversity, SAIF, Canopy and other community partners as needed
- Inclusive Leadership training modules completed and delivered in year one of the biennium
- The Ambassador Program, launched by the DEIB Team in the current biennium and expanded by HR to temporary warehouse employees, will be sustained and evaluated for effectiveness annually

- DEIB Team continues monthly newsletter, monthly coffee chats, and employee engagement activities consistent with the DEIB Team Charter
- The Executive Director and executive team review annual Gallup survey results and retention data and communicate expectations to managers for team-level action planning
- Survey results reviewed annually by executive leadership and shared with managers for team-level action planning
- HR pulls voluntary turnover and exit data from Workday annually, disaggregated by race, ethnicity, gender, disability status, and veteran status where data is available
- The Affirmative Action Representative receives annual training completion, survey, and retention reports from HR and incorporates findings into OCC reporting

Strategies

- Complete and deliver leadership training modules in year one
- Use Gallup data annually to identify lowest-scoring areas and target programming accordingly
- Leverage DAS statewide training offerings and other partners before investing in external vendors
- Utilize existing training programming where it addresses inclusive workplace competencies
- Use retention data to identify demographic groups or job categories with elevated voluntary turnover and develop targeted response strategies
- Evaluate Ambassador Program effectiveness annually and expand scope based on findings

Goal 3: Strengthen equitable recruitment and hiring practices to build a workforce reflective of Oregon's diversity.

Outcome

By the end of the 2027-29 biennium, OLCC has fully embedded bias awareness training and standardized DEI questions in its hiring practices, sustained and expanded its diverse recruitment outreach network, and established ongoing monitoring of new hire demographic trends and pay equity considerations in employment decisions.

Measures

- Bias awareness training fully implemented, and effectiveness measured across all hiring managers and recurring panel members by end of year one
- Structured interview process, standardized DEI question and scoring matrix consistently applied across all recruitments
- Community and university partnerships actively maintained and expanded

- New hire demographic data reviewed annually and compared against prior biennium trends
- Interview panel composition reviewed by HR for recruitment with intentional effort to include diverse perspectives where operationally feasible

Implementation

- HR owns recruitment process consistency, panel review, and pay equity monitoring
- Training HRBP measures effectiveness of bias awareness training launched in July 2026 and reports findings to HR Director by end of Q1 2027
- Hiring managers complete bias awareness training prior to serving on panels
- Standardized DEIB questions developed and reviewed with DEIB committee and approved by executive leadership
- Established community partnerships maintained and expanded, with particular attention to organizations serving communities of color, immigrants and other underrepresented groups
- The Executive Director and executive team support and communicate equitable hiring expectations agency-wide and receive annual new hire demographic trend reports
- HR reviews new hire demographic data annually and presents findings to the Affirmative Action Representative and executive leadership

Strategies

- Measure and report on bias awareness training effectiveness by end of year one and use findings to refine training content
- Expand outreach to additional community organizations and institutions for classifications where workforce data shows underutilization
- Use new hire demographic trend data annually to identify which job categories need targeted outreach focus
- Develop a panel composition review process to track and encourage diverse panel participation over time

Licensee and Business Partner Equity

OLCC serves a diverse constituency of licensees and business partners across Oregon, including those from historically underserved geographic and demographic communities. The agency is committed to ensuring that its licensing processes, compliance resources, and regulatory framework are accessible and equitable for all licensees and business partners.

The agency will continue industry listening sessions, public meetings. In accordance with ORS 182.164 and ORS 182.166, OLCC will work on developing and implementing agency policy and training that promotes positive government-to-government relations between OLCC and Oregon Tribal nations.

The Public Safety Director, in collaboration with the Affirmative Action Representative, will oversee implementation and report progress to agency leadership annually.

Contracting

As required by ORS 659A.015, OLCC includes information on construction, service, and personal service contracts awarded to minority and women-owned businesses in this affirmative action plan.

During the 2025-27 biennium, OLCC awarded \$67,300 in contracts to COBID-certified firms through March 30, 2026, representing 4 procurements out of 96 total awards, or 4.2% of all procurements. Awards were made to firms certified as Women Business Enterprises, Disadvantaged Business Enterprises, and Emerging Small Businesses. The percentage of total contract dollars awarded to COBID firms was 0.3% of \$20.3M in total awards.

During the 2027-29 biennium, OLCC will continue working with the Designated Procurement Officer to track and report COBID-certified contract awards, identify opportunities for COBID participation where feasible, and include results in the next affirmative action plan submission. The agency will pay particular attention to identifying opportunities for minority-owned business participation where contracting scope allows.

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 retain the right to file a complaint through the union grievance process and 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, they will follow the procedure in DAS Policy 40.35.01, Unclassified Service Employment, Investigation and Termination.

Succession Plan

OLCC submitted its succession plan to the Department of Administrative Services in December 2025, and its plan was accepted.

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 \(Statewide policy 10.040.01\)](#)
- [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 Disabilities Act of 1990](#)
- [Genetic Information Nondiscrimination Act of 2008 \(GINA\)](#)
- [Equal Pay Act of 1963](#)
- [Title VII of the Civil Rights Act of 1964](#)
 - [National Origin Discrimination](#)
 - [Race/Color Discrimination](#)
 - [Religious Discrimination](#)
 - [Sex-Based Discrimination](#)
 - [Sexual Harassment](#)
- [Retaliation - Title VII of the Civil Rights Act](#)

Appendix C: OLCC Resources

- [All OLCC policies and procedures are available to employees on the agency intranet](#)
- [OLCC Strategic Plan \(DEI plan embedded in Strategic Plan\)](#)
- [OLCC Succession Plan](#)
- [Diversity, Equity, Inclusion and Belonging \(DEIB\) Team Charter](#)
- [OLCC 2025-2027 Affirmative Action Plan](#)

BUDGET NARRATIVE

MAXIMUM SUPERVISORY RATIO REPORT 3/31/2026

BUDGET NARRATIVE

Company	Agency Max Supervisory Ratio	Total # EEs on 03/31/26	Total # Non-Supervisory EEs on 03/31/26	÷	Total # of Supervisory EEs on 03/31/26	Total # of EEs Not Assigned a Representation on 03/31/26	Adjusted Actual Ratio on 03/31/26	Actual Ratio (Not Rounded)
Bureau of Labor and Industries	1:11	231	198	÷	33	-	1:6	6.00
Department of Administrative Services	1:09	1,076	956	÷	120	-	1:8	7.97
Department of Agriculture	1:08	537	487	÷	50	-	1:10	9.74
Department of Consumer & Business Services	1:09	1,042	942	÷	100	-	1:9	9.42
Department of Corrections	1:11	5,523	5,051	÷	472	-	1:11	10.70
Department of Early Learning and Care	1:09	383	345	÷	38	-	1:9	9.08
Department of Energy	1:07	129	115	÷	14	-	1:8	8.21
Department of Environmental Quality	1:09	974	882	÷	92	-	1:10	9.59
Department of Fish and Wildlife	1:06	1,420	1,234	÷	186	-	1:7	6.63
Department of Human Services	1:8.5	12,181	11,043	÷	1,134	4	1:10	9.74
Department of Justice	1:10	1,751	1,607	÷	144	-	1:11	11.16
Department of Public Safety Standards and Training	1:18	394	372	÷	21	1	1:18	17.71
Department of Revenue	1:11	1,197	1,092	÷	105	-	1:10	10.40
Department of State Lands	1:08	160	143	÷	17	-	1:8	8.41
Department of the State Fire Marshal	1:6	166	141	÷	24	1	1:6	5.88
Department of Transportation	1:11	4,969	4,534	÷	435	-	1:10	10.42
Department of Veterans Affairs	1:11	113	97	÷	16	-	1:6	6.06
Employment Department	1:11	2,018	1,842	÷	176	-	1:10	10.47
Forestry Department	1:7	1,523	1,330	÷	192	1	1:7	6.93
Higher Education Coordinating Commission	1:7	235	211	÷	24	-	1:9	8.79
Land Conservation and Development Department	1:9	113	101	÷	12	-	1:8	8.42
Oregon Business Development Department	1:7	224	196	÷	28	-	1:7	7.00
Oregon Department of Education	1:09	770	688	÷	80	2	1:9	8.60
Oregon Department of Emergency Management	1:11	151	136	÷	15	-	1:9	9.07
Oregon Health Authority	1:8.6	6,530	5,903	÷	627	-	1:9	9.41
Oregon Housing and Community Services	1:6	492	421	÷	71	-	1:6	5.93
Oregon Liquor & Cannabis Commission	1:9	460	419	÷	41	-	1:10	10.22
Oregon State Department of Police	1:8	1,493	1,350	÷	141	2	1:10	9.57
Oregon Youth Authority	1:9	1,071	968	÷	103	-	1:9	9.40
Parks and Recreation Department	1:9	889	799	÷	90	-	1:9	8.88
Public Employees Retirement System	1:10	441	400	÷	41	-	1:10	9.76
Public Utility Commission	1:6	155	134	÷	21	-	1:6	6.38
State of Oregon Military Department	1:10	524	478	÷	46	-	1:10	10.39
Water Resources Department	1:8	248	218	÷	30	-	1:7	7.27
Ratio within Maximum Supervisory Ratio								
Ratio not within Maximum Supervisory Ratio								
* 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.								
Agencies with no current ratio on file with CHRO reflect the baseline ratio of 1:11								
Report Name: HCM Span of Control Counts by Company (Company or Supervisory Organization Selection)								

BUDGET NARRATIVE

SUMMARY CROSS REFERENCE LISTING & PACKAGES (BSU-003A)

Oregon Liquor & Cannabis Comm

Summary Cross Reference Listing and Packages 2027-29 Biennium

Agency Number: 84500

BAM Analyst: Poloni, Morgan

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	June 2026 Emergency Board	Policy Packages
001-00-00-00000	Distilled Spirits Program	102	2	Agency Realignment & Cost Allocation	Policy Packages
001-00-00-00000	Distilled Spirits Program	103	3	Additional Utility Limitation	Policy Packages
002-00-00-00000	Public Safety Services Program	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
002-00-00-00000	Public Safety Services Program	021	0	Phase-in	Essential Packages
002-00-00-00000	Public Safety Services Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
002-00-00-00000	Public Safety Services Program	031	0	Standard Inflation	Essential Packages
002-00-00-00000	Public Safety Services Program	032	0	Above Standard Inflation	Essential Packages
002-00-00-00000	Public Safety Services Program	033	0	Exceptional Inflation	Essential Packages
002-00-00-00000	Public Safety Services Program	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

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Summary Cross Reference Listing and Packages
BSU-003A

Oregon Liquor & Cannabis Comm

Summary Cross Reference Listing and Packages 2027-29 Biennium

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Budget Coordinator: Mulbreght, Michelle

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
002-00-00-00000	Public Safety Services Program	070	0	Revenue Shortfalls	Policy Packages
002-00-00-00000	Public Safety Services Program	081	0	June 2026 Emergency Board	Policy Packages
002-00-00-00000	Public Safety Services Program	102	2	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
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	June 2026 Emergency Board	Policy Packages
003-00-00-00000	Administration and Support	102	2	Agency Realignment & Cost Allocation	Policy Packages
003-00-00-00000	Administration and Support	103	3	Additional Utility Limitation	Policy Packages
004-00-00-00000	Recreational Marijuana Program	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages
004-00-00-00000	Recreational Marijuana Program	021	0	Phase-in	Essential Packages
004-00-00-00000	Recreational Marijuana Program	022	0	Phase-out Pgm & One-time Costs	Essential Packages
004-00-00-00000	Recreational Marijuana Program	031	0	Standard Inflation	Essential Packages
004-00-00-00000	Recreational Marijuana Program	032	0	Above Standard Inflation	Essential Packages
004-00-00-00000	Recreational Marijuana Program	033	0	Exceptional Inflation	Essential Packages

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Summary Cross Reference Listing and Packages
BSU-003A

Oregon Liquor & Cannabis Comm

Summary Cross Reference Listing and Packages 2027-29 Biennium

Agency Number: 84500

BAM Analyst: Poloni, Morgan

Budget Coordinator: Mulbreght, Michelle

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
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	June 2026 Emergency Board	Policy Packages
004-00-00-00000	Recreational Marijuana Program	101	1	Recreational MJ Fee & Expense Update	Policy Packages
004-00-00-00000	Recreational Marijuana Program	102	2	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
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	June 2026 Emergency Board	Policy Packages
005-00-00-00000	Agents Compensation Program	102	2	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

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Summary Cross Reference Listing and Packages
BSU-003A

Oregon Liquor & Cannabis Comm

Summary Cross Reference Listing and Packages 2027-29 Biennium

Agency Number: 84500

BAM Analyst: Poloni, Morgan

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Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
006-00-00-00000	Medical Marijuana Program	031	0	Standard Inflation	Essential Packages
006-00-00-00000	Medical Marijuana Program	032	0	Above Standard Inflation	Essential Packages
006-00-00-00000	Medical Marijuana Program	033	0	Exceptional Inflation	Essential Packages
006-00-00-00000	Medical Marijuana Program	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	June 2026 Emergency Board	Policy Packages
006-00-00-00000	Medical Marijuana Program	102	2	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
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	June 2026 Emergency Board	Policy Packages
088-00-00-00000	Capital Improvements	102	2	Agency Realignment & Cost Allocation	Policy Packages
089-00-00-00000	Capital Construction	010	0	Vacancy Factor and Non-ORPICS Personal Services	Essential Packages

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Summary Cross Reference Listing and Packages
BSU-003A

Oregon Liquor & Cannabis Comm

Summary Cross Reference Listing and Packages 2027-29 Biennium

Agency Number: 84500

BAM Analyst: Poloni, Morgan

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>
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
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	June 2026 Emergency Board	Policy Packages
089-00-00-00000	Capital Construction	102	2	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
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	June 2026 Emergency Board	Policy Packages

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Summary Cross Reference Listing and Packages
BSU-003A

Oregon Liquor & Cannabis Comm

Summary Cross Reference Listing and Packages
2027-29 Biennium

Agency Number: 84500
BAM Analyst: Poloni, Morgan
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>
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990-00-00-00000	Agency-Wide Consolidation	102	2	Agency Realignment & Cost Allocation	Policy Packages
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BUDGET NARRATIVE

POLICY PACKAGE LIST by PRIORITY (BSU-004A)

Oregon Liquor & Cannabis Comm

Policy Package List by Priority

2027-29 Biennium

Agency Number: 84500

BAM Analyst: Poloni, Morgan

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
			001-00-00-00000	Distilled Spirits Program
	081	June 2026 Emergency Board	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
			004-00-00-00000	Recreational Marijuana Program
			001-00-00-00000	Distilled Spirits Program
1	101	Recreational MJ Fee & Expense Update	002-00-00-00000	Public Safety Services Program
2	102	Agency Realignment & Cost Allocation	003-00-00-00000	Administration and Support
			004-00-00-00000	Recreational Marijuana Program

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Policy Package List by Priority

BSU-004A

Oregon Liquor & Cannabis Comm

Policy Package List by Priority
2027-29 Biennium

Agency Number: 84500
BAM Analyst: Poloni, Morgan
Budget Coordinator: Mulbreght, Michelle

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
2	102	Agency Realignment & Cost Allocation	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
3	103	Additional Utility Limitation	001-00-00-00000	Distilled Spirits Program
			003-00-00-00000	Administration and Support

BUDGET NARRATIVE

AGENCY WORKSHEET – REVENUES & EXPENDITURES (BDV-001A)

Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
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BEGINNING BALANCE**0025 Beginning Balance**

3020 Other Funds Cap Construct	1,552,138	-	-	-	-	-
3400 Other Funds Ltd	24,099,541	10,229,068	-	10,229,068	10,229,068	10,229,068
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
All Funds	26,832,759	10,229,068	-	10,229,068	10,229,068	10,229,068

0030 Beginning Balance Adjustment

3400 Other Funds Ltd	-	19,723,503	-	19,723,503	1,093,882	1,093,882
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TOTAL BEGINNING BALANCE

3020 Other Funds Cap Construct	1,552,138	-	-	-	-	-
3400 Other Funds Ltd	24,099,541	29,952,571	-	29,952,571	11,322,950	11,322,950
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-

TOTAL BEGINNING BALANCE	\$26,832,759	\$29,952,571	-	\$29,952,571	\$11,322,950	\$11,322,950
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REVENUE CATEGORIES**TAXES****0185 Privilege Taxes**

3400 Other Funds Ltd	7,759,422	27,092,692	-	27,092,692	26,353,591	26,353,591
8800 General Fund Revenue	9,875,628	10,246,270	-	10,246,270	9,958,841	9,958,841
All Funds	17,635,050	37,338,962	-	37,338,962	36,312,432	36,312,432

LICENSES AND FEES**07/24/26****Page 1 of 64****BDV001A - Agency Worksheet - Revenues & Expenditures****1:21 PM****BDV001A**

Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
0205 Business Lic and Fees						
3400 Other Funds Ltd	50,728,100	45,947,303	-	45,947,303	58,963,694	58,963,694
8800 General Fund Revenue	21,963,792	10,085,121	-	10,085,121	10,701,040	10,701,040
All Funds	72,691,892	56,032,424	-	56,032,424	69,664,734	69,664,734
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	874,824	-	-	-	-	-
8800 General Fund Revenue	394,696	-	-	-	-	-
All Funds	1,269,520	-	-	-	-	-
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	15,345,000	-	-	-	-	-
0560 Dedicated Fund Oblig Bonds						
3400 Other Funds Ltd	-	8,627,217	-	8,627,217	-	-
TOTAL BOND SALES						
3400 Other Funds Ltd	15,345,000	8,627,217	-	8,627,217	-	-
TOTAL BOND SALES	\$15,345,000	\$8,627,217	-	\$8,627,217	-	-
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	567,606	-	-	-	-	-

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
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	141,275	258,159	-	258,159	270,808	270,808
3400 Other Funds Ltd	1,395,818,818	988,884,533	-	988,884,533	917,500,761	917,500,761
8800 General Fund Revenue	297,149,980	647,830,704	-	647,830,704	661,599,908	661,599,908
All Funds	1,693,110,073	1,636,973,396	-	1,636,973,396	1,579,371,477	1,579,371,477
TOTAL SALES INCOME						
3010 Other Funds Cap Improve	141,275	258,159	-	258,159	270,808	270,808
3400 Other Funds Ltd	1,395,818,818	989,324,533	-	989,324,533	917,940,761	917,940,761
8800 General Fund Revenue	297,149,980	648,390,704	-	648,390,704	662,159,908	662,159,908
TOTAL SALES INCOME	\$1,693,110,073	\$1,637,973,396	-	\$1,637,973,396	\$1,580,371,477	\$1,580,371,477
COST OF GOODS SOLD						
0755 Liquor Cost of Goods Sold						
3400 Other Funds Ltd	(875,930,100)	(431,524,869)	(413,966)	(431,938,835)	(352,888,162)	(352,888,162)
8800 General Fund Revenue	-	(374,146,659)	413,966	(373,732,693)	(433,461,262)	(433,461,262)
All Funds	(875,930,100)	(805,671,528)	-	(805,671,528)	(786,349,424)	(786,349,424)

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Oregon Liquor & Cannabis Comm

Agency Number: 84500

Agency Worksheet - Revenues & Expenditures

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Liquor & Cannabis Comm

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
0760 Cost of Goods Sold						
3400 Other Funds Ltd	-	(18,006,707)	-	(18,006,707)	(17,363,192)	(17,363,192)
TOTAL COST OF GOODS SOLD						
3400 Other Funds Ltd	(875,930,100)	(449,531,576)	(413,966)	(449,945,542)	(370,251,354)	(370,251,354)
8800 General Fund Revenue	-	(374,146,659)	413,966	(373,732,693)	(433,461,262)	(433,461,262)
TOTAL COST OF GOODS SOLD	(\$875,930,100)	(\$823,678,235)	-	(\$823,678,235)	(\$803,712,616)	(\$803,712,616)
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	1,238,764	-	-	-	-	-
8800 General Fund Revenue	1,547,330	-	-	-	-	-
All Funds	2,786,094	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3010 Other Funds Cap Improve	141,275	258,159	-	258,159	270,808	270,808
3400 Other Funds Ltd	282,270,620	318,273,807	8,707,915	326,981,722	337,571,367	337,571,367
3430 Other Funds Debt Svc Ltd	13,615,040	34,690,305	(8,915,136)	25,775,169	27,745,900	27,745,900
All Funds	296,026,935	353,222,271	(207,221)	353,015,050	365,588,075	365,588,075
1020 Transfer In - Indirect Cost						
3400 Other Funds Ltd	7,936,569	10,204,595	-	10,204,595	14,976,725	14,976,725
1150 Tsfr From Revenue, Dept of						

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Oregon Liquor & Cannabis Comm

Agency Number: 84500

Agency Worksheet - Revenues & Expenditures

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Liquor & Cannabis Comm

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
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	-	300,000	-	300,000	73,631	73,631
TOTAL TRANSFERS IN						
3010 Other Funds Cap Improve	141,275	258,159	-	258,159	270,808	270,808
3400 Other Funds Ltd	297,207,189	335,778,402	8,707,915	344,486,317	359,621,723	359,621,723
3430 Other Funds Debt Svc Ltd	13,615,040	34,690,305	(8,915,136)	25,775,169	27,745,900	27,745,900
TOTAL TRANSFERS IN	\$310,963,504	\$370,726,866	(\$207,221)	\$370,519,645	\$387,638,431	\$387,638,431
REVENUES						
3010 Other Funds Cap Improve	282,550	516,318	-	516,318	541,616	541,616
3400 Other Funds Ltd	893,609,623	957,238,571	8,293,949	965,532,520	992,628,415	992,628,415
3430 Other Funds Debt Svc Ltd	13,615,040	34,690,305	(8,915,136)	25,775,169	27,745,900	27,745,900
8800 General Fund Revenue	330,931,426	294,575,436	413,966	294,989,402	249,358,527	249,358,527
TOTAL REVENUES	\$1,238,438,639	\$1,287,020,630	(\$207,221)	\$1,286,813,409	\$1,270,274,458	\$1,270,274,458
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3010 Other Funds Cap Improve	(141,275)	(258,159)	-	(258,159)	(270,808)	(270,808)
3400 Other Funds Ltd	(295,885,660)	(352,964,112)	207,221	(352,756,891)	(365,317,267)	(365,317,267)
All Funds	(296,026,935)	(353,222,271)	207,221	(353,015,050)	(365,588,075)	(365,588,075)
2020 Transfer Out - Indirect Cost						

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	(7,936,569)	(10,204,595)	-	(10,204,595)	(10,204,595)	(10,204,595)
2050 Transfer to Other						
3400 Other Funds Ltd	(637,579)	(745,142)	-	(745,142)	(745,142)	(745,142)
2060 Transfer to General Fund						
8800 General Fund Revenue	(330,931,426)	(294,575,436)	(413,966)	(294,989,402)	(249,358,527)	(249,358,527)
2070 Transfer to Cities						
3400 Other Funds Ltd	(105,871,553)	(92,183,413)	(147,845)	(92,331,258)	(89,056,617)	(89,056,617)
2080 Transfer to Counties						
3400 Other Funds Ltd	(52,935,718)	(46,091,706)	(73,922)	(46,165,628)	(44,528,308)	(44,528,308)
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(73,465,722)	(64,528,389)	-	(64,528,389)	(62,339,632)	(62,339,632)
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(17,635,050)	(18,296,910)	-	(18,296,910)	(17,783,645)	(17,783,645)
2603 Tsfr To Agriculture, Dept of						
3400 Other Funds Ltd	(2,571,103)	(1,790,906)	-	(1,790,906)	(2,053,573)	(2,053,573)
TOTAL TRANSFERS OUT						
3010 Other Funds Cap Improve	(141,275)	(258,159)	-	(258,159)	(270,808)	(270,808)
3400 Other Funds Ltd	(556,938,954)	(586,805,173)	(14,546)	(586,819,719)	(592,028,779)	(592,028,779)
8800 General Fund Revenue	(330,931,426)	(294,575,436)	(413,966)	(294,989,402)	(249,358,527)	(249,358,527)
TOTAL TRANSFERS OUT	(\$888,011,655)	(\$881,638,768)	(\$428,512)	(\$882,067,280)	(\$841,658,114)	(\$841,658,114)

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
AVAILABLE REVENUES						
3010 Other Funds Cap Improve	141,275	258,159	-	258,159	270,808	270,808
3020 Other Funds Cap Construct	1,552,138	-	-	-	-	-
3400 Other Funds Ltd	360,770,210	400,385,969	8,279,403	408,665,372	411,922,586	411,922,586
3430 Other Funds Debt Svc Ltd	13,615,040	34,690,305	(8,915,136)	25,775,169	27,745,900	27,745,900
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
TOTAL AVAILABLE REVENUES	\$377,259,743	\$435,334,433	(\$635,733)	\$434,698,700	\$439,939,294	\$439,939,294

EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES****3110 Class/Unclass Sal. and Per Diem**

3400 Other Funds Ltd	58,645,688	74,007,360	3,528,792	77,536,152	81,537,024	81,546,624
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3115 Board Member Stipend

3400 Other Funds Ltd	21,010	-	-	-	-	-
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3160 Temporary Appointments

3400 Other Funds Ltd	738,849	524,730	-	524,730	524,730	550,442
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3170 Overtime Payments

3400 Other Funds Ltd	1,069,646	541,817	-	541,817	541,817	568,365
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3180 Shift Differential

3400 Other Funds Ltd	135,600	73,700	-	73,700	73,700	77,312
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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3190 All Other Differential						
3400 Other Funds Ltd	982,661	68,632	-	68,632	68,632	71,995
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	61,593,454	75,216,239	3,528,792	78,745,031	82,745,903	82,814,738
TOTAL SALARIES & WAGES	\$61,593,454	\$75,216,239	\$3,528,792	\$78,745,031	\$82,745,903	\$82,814,738
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	17,625	28,656	-	28,656	31,397	31,396
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	12,249,086	16,581,551	733,276	17,314,827	21,385,172	21,393,895
3221 Pension Obligation Bond						
3400 Other Funds Ltd	2,922,689	2,796,546	(36,696)	2,759,850	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	4,662,075	5,731,406	320,807	6,052,213	6,314,360	6,319,625
3240 Unemployment Assessments						
3400 Other Funds Ltd	50,300	34,416	-	34,416	34,416	36,102
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	240,467	297,155	-	297,155	327,756	327,890
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	12,331	16,714	-	16,714	15,106	15,106

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3260 Mass Transit Tax						
3400 Other Funds Ltd	351,472	438,346	-	438,346	438,346	496,832
3270 Flexible Benefits						
3400 Other Funds Ltd	14,508,698	16,878,384	626,454	17,504,838	17,553,600	17,553,600
3280 Other OPE						
3400 Other Funds Ltd	898	(1,120)	-	(1,120)	(1,120)	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	35,015,641	42,802,054	1,643,841	44,445,895	46,099,033	46,174,446
TOTAL OTHER PAYROLL EXPENSES	\$35,015,641	\$42,802,054	\$1,643,841	\$44,445,895	\$46,099,033	\$46,174,446
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(3,590,423)	-	(3,590,423)	(3,590,423)	(4,137,296)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	235,919	-	235,919	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(3,354,504)	-	(3,354,504)	(3,590,423)	(4,137,296)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$3,354,504)	-	(\$3,354,504)	(\$3,590,423)	(\$4,137,296)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	96,609,095	114,663,789	5,172,633	119,836,422	125,254,513	124,851,888
TOTAL PERSONAL SERVICES	\$96,609,095	\$114,663,789	\$5,172,633	\$119,836,422	\$125,254,513	\$124,851,888

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	417,459	657,409	-	657,409	657,409	689,624
4125 Out of State Travel						
3400 Other Funds Ltd	141,489	70,135	-	70,135	70,135	73,572
4150 Employee Training						
3400 Other Funds Ltd	123,781	337,540	-	337,540	337,540	354,080
4175 Office Expenses						
3400 Other Funds Ltd	22,476,246	23,814,101	-	23,814,101	23,814,101	25,264,800
4200 Telecommunications						
3400 Other Funds Ltd	2,090,066	2,065,949	-	2,065,949	2,065,949	2,172,603
4225 State Gov. Service Charges						
3400 Other Funds Ltd	5,073,259	6,741,916	(51,293)	6,690,623	6,690,623	10,214,309
4250 Data Processing						
3400 Other Funds Ltd	3,165,615	2,306,968	-	2,306,968	2,306,968	2,442,759
4275 Publicity and Publications						
3400 Other Funds Ltd	77,891	107,197	-	107,197	107,197	112,450
4300 Professional Services						
3400 Other Funds Ltd	175,581,951	188,489,134	-	188,489,134	188,489,134	205,308,174
4315 IT Professional Services						
3400 Other Funds Ltd	2,391,946	12,490,574	-	12,490,574	12,490,574	13,652,198

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<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
4325 Attorney General						
3400 Other Funds Ltd	1,275,907	1,604,989	-	1,604,989	1,604,989	1,754,252
4350 Dispute Resolution Services						
3400 Other Funds Ltd	7,669	-	-	-	-	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	79,715	115,599	-	115,599	115,599	121,264
4400 Dues and Subscriptions						
3400 Other Funds Ltd	45,465	31,816	-	31,816	31,816	33,375
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	1,886,072	2,807,033	(266,000)	2,541,033	2,541,033	4,033,869
4450 Fuels and Utilities						
3400 Other Funds Ltd	837,013	724,602	-	724,602	724,602	775,325
4475 Facilities Maintenance						
3010 Other Funds Cap Improve	11,328	-	-	-	-	-
3400 Other Funds Ltd	647,953	1,143,503	-	1,143,503	1,143,503	1,199,535
All Funds	659,281	1,143,503	-	1,143,503	1,143,503	1,199,535
4575 Agency Program Related S and S						
3400 Other Funds Ltd	1,533,419	637,168	-	637,168	637,168	668,389
4650 Other Services and Supplies						
3400 Other Funds Ltd	576,356	5,048,673	-	5,048,673	5,048,673	4,643,772
4700 Expendable Prop 250 - 5000						

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2027-29 Biennium
Oregon Liquor & Cannabis Comm

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-000-00-00-00000

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	-	97,123	-	97,123	97,123	101,882
4715 IT Expendable Property						
3400 Other Funds Ltd	2,220,709	624,710	-	624,710	624,710	655,320
TOTAL SERVICES & SUPPLIES						
3010 Other Funds Cap Improve	11,328	-	-	-	-	-
3400 Other Funds Ltd	220,649,981	249,916,139	(317,293)	249,598,846	249,598,846	274,271,552
TOTAL SERVICES & SUPPLIES	\$220,661,309	\$249,916,139	(\$317,293)	\$249,598,846	\$249,598,846	\$274,271,552
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	5,500	26,451	-	26,451	26,451	27,747
5150 Telecommunications Equipment						
3400 Other Funds Ltd	246,274	-	-	-	-	-
5200 Technical Equipment						
3400 Other Funds Ltd	19,505	61,527	-	61,527	61,527	64,542
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	187,415	4,854,760	-	4,854,760	4,854,760	27,685
5400 Automotive and Aircraft						
3400 Other Funds Ltd	819,896	984,279	-	984,279	984,279	138,308
5550 Data Processing Software						
3400 Other Funds Ltd	133,370	14,861,657	4,783,827	19,645,484	19,645,484	-

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Agency Number: 84500

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Oregon Liquor & Cannabis Comm

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-000-00-00-00000

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
5600 Data Processing Hardware						
3400 Other Funds Ltd	77,520	17,775	-	17,775	17,775	18,646
5650 Land Improvements						
3010 Other Funds Cap Improve	-	6,050	-	6,050	6,050	6,346
5700 Building Structures						
3010 Other Funds Cap Improve	129,947	252,109	-	252,109	252,109	264,462
3400 Other Funds Ltd	14,250,532	-	-	-	-	-
All Funds	14,380,479	252,109	-	252,109	252,109	264,462
5900 Other Capital Outlay						
3400 Other Funds Ltd	1,050	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3010 Other Funds Cap Improve	129,947	258,159	-	258,159	258,159	270,808
3400 Other Funds Ltd	15,741,062	20,806,449	4,783,827	25,590,276	25,590,276	276,928
TOTAL CAPITAL OUTLAY	\$15,871,009	\$21,064,608	\$4,783,827	\$25,848,435	\$25,848,435	\$547,736
DEBT SERVICE						
7100 Principal - Bonds						
3430 Other Funds Debt Svc Ltd	5,175,000	14,485,000	(3,390,000)	11,095,000	13,695,000	13,695,000
7150 Interest - Bonds						
3430 Other Funds Debt Svc Ltd	8,440,040	20,205,305	(5,525,136)	14,680,169	14,050,900	14,050,900
TOTAL DEBT SERVICE						

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<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3430 Other Funds Debt Svc Ltd	13,615,040	34,690,305	(8,915,136)	25,775,169	27,745,900	27,745,900
TOTAL DEBT SERVICE	\$13,615,040	\$34,690,305	(\$8,915,136)	\$25,775,169	\$27,745,900	\$27,745,900
EXPENDITURES						
3010 Other Funds Cap Improve	141,275	258,159	-	258,159	258,159	270,808
3400 Other Funds Ltd	333,000,138	385,386,377	9,639,167	395,025,544	400,443,635	399,400,368
3430 Other Funds Debt Svc Ltd	13,615,040	34,690,305	(8,915,136)	25,775,169	27,745,900	27,745,900
TOTAL EXPENDITURES	\$346,756,453	\$420,334,841	\$724,031	\$421,058,872	\$428,447,694	\$427,417,076
ENDING BALANCE						
3010 Other Funds Cap Improve	-	-	-	-	12,649	-
3020 Other Funds Cap Construct	1,552,138	-	-	-	-	-
3400 Other Funds Ltd	27,770,072	14,999,592	(1,359,764)	13,639,828	11,478,951	12,522,218
3430 Other Funds Debt Svc Ltd	-	-	-	-	-	-
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
TOTAL ENDING BALANCE	\$30,503,290	\$14,999,592	(\$1,359,764)	\$13,639,828	\$11,491,600	\$12,522,218
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	381	407	-	407	400	400
8180 Position Reconciliation	-	3	-	3	-	-
TOTAL AUTHORIZED POSITIONS	381	410	-	410	400	400
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	376.28	398.05	-	398.05	397.50	397.50

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
8280 FTE Reconciliation	-	2.96	-	2.96	-	-
TOTAL AUTHORIZED FTE	376.28	401.01	-	401.01	397.50	397.50

Oregon Liquor & Cannabis Comm

Agency Number: 84500

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Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Distilled Spirits Program

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
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BEGINNING BALANCE

0030 Beginning Balance Adjustment

3400 Other Funds Ltd	-	6,758,712	-	6,758,712	-	-
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REVENUE CATEGORIES

BOND SALES

0555 General Fund Obligation Bonds

3400 Other Funds Ltd	15,345,000	-	-	-	-	-
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0560 Dedicated Fund Oblig Bonds

3400 Other Funds Ltd	-	8,627,217	-	8,627,217	-	-
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TOTAL BOND SALES

3400 Other Funds Ltd	15,345,000	8,627,217	-	8,627,217	-	-
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TOTAL BOND SALES	\$15,345,000	\$8,627,217	-	\$8,627,217	-	-
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INTEREST EARNINGS

0605 Interest Income

3400 Other Funds Ltd	567,606	-	-	-	-	-
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TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	42,691,815	58,381,738	5,597,312	63,979,050	57,625,639	57,625,639
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3430 Other Funds Debt Svc Ltd	13,615,040	34,690,305	(8,915,136)	25,775,169	27,745,900	27,745,900
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All Funds	56,306,855	93,072,043	(3,317,824)	89,754,219	85,371,539	85,371,539
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Oregon Liquor & Cannabis Comm

Agency Number: 84500

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2027-29 Biennium
Distilled Spirits Program

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-001-00-00-00000

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
1020 Transfer In - Indirect Cost						
3400 Other Funds Ltd	-	-	-	-	384,103	384,103
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	42,691,815	58,381,738	5,597,312	63,979,050	58,009,742	58,009,742
3430 Other Funds Debt Svc Ltd	13,615,040	34,690,305	(8,915,136)	25,775,169	27,745,900	27,745,900
TOTAL TRANSFERS IN	\$56,306,855	\$93,072,043	(\$3,317,824)	\$89,754,219	\$85,755,642	\$85,755,642
REVENUES						
3400 Other Funds Ltd	58,604,421	67,008,955	5,597,312	72,606,267	58,009,742	58,009,742
3430 Other Funds Debt Svc Ltd	13,615,040	34,690,305	(8,915,136)	25,775,169	27,745,900	27,745,900
TOTAL REVENUES	\$72,219,461	\$101,699,260	(\$3,317,824)	\$98,381,436	\$85,755,642	\$85,755,642
AVAILABLE REVENUES						
3400 Other Funds Ltd	58,604,421	73,767,667	5,597,312	79,364,979	58,009,742	58,009,742
3430 Other Funds Debt Svc Ltd	13,615,040	34,690,305	(8,915,136)	25,775,169	27,745,900	27,745,900
TOTAL AVAILABLE REVENUES	\$72,219,461	\$108,457,972	(\$3,317,824)	\$105,140,148	\$85,755,642	\$85,755,642
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	9,592,122	11,818,056	527,756	12,345,812	12,873,240	12,873,240
3160 Temporary Appointments						

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-001-00-00-00000****Distilled Spirits Program**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	531,911	369,303	-	369,303	369,303	387,399
3170 Overtime Payments						
3400 Other Funds Ltd	418,727	232,476	-	232,476	232,476	243,867
3180 Shift Differential						
3400 Other Funds Ltd	61,000	2,688	-	2,688	2,688	2,820
3190 All Other Differential						
3400 Other Funds Ltd	278,715	9,681	-	9,681	9,681	10,155
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	10,882,475	12,432,204	527,756	12,959,960	13,487,388	13,517,481
TOTAL SALARIES & WAGES	\$10,882,475	\$12,432,204	\$527,756	\$12,959,960	\$13,487,388	\$13,517,481
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	3,704	5,616	-	5,616	6,083	6,083
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	1,896,577	2,679,179	109,665	2,788,844	3,413,311	3,416,433
3221 Pension Obligation Bond						
3400 Other Funds Ltd	494,404	440,409	5,315	445,724	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	827,618	946,548	47,977	994,525	1,030,078	1,032,379
3240 Unemployment Assessments						

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Agency Number: 84500

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2027-29 Biennium
Distilled Spirits Program

Version: V - 01 - Agency Request Budget
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<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	908	7,176	-	7,176	7,176	7,528
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	42,777	47,951	-	47,951	52,381	52,429
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	2,744	3,276	-	3,276	2,926	2,926
3260 Mass Transit Tax						
3400 Other Funds Ltd	64,487	69,659	-	69,659	69,659	81,104
3270 Flexible Benefits						
3400 Other Funds Ltd	2,816,172	3,307,824	122,772	3,430,596	3,400,320	3,400,320
3280 Other OPE						
3400 Other Funds Ltd	227	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	6,149,618	7,507,638	285,729	7,793,367	7,981,934	7,999,202
TOTAL OTHER PAYROLL EXPENSES	\$6,149,618	\$7,507,638	\$285,729	\$7,793,367	\$7,981,934	\$7,999,202
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(580,140)	-	(580,140)	(580,140)	(674,370)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(769,525)	-	(769,525)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						

Oregon Liquor & Cannabis Comm

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Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Distilled Spirits Program

Version: V - 01 - Agency Request Budget
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<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	-	(1,349,665)	-	(1,349,665)	(580,140)	(674,370)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$1,349,665)	-	(\$1,349,665)	(\$580,140)	(\$674,370)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	17,032,093	18,590,177	813,485	19,403,662	20,889,182	20,842,313
TOTAL PERSONAL SERVICES	\$17,032,093	\$18,590,177	\$813,485	\$19,403,662	\$20,889,182	\$20,842,313
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	86,078	64,030	-	64,030	64,030	67,168
4125 Out of State Travel						
3400 Other Funds Ltd	17,071	5,886	-	5,886	5,886	6,175
4150 Employee Training						
3400 Other Funds Ltd	9,291	5,660	-	5,660	5,660	5,938
4175 Office Expenses						
3400 Other Funds Ltd	21,240,032	22,390,796	-	22,390,796	22,390,796	23,494,560
4200 Telecommunications						
3400 Other Funds Ltd	973	70,707	-	70,707	70,707	74,172
4225 State Gov. Service Charges						
3400 Other Funds Ltd	113,882	300,266	-	300,266	300,266	740,655
4250 Data Processing						
3400 Other Funds Ltd	1,226	93,236	-	93,236	93,236	97,805

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-001-00-00-00000****Distilled Spirits Program**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
4275 Publicity and Publications						
3400 Other Funds Ltd	3,921	19,853	-	19,853	19,853	20,826
4300 Professional Services						
3400 Other Funds Ltd	78,908	17,908	-	17,908	17,908	19,573
4315 IT Professional Services						
3400 Other Funds Ltd	336,952	7,506,122	-	7,506,122	7,506,122	8,204,191
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	490	10,388	-	10,388	10,388	10,897
4400 Dues and Subscriptions						
3400 Other Funds Ltd	-	2,565	-	2,565	2,565	2,691
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	91,035	91,462	-	91,462	91,462	95,944
4450 Fuels and Utilities						
3400 Other Funds Ltd	343,167	270,072	-	270,072	270,072	288,978
4475 Facilities Maintenance						
3400 Other Funds Ltd	33,335	33,501	-	33,501	33,501	35,143
4575 Agency Program Related S and S						
3400 Other Funds Ltd	1,190,732	147,766	-	147,766	147,766	155,006
4650 Other Services and Supplies						
3400 Other Funds Ltd	111,047	4,472,236	-	4,472,236	4,472,236	4,036,515
4715 IT Expendable Property						

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Oregon Liquor & Cannabis Comm

Agency Number: 84500

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Distilled Spirits Program

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-001-00-00-00000

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	66,558	40,844	-	40,844	40,844	42,845
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	23,724,698	35,543,298	-	35,543,298	35,543,298	37,399,082
TOTAL SERVICES & SUPPLIES	\$23,724,698	\$35,543,298	-	\$35,543,298	\$35,543,298	\$37,399,082
CAPITAL OUTLAY						
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	187,415	4,854,760	-	4,854,760	4,854,760	27,685
5400 Automotive and Aircraft						
3400 Other Funds Ltd	183,034	-	-	-	-	-
5550 Data Processing Software						
3400 Other Funds Ltd	9,000	14,761,657	4,783,827	19,545,484	19,545,484	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	77,520	17,775	-	17,775	17,775	18,646
5700 Building Structures						
3400 Other Funds Ltd	13,146,287	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	13,603,256	19,634,192	4,783,827	24,418,019	24,418,019	46,331
TOTAL CAPITAL OUTLAY	\$13,603,256	\$19,634,192	\$4,783,827	\$24,418,019	\$24,418,019	\$46,331
DEBT SERVICE						
7100 Principal - Bonds						

Oregon Liquor & Cannabis Comm

Agency Number: 84500

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Distilled Spirits Program

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-001-00-00-00000

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3430 Other Funds Debt Svc Ltd	5,175,000	14,485,000	(3,390,000)	11,095,000	13,695,000	13,695,000
7150 Interest - Bonds						
3430 Other Funds Debt Svc Ltd	8,440,040	20,205,305	(5,525,136)	14,680,169	14,050,900	14,050,900
TOTAL DEBT SERVICE						
3430 Other Funds Debt Svc Ltd	13,615,040	34,690,305	(8,915,136)	25,775,169	27,745,900	27,745,900
TOTAL DEBT SERVICE	\$13,615,040	\$34,690,305	(\$8,915,136)	\$25,775,169	\$27,745,900	\$27,745,900
EXPENDITURES						
3400 Other Funds Ltd	54,360,047	73,767,667	5,597,312	79,364,979	80,850,499	58,287,726
3430 Other Funds Debt Svc Ltd	13,615,040	34,690,305	(8,915,136)	25,775,169	27,745,900	27,745,900
TOTAL EXPENDITURES	\$67,975,087	\$108,457,972	(\$3,317,824)	\$105,140,148	\$108,596,399	\$86,033,626
ENDING BALANCE						
3400 Other Funds Ltd	4,244,374	-	-	-	(22,840,757)	(277,984)
3430 Other Funds Debt Svc Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	\$4,244,374	-	-	-	(\$22,840,757)	(\$277,984)
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	77	79	-	79	77	77
8180 Position Reconciliation	-	(2)	-	(2)	-	-
TOTAL AUTHORIZED POSITIONS	77	77	-	77	77	77
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	77.00	78.00	-	78.00	77.00	77.00

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Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Distilled Spirits Program

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-001-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
8280 FTE Reconciliation	-	(2.00)	-	(2.00)	-	-
TOTAL AUTHORIZED FTE	77.00	76.00	-	76.00	77.00	77.00

Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-002-00-00-00000****Public Safety Services Program**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
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REVENUE CATEGORIES**TRANSFERS IN****1010 Transfer In - Intrafund**

3400 Other Funds Ltd	32,882,055	37,578,220	1,463,559	39,041,779	35,180,461	35,180,461
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1020 Transfer In - Indirect Cost

3400 Other Funds Ltd	-	-	-	-	4,294,179	4,294,179
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TOTAL TRANSFERS IN

3400 Other Funds Ltd	32,882,055	37,578,220	1,463,559	39,041,779	39,474,640	39,474,640
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TOTAL TRANSFERS IN	\$32,882,055	\$37,578,220	\$1,463,559	\$39,041,779	\$39,474,640	\$39,474,640
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REVENUES

3400 Other Funds Ltd	32,882,055	37,578,220	1,463,559	39,041,779	39,474,640	39,474,640
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AVAILABLE REVENUES

3400 Other Funds Ltd	32,882,055	37,578,220	1,463,559	39,041,779	39,474,640	39,474,640
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EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES****3110 Class/Unclass Sal. and Per Diem**

3400 Other Funds Ltd	18,038,674	21,218,142	1,047,728	22,265,870	23,406,582	22,524,582
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3160 Temporary Appointments

3400 Other Funds Ltd	69,595	139,040	-	139,040	139,040	145,853
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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-002-00-00-00000****Public Safety Services Program**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3170 Overtime Payments						
3400 Other Funds Ltd	218,691	116,499	-	116,499	116,499	122,207
3180 Shift Differential						
3400 Other Funds Ltd	65,569	67,709	-	67,709	67,709	71,027
3190 All Other Differential						
3400 Other Funds Ltd	193,866	45,514	-	45,514	45,514	47,744
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	18,586,395	21,586,904	1,047,728	22,634,632	23,775,344	22,911,413
TOTAL SALARIES & WAGES	\$18,586,395	\$21,586,904	\$1,047,728	\$22,634,632	\$23,775,344	\$22,911,413
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	5,344	7,938	-	7,938	8,707	8,430
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	3,973,436	4,763,583	217,711	4,981,294	6,150,163	5,923,595
3221 Pension Obligation Bond						
3400 Other Funds Ltd	894,678	863,161	(70,662)	792,499	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	1,408,183	1,651,387	95,248	1,746,635	1,818,832	1,752,740
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	10,869	-	10,869	10,869	11,402

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Oregon Liquor & Cannabis Comm

Agency Number: 84500

**Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Public Safety Services Program**

**Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-002-00-00-00000**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	73,335	85,786	-	85,786	94,552	91,068
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	3,657	4,630	-	4,630	4,189	4,056
3260 Mass Transit Tax						
3400 Other Funds Ltd	97,873	132,946	-	132,946	132,946	142,762
3270 Flexible Benefits						
3400 Other Funds Ltd	4,109,235	4,675,482	173,534	4,849,016	4,868,640	4,714,080
3280 Other OPE						
3400 Other Funds Ltd	158	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	10,565,899	12,195,782	415,831	12,611,613	13,088,898	12,648,133
TOTAL OTHER PAYROLL EXPENSES	\$10,565,899	\$12,195,782	\$415,831	\$12,611,613	\$13,088,898	\$12,648,133
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(1,107,143)	-	(1,107,143)	(1,107,143)	(1,188,768)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	526,342	-	526,342	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(580,801)	-	(580,801)	(1,107,143)	(1,188,768)

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-002-00-00-00000****Public Safety Services Program**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$580,801)	-	(\$580,801)	(\$1,107,143)	(\$1,188,768)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	29,152,294	33,201,885	1,463,559	34,665,444	35,757,099	34,370,778
TOTAL PERSONAL SERVICES	\$29,152,294	\$33,201,885	\$1,463,559	\$34,665,444	\$35,757,099	\$34,370,778
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	99,873	266,688	-	266,688	266,688	279,756
4125 Out of State Travel						
3400 Other Funds Ltd	20,249	15,170	-	15,170	15,170	15,913
4150 Employee Training						
3400 Other Funds Ltd	55,504	111,261	-	111,261	111,261	116,713
4175 Office Expenses						
3400 Other Funds Ltd	176,823	431,562	-	431,562	431,562	462,417
4200 Telecommunications						
3400 Other Funds Ltd	687,378	1,156,973	-	1,156,973	1,156,973	1,213,665
4225 State Gov. Service Charges						
3400 Other Funds Ltd	149,529	431,156	-	431,156	431,156	1,086,936
4250 Data Processing						
3400 Other Funds Ltd	35	65,916	-	65,916	65,916	69,145
4275 Publicity and Publications						

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-002-00-00-00000****Public Safety Services Program**

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	38,571	71,180	-	71,180	71,180	74,667
4300 Professional Services						
3400 Other Funds Ltd	468,677	412,573	-	412,573	412,573	450,942
4315 IT Professional Services						
3400 Other Funds Ltd	64,775	67,322	-	67,322	67,322	73,583
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	12,575	10,155	-	10,155	10,155	10,652
4400 Dues and Subscriptions						
3400 Other Funds Ltd	5,923	11,208	-	11,208	11,208	11,757
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	885,584	913,359	-	913,359	913,359	962,469
4450 Fuels and Utilities						
3400 Other Funds Ltd	28,034	27,640	-	27,640	27,640	29,574
4475 Facilities Maintenance						
3400 Other Funds Ltd	87,414	21,037	-	21,037	21,037	22,068
4575 Agency Program Related S and S						
3400 Other Funds Ltd	61,233	48,430	-	48,430	48,430	50,803
4650 Other Services and Supplies						
3400 Other Funds Ltd	2,878	63,540	-	63,540	63,540	66,656
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	6,527	-	6,527	6,527	6,847

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Oregon Liquor & Cannabis Comm

Agency Number: 84500

**Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Public Safety Services Program**

**Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-002-00-00-00000**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
4715 IT Expendable Property						
3400 Other Funds Ltd	39,641	42,803	-	42,803	42,803	44,900
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	2,884,696	4,174,500	-	4,174,500	4,174,500	5,049,463
TOTAL SERVICES & SUPPLIES	\$2,884,696	\$4,174,500	-	\$4,174,500	\$4,174,500	\$5,049,463
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	-	10,056	-	10,056	10,056	10,549
5200 Technical Equipment						
3400 Other Funds Ltd	-	41,802	-	41,802	41,802	43,850
5400 Automotive and Aircraft						
3400 Other Funds Ltd	-	149,977	-	149,977	149,977	-
5700 Building Structures						
3400 Other Funds Ltd	845,065	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	845,065	201,835	-	201,835	201,835	54,399
TOTAL CAPITAL OUTLAY	\$845,065	\$201,835	-	\$201,835	\$201,835	\$54,399
EXPENDITURES						
3400 Other Funds Ltd	32,882,055	37,578,220	1,463,559	39,041,779	40,133,434	39,474,640
ENDING BALANCE						

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-002-00-00-00000****Public Safety Services Program**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	-	-	-	-	(658,794)	-
TOTAL ENDING BALANCE	-	-	-	-	(\$658,794)	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	110	113	-	113	113	109
8180 Position Reconciliation	-	3	-	3	-	-
TOTAL AUTHORIZED POSITIONS	110	116	-	116	113	109
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	106.50	110.25	-	110.25	110.25	106.75
8280 FTE Reconciliation	-	3.00	-	3.00	-	-
TOTAL AUTHORIZED FTE	106.50	113.25	-	113.25	110.25	106.75

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BDV001A - Agency Worksheet - Revenues & Expenditures

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
REVENUE CATEGORIES						
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	8,971	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	32,991,939	35,700,139	1,647,044	37,347,183	40,796,482	40,796,482
1020 Transfer In - Indirect Cost						
3400 Other Funds Ltd	7,936,569	10,204,595	-	10,204,595	10,298,443	10,298,443
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	40,928,508	45,904,734	1,647,044	47,551,778	51,094,925	51,094,925
TOTAL TRANSFERS IN	\$40,928,508	\$45,904,734	\$1,647,044	\$47,551,778	\$51,094,925	\$51,094,925

REVENUES						
3400 Other Funds Ltd	40,937,479	45,904,734	1,647,044	47,551,778	51,094,925	51,094,925

AVAILABLE REVENUES						
3400 Other Funds Ltd	40,937,479	45,904,734	1,647,044	47,551,778	51,094,925	51,094,925

EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						

Oregon Liquor & Cannabis Comm

Agency Number: 84500

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Administration and Support

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-003-00-00-00000

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	16,627,891	20,912,826	970,066	21,882,892	22,618,296	22,839,048
3115 Board Member Stipend						
3400 Other Funds Ltd	21,010	-	-	-	-	-
3160 Temporary Appointments						
3400 Other Funds Ltd	54,545	7,989	-	7,989	7,989	8,380
3170 Overtime Payments						
3400 Other Funds Ltd	242,221	106,602	-	106,602	106,602	111,825
3180 Shift Differential						
3400 Other Funds Ltd	2,989	3,303	-	3,303	3,303	3,465
3190 All Other Differential						
3400 Other Funds Ltd	208,816	13,437	-	13,437	13,437	14,096
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	17,157,472	21,044,157	970,066	22,014,223	22,749,627	22,976,814
TOTAL SALARIES & WAGES	\$17,157,472	\$21,044,157	\$970,066	\$22,014,223	\$22,749,627	\$22,976,814
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	4,111	7,182	-	7,182	7,780	7,859
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	3,215,149	4,664,670	201,571	4,866,241	5,908,627	5,965,142
3221 Pension Obligation Bond						

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Oregon Liquor & Cannabis Comm

Agency Number: 84500

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Administration and Support

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-003-00-00-00000

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	809,464	761,784	15,500	777,284	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	1,294,574	1,591,773	88,187	1,679,960	1,726,312	1,743,692
3240 Unemployment Assessments						
3400 Other Funds Ltd	49,392	15,347	-	15,347	15,347	16,098
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	65,280	82,846	-	82,846	89,924	90,793
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	2,861	4,191	-	4,191	3,744	3,782
3260 Mass Transit Tax						
3400 Other Funds Ltd	102,389	116,626	-	116,626	116,626	136,537
3270 Flexible Benefits						
3400 Other Funds Ltd	3,757,147	4,230,198	157,008	4,387,206	4,349,760	4,393,920
3280 Other OPE						
3400 Other Funds Ltd	436	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	9,300,803	11,474,617	462,266	11,936,883	12,218,120	12,357,823
TOTAL OTHER PAYROLL EXPENSES	\$9,300,803	\$11,474,617	\$462,266	\$11,936,883	\$12,218,120	\$12,357,823
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						

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Agency Number: 84500

Agency Worksheet - Revenues & Expenditures
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Administration and Support

Version: V - 01 - Agency Request Budget
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<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	-	(970,841)	-	(970,841)	(970,841)	(1,137,481)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	514,578	-	514,578	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(456,263)	-	(456,263)	(970,841)	(1,137,481)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$456,263)	-	(\$456,263)	(\$970,841)	(\$1,137,481)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	26,458,275	32,062,511	1,432,332	33,494,843	33,996,906	34,197,156
TOTAL PERSONAL SERVICES	\$26,458,275	\$32,062,511	\$1,432,332	\$33,494,843	\$33,996,906	\$34,197,156
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	151,228	123,293	-	123,293	123,293	129,336
4125 Out of State Travel						
3400 Other Funds Ltd	92,804	31,125	-	31,125	31,125	32,650
4150 Employee Training						
3400 Other Funds Ltd	49,913	88,579	-	88,579	88,579	92,919
4175 Office Expenses						
3400 Other Funds Ltd	712,022	665,480	-	665,480	665,480	770,207
4200 Telecommunications						
3400 Other Funds Ltd	559,978	163,957	-	163,957	163,957	177,414

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Administration and Support****Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-003-00-00-00000**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
4225 State Gov. Service Charges						
3400 Other Funds Ltd	4,677,931	5,579,341	(51,293)	5,528,048	5,528,048	7,319,022
4250 Data Processing						
3400 Other Funds Ltd	240,747	924,462	-	924,462	924,462	992,510
4275 Publicity and Publications						
3400 Other Funds Ltd	18,552	12,644	-	12,644	12,644	13,264
4300 Professional Services						
3400 Other Funds Ltd	1,319,149	924,205	-	924,205	924,205	299,707
4315 IT Professional Services						
3400 Other Funds Ltd	1,789,944	1,866,165	-	1,866,165	1,866,165	2,039,719
4325 Attorney General						
3400 Other Funds Ltd	834,726	882,502	-	882,502	882,502	964,574
4350 Dispute Resolution Services						
3400 Other Funds Ltd	7,669	-	-	-	-	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	66,097	9,000	-	9,000	9,000	9,442
4400 Dues and Subscriptions						
3400 Other Funds Ltd	39,542	14,520	-	14,520	14,520	15,231
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	24,402	873,260	(266,000)	607,260	607,260	2,000,985
4450 Fuels and Utilities						

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-003-00-00-00000****Administration and Support**

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
3400 Other Funds Ltd	432,586	426,890	-	426,890	426,890	456,773
4475 Facilities Maintenance						
3400 Other Funds Ltd	459,149	249,226	-	249,226	249,226	261,438
4575 Agency Program Related S and S						
3400 Other Funds Ltd	813	15,264	-	15,264	15,264	16,012
4650 Other Services and Supplies						
3400 Other Funds Ltd	343,401	335,643	-	335,643	335,643	353,940
4715 IT Expendable Property						
3400 Other Funds Ltd	1,746,015	497,058	-	497,058	497,058	521,414
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	13,566,668	13,682,614	(317,293)	13,365,321	13,365,321	16,466,557
TOTAL SERVICES & SUPPLIES	\$13,566,668	\$13,682,614	(\$317,293)	\$13,365,321	\$13,365,321	\$16,466,557
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	-	8,037	-	8,037	8,037	8,431
5150 Telecommunications Equipment						
3400 Other Funds Ltd	243,724	-	-	-	-	-
5200 Technical Equipment						
3400 Other Funds Ltd	-	19,725	-	19,725	19,725	20,692
5400 Automotive and Aircraft						

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

Administration and Support

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	636,862	131,847	-	131,847	131,847	138,308
5700 Building Structures						
3400 Other Funds Ltd	31,950	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	912,536	159,609	-	159,609	159,609	167,431
TOTAL CAPITAL OUTLAY	\$912,536	\$159,609	-	\$159,609	\$159,609	\$167,431
EXPENDITURES						
3400 Other Funds Ltd	40,937,479	45,904,734	1,115,039	47,019,773	47,521,836	50,831,144
ENDING BALANCE						
3400 Other Funds Ltd	-	-	532,005	532,005	3,573,089	263,781
TOTAL ENDING BALANCE	-	-	\$532,005	\$532,005	\$3,573,089	\$263,781
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	91	104	-	104	99	100
8180 Position Reconciliation	-	2	-	2	-	-
TOTAL AUTHORIZED POSITIONS	91	106	-	106	99	100
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	90.14	99.80	-	99.80	98.50	99.50
8280 FTE Reconciliation	-	1.96	-	1.96	-	-
TOTAL AUTHORIZED FTE	90.14	101.76	-	101.76	98.50	99.50

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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	16,718,990	4,363,660	-	4,363,660	4,363,660	4,363,660
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	8,775,242	-	8,775,242	(1,913,385)	(1,913,385)
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	16,718,990	13,138,902	-	13,138,902	2,450,275	2,450,275
TOTAL BEGINNING BALANCE	\$16,718,990	\$13,138,902	-	\$13,138,902	\$2,450,275	\$2,450,275
REVENUE CATEGORIES						
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	33,444,076	38,023,280	-	38,023,280	50,555,734	50,555,734
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	564,705	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	6,920	-	-	-	-	-
REVENUES						
3400 Other Funds Ltd	34,015,701	38,023,280	-	38,023,280	50,555,734	50,555,734

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Recreational Marijuana Program****Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-004-00-00-00000**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
TRANSFERS OUT						
2020 Transfer Out - Indirect Cost						
3400 Other Funds Ltd	(6,216,874)	(9,389,986)	-	(9,389,986)	(9,389,986)	(9,389,986)
2603 Tsfr To Agriculture, Dept of						
3400 Other Funds Ltd	(2,571,103)	(1,790,906)	-	(1,790,906)	(2,053,573)	(2,053,573)
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(8,787,977)	(11,180,892)	-	(11,180,892)	(11,443,559)	(11,443,559)
TOTAL TRANSFERS OUT	(\$8,787,977)	(\$11,180,892)	-	(\$11,180,892)	(\$11,443,559)	(\$11,443,559)

AVAILABLE REVENUES

3400 Other Funds Ltd	41,946,714	39,981,290	-	39,981,290	41,562,450	41,562,450
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EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES****3110 Class/Unclass Sal. and Per Diem**

3400 Other Funds Ltd	12,531,611	16,553,403	840,460	17,393,863	18,759,369	20,289,345
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3160 Temporary Appointments

3400 Other Funds Ltd	82,798	8,398	-	8,398	8,398	8,810
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3170 Overtime Payments

3400 Other Funds Ltd	184,121	86,240	-	86,240	86,240	90,466
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Recreational Marijuana Program****Version: V - 01 - Agency Request Budget
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<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	5,549	-	-	-	-	-
3190 All Other Differential						
3400 Other Funds Ltd	228,233	-	-	-	-	-
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	13,032,312	16,648,041	840,460	17,488,501	18,854,007	20,388,621
TOTAL SALARIES & WAGES	\$13,032,312	\$16,648,041	\$840,460	\$17,488,501	\$18,854,007	\$20,388,621
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	3,900	6,405	-	6,405	7,165	7,757
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	2,766,088	3,695,671	174,661	3,870,332	4,903,621	5,302,820
3221 Pension Obligation Bond						
3400 Other Funds Ltd	633,055	593,804	21,032	614,836	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	985,804	1,273,572	76,415	1,349,987	1,442,347	1,559,747
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	222	-	222	222	233
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	51,449	66,555	-	66,555	75,381	81,519
3250 Worker's Comp. Assess. (WCD)						

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Agency Number: 84500

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Recreational Marijuana Program

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-004-00-00-00000

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	2,683	3,733	-	3,733	3,447	3,732
3260 Mass Transit Tax						
3400 Other Funds Ltd	75,014	98,095	-	98,095	98,095	113,152
3270 Flexible Benefits						
3400 Other Funds Ltd	3,333,368	3,772,545	140,020	3,912,565	4,005,680	4,336,880
3280 Other OPE						
3400 Other Funds Ltd	77	(1,120)	-	(1,120)	(1,120)	-
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	7,851,438	9,509,482	412,128	9,921,610	10,534,838	11,405,840
TOTAL OTHER PAYROLL EXPENSES	\$7,851,438	\$9,509,482	\$412,128	\$9,921,610	\$10,534,838	\$11,405,840
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(757,128)	-	(757,128)	(757,128)	(942,700)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(33,505)	-	(33,505)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(790,633)	-	(790,633)	(757,128)	(942,700)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$790,633)	-	(\$790,633)	(\$757,128)	(\$942,700)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	20,883,750	25,366,890	1,252,588	26,619,478	28,631,717	30,851,761

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Recreational Marijuana Program****Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-004-00-00-00000**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
TOTAL PERSONAL SERVICES	\$20,883,750	\$25,366,890	\$1,252,588	\$26,619,478	\$28,631,717	\$30,851,761
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	66,417	148,543	-	148,543	148,543	180,821
4125 Out of State Travel						
3400 Other Funds Ltd	11,365	17,954	-	17,954	17,954	18,834
4150 Employee Training						
3400 Other Funds Ltd	8,663	132,040	-	132,040	132,040	138,510
4175 Office Expenses						
3400 Other Funds Ltd	334,772	290,933	-	290,933	290,933	513,751
4200 Telecommunications						
3400 Other Funds Ltd	463,842	474,531	-	474,531	474,531	547,782
4225 State Gov. Service Charges						
3400 Other Funds Ltd	104,659	350,312	-	350,312	350,312	865,700
4250 Data Processing						
3400 Other Funds Ltd	2,921,485	144,628	-	144,628	144,628	236,715
4275 Publicity and Publications						
3400 Other Funds Ltd	16,847	3,520	-	3,520	3,520	3,693
4300 Professional Services						
3400 Other Funds Ltd	224,284	520,033	-	520,033	520,033	568,396

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Recreational Marijuana Program****Version: V - 01 - Agency Request Budget
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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
4315 IT Professional Services						
3400 Other Funds Ltd	200,275	3,050,965	-	3,050,965	3,050,965	3,334,705
4325 Attorney General						
3400 Other Funds Ltd	441,181	722,487	-	722,487	722,487	789,678
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	553	84,411	-	84,411	84,411	88,547
4400 Dues and Subscriptions						
3400 Other Funds Ltd	-	3,523	-	3,523	3,523	3,696
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	631,399	754,960	-	754,960	754,960	791,953
4450 Fuels and Utilities						
3400 Other Funds Ltd	28,755	-	-	-	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	44,297	839,739	-	839,739	839,739	880,886
4575 Agency Program Related S and S						
3400 Other Funds Ltd	83,044	425,708	-	425,708	425,708	446,568
4650 Other Services and Supplies						
3400 Other Funds Ltd	92,172	136,371	-	136,371	136,371	143,775
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	-	90,596	-	90,596	90,596	95,035
4715 IT Expendable Property						

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<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	365,868	44,005	-	44,005	44,005	46,161
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	6,039,878	8,235,259	-	8,235,259	8,235,259	9,695,206
TOTAL SERVICES & SUPPLIES	\$6,039,878	\$8,235,259	-	\$8,235,259	\$8,235,259	\$9,695,206
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	-	8,358	-	8,358	8,358	8,767
5150 Telecommunications Equipment						
3400 Other Funds Ltd	2,550	-	-	-	-	-
5200 Technical Equipment						
3400 Other Funds Ltd	19,505	-	-	-	-	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	-	656,505	-	656,505	656,505	-
5550 Data Processing Software						
3400 Other Funds Ltd	124,370	100,000	-	100,000	100,000	-
5700 Building Structures						
3400 Other Funds Ltd	225,230	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	371,655	764,863	-	764,863	764,863	8,767
TOTAL CAPITAL OUTLAY	\$371,655	\$764,863	-	\$764,863	\$764,863	\$8,767

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Agency Worksheet - Revenues & Expenditures
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Recreational Marijuana Program

Version: V - 01 - Agency Request Budget
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DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
EXPENDITURES						
3400 Other Funds Ltd	27,295,283	34,367,012	1,252,588	35,619,600	37,631,839	40,555,734
ENDING BALANCE						
3400 Other Funds Ltd	14,651,431	5,614,278	(1,252,588)	4,361,690	3,930,611	1,006,716
TOTAL ENDING BALANCE	\$14,651,431	\$5,614,278	(\$1,252,588)	\$4,361,690	\$3,930,611	\$1,006,716
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	82	90	-	90	90	98
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	81.64	88.96	-	88.96	90.71	98.21

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
REVENUE CATEGORIES						
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	6,048	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	173,670,720	186,613,710	-	186,613,710	203,968,785	203,968,785
REVENUES						
3400 Other Funds Ltd	173,676,768	186,613,710	-	186,613,710	203,968,785	203,968,785
AVAILABLE REVENUES						
3400 Other Funds Ltd	173,676,768	186,613,710	-	186,613,710	203,968,785	203,968,785
EXPENDITURES						
SERVICES & SUPPLIES						
4300 Professional Services						
3400 Other Funds Ltd	173,485,221	186,613,710	-	186,613,710	186,613,710	203,968,785
4575 Agency Program Related S and S						
3400 Other Funds Ltd	191,547	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	173,676,768	186,613,710	-	186,613,710	186,613,710	203,968,785
TOTAL SERVICES & SUPPLIES	\$173,676,768	\$186,613,710	-	\$186,613,710	\$186,613,710	\$203,968,785

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Agents Compensation Program

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-005-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
EXPENDITURES						
3400 Other Funds Ltd	173,676,768	186,613,710	-	186,613,710	186,613,710	203,968,785
ENDING BALANCE						
3400 Other Funds Ltd	-	-	-	-	17,355,075	-
TOTAL ENDING BALANCE	-	-	-	-	\$17,355,075	-

Oregon Liquor & Cannabis Comm

Agency Number: 84500

Agency Worksheet - Revenues & Expenditures

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Medical Marijuana Program

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	7,061,631	4,365,408	-	4,365,408	4,365,408	4,365,408
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	4,189,549	-	4,189,549	3,007,267	3,007,267
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	7,061,631	8,554,957	-	8,554,957	7,372,675	7,372,675
TOTAL BEGINNING BALANCE	\$7,061,631	\$8,554,957	-	\$8,554,957	\$7,372,675	\$7,372,675

REVENUE CATEGORIES

LICENSES AND FEES

0205 Business Lic and Fees

3400 Other Funds Ltd	26,760	-	-	-	-	-
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OTHER

0975 Other Revenues

3400 Other Funds Ltd	1,065	-	-	-	-	-
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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
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1443 Tsfr From Oregon Health Authority

3400 Other Funds Ltd	-	300,000	-	300,000	73,631	73,631
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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Medical Marijuana Program****Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-006-00-00-00000**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	7,000,000	7,300,000	-	7,300,000	7,073,631	7,073,631
TOTAL TRANSFERS IN	\$7,000,000	\$7,300,000	-	\$7,300,000	\$7,073,631	\$7,073,631
REVENUES						
3400 Other Funds Ltd	7,027,825	7,300,000	-	7,300,000	7,073,631	7,073,631
TRANSFERS OUT						
2020 Transfer Out - Indirect Cost						
3400 Other Funds Ltd	(1,719,695)	(814,609)	-	(814,609)	(814,609)	(814,609)
AVAILABLE REVENUES						
3400 Other Funds Ltd	12,369,761	15,040,348	-	15,040,348	13,631,697	13,631,697
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	1,855,390	3,504,933	142,782	3,647,715	3,879,537	3,020,409
3170 Overtime Payments						
3400 Other Funds Ltd	5,886	-	-	-	-	-
3180 Shift Differential						
3400 Other Funds Ltd	493	-	-	-	-	-
3190 All Other Differential						

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Medical Marijuana Program

Version: V - 01 - Agency Request Budget
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<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	73,031	-	-	-	-	-
TOTAL SALARIES & WAGES						
3400 Other Funds Ltd	1,934,800	3,504,933	142,782	3,647,715	3,879,537	3,020,409
TOTAL SALARIES & WAGES	\$1,934,800	\$3,504,933	\$142,782	\$3,647,715	\$3,879,537	\$3,020,409
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	566	1,515	-	1,515	1,662	1,267
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	397,836	778,448	29,668	808,116	1,009,450	785,905
3221 Pension Obligation Bond						
3400 Other Funds Ltd	91,088	137,388	(7,881)	129,507	-	-
3230 Social Security Taxes						
3400 Other Funds Ltd	145,896	268,126	12,980	281,106	296,791	231,067
3240 Unemployment Assessments						
3400 Other Funds Ltd	-	802	-	802	802	841
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	7,626	14,017	-	14,017	15,518	12,081
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	386	884	-	884	800	610
3260 Mass Transit Tax						

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<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	11,709	21,020	-	21,020	21,020	23,277
3270 Flexible Benefits						
3400 Other Funds Ltd	492,776	892,335	33,120	925,455	929,200	708,400
TOTAL OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	1,147,883	2,114,535	67,887	2,182,422	2,275,243	1,763,448
TOTAL OTHER PAYROLL EXPENSES	\$1,147,883	\$2,114,535	\$67,887	\$2,182,422	\$2,275,243	\$1,763,448
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(175,171)	-	(175,171)	(175,171)	(193,977)
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(1,971)	-	(1,971)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(177,142)	-	(177,142)	(175,171)	(193,977)
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$177,142)	-	(\$177,142)	(\$175,171)	(\$193,977)
TOTAL PERSONAL SERVICES						
3400 Other Funds Ltd	3,082,683	5,442,326	210,669	5,652,995	5,979,609	4,589,880
TOTAL PERSONAL SERVICES	\$3,082,683	\$5,442,326	\$210,669	\$5,652,995	\$5,979,609	\$4,589,880
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	13,863	54,855	-	54,855	54,855	32,543

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Medical Marijuana Program****Version: V - 01 - Agency Request Budget
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<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
4150 Employee Training						
3400 Other Funds Ltd	410	-	-	-	-	-
4175 Office Expenses						
3400 Other Funds Ltd	10,488	35,330	-	35,330	35,330	23,865
4200 Telecommunications						
3400 Other Funds Ltd	377,895	199,781	-	199,781	199,781	159,570
4225 State Gov. Service Charges						
3400 Other Funds Ltd	27,258	80,841	-	80,841	80,841	201,996
4250 Data Processing						
3400 Other Funds Ltd	2,122	1,078,726	-	1,078,726	1,078,726	1,046,584
4300 Professional Services						
3400 Other Funds Ltd	212	705	-	705	705	771
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	-	1,645	-	1,645	1,645	1,726
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	253,652	173,992	-	173,992	173,992	182,518
4450 Fuels and Utilities						
3400 Other Funds Ltd	4,147	-	-	-	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	21,521	-	-	-	-	-
4575 Agency Program Related S and S						

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Medical Marijuana Program

Version: V - 01 - Agency Request Budget
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<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	6,050	-	-	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	11,487	40,883	-	40,883	40,883	42,886
4715 IT Expendable Property						
3400 Other Funds Ltd	2,627	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	731,732	1,666,758	-	1,666,758	1,666,758	1,692,459
TOTAL SERVICES & SUPPLIES	\$731,732	\$1,666,758	-	\$1,666,758	\$1,666,758	\$1,692,459
CAPITAL OUTLAY						
5400 Automotive and Aircraft						
3400 Other Funds Ltd	-	45,950	-	45,950	45,950	-
EXPENDITURES						
3400 Other Funds Ltd	3,814,415	7,155,034	210,669	7,365,703	7,692,317	6,282,339
ENDING BALANCE						
3400 Other Funds Ltd	8,555,346	7,885,314	(210,669)	7,674,645	5,939,380	7,349,358
TOTAL ENDING BALANCE	\$8,555,346	\$7,885,314	(\$210,669)	\$7,674,645	\$5,939,380	\$7,349,358
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	21	21	-	21	21	16
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	21.00	21.04	-	21.04	21.04	16.04

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Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Capital Improvements

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-088-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3010 Other Funds Cap Improve	141,275	258,159	-	258,159	270,808	270,808
REVENUES						
3010 Other Funds Cap Improve	141,275	258,159	-	258,159	270,808	270,808
AVAILABLE REVENUES						
3010 Other Funds Cap Improve	141,275	258,159	-	258,159	270,808	270,808
EXPENDITURES						
SERVICES & SUPPLIES						
4475 Facilities Maintenance						
3010 Other Funds Cap Improve	11,328	-	-	-	-	-
CAPITAL OUTLAY						
5650 Land Improvements						
3010 Other Funds Cap Improve	-	6,050	-	6,050	6,050	6,346
5700 Building Structures						
3010 Other Funds Cap Improve	129,947	252,109	-	252,109	252,109	264,462
TOTAL CAPITAL OUTLAY						
3010 Other Funds Cap Improve	129,947	258,159	-	258,159	258,159	270,808
TOTAL CAPITAL OUTLAY	\$129,947	\$258,159	-	\$258,159	\$258,159	\$270,808

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Capital Improvements

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-088-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
EXPENDITURES						
3010 Other Funds Cap Improve	141,275	258,159	-	258,159	258,159	270,808
ENDING BALANCE						
3010 Other Funds Cap Improve	-	-	-	-	12,649	-
TOTAL ENDING BALANCE	-	-	-	-	\$12,649	-

Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Capital Construction

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-089-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3020 Other Funds Cap Construct	1,552,138	-	-	-	-	-
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	34,091	-	-	-	-	-
REVENUES						
3400 Other Funds Ltd	34,091	-	-	-	-	-
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	1,552,138	-	-	-	-	-
3400 Other Funds Ltd	34,091	-	-	-	-	-
TOTAL AVAILABLE REVENUES	\$1,586,229	-	-	-	-	-
EXPENDITURES						
SERVICES & SUPPLIES						
4175 Office Expenses						
3400 Other Funds Ltd	2,109	-	-	-	-	-
4300 Professional Services						
3400 Other Funds Ltd	5,500	-	-	-	-	-
4450 Fuels and Utilities						

Oregon Liquor & Cannabis Comm

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Capital Construction

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

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
3400 Other Funds Ltd	324	-	-	-	-	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	2,237	-	-	-	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	15,371	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
3400 Other Funds Ltd	25,541	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	\$25,541	-	-	-	-	-
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	5,500	-	-	-	-	-
5700 Building Structures						
3400 Other Funds Ltd	2,000	-	-	-	-	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	1,050	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
3400 Other Funds Ltd	8,550	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$8,550	-	-	-	-	-
EXPENDITURES						
3400 Other Funds Ltd	34,091	-	-	-	-	-

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Agency Worksheet - Revenues & Expenditures
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Capital Construction

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-089-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
ENDING BALANCE						
3020 Other Funds Cap Construct	1,552,138	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	\$1,552,138	-	-	-	-	-

Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-990-00-00-00000****Agency-Wide Consolidation**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
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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	7,759,422	27,092,692	-	27,092,692	26,353,591	26,353,591
8800 General Fund Revenue	9,875,628	10,246,270	-	10,246,270	9,958,841	9,958,841
All Funds	17,635,050	37,338,962	-	37,338,962	36,312,432	36,312,432

LICENSES AND FEES**0205 Business Lic and Fees**

3400 Other Funds Ltd	17,257,264	7,924,023	-	7,924,023	8,407,960	8,407,960
8800 General Fund Revenue	21,963,792	10,085,121	-	10,085,121	10,701,040	10,701,040
All Funds	39,221,056	18,009,144	-	18,009,144	19,109,000	19,109,000

FINES, RENTS AND ROYALTIES**0505 Fines and Forfeitures**

3400 Other Funds Ltd	310,119	-	-	-	-	-
8800 General Fund Revenue	394,696	-	-	-	-	-
All Funds	704,815	-	-	-	-	-

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Agency-Wide Consolidation

Version: V - 01 - Agency Request Budget
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<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
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	141,275	258,159	-	258,159	270,808	270,808
3400 Other Funds Ltd	1,395,818,818	988,884,533	-	988,884,533	917,500,761	917,500,761
8800 General Fund Revenue	297,149,980	647,830,704	-	647,830,704	661,599,908	661,599,908
All Funds	1,693,110,073	1,636,973,396	-	1,636,973,396	1,579,371,477	1,579,371,477
TOTAL SALES INCOME						
3010 Other Funds Cap Improve	141,275	258,159	-	258,159	270,808	270,808
3400 Other Funds Ltd	1,395,818,818	989,324,533	-	989,324,533	917,940,761	917,940,761
8800 General Fund Revenue	297,149,980	648,390,704	-	648,390,704	662,159,908	662,159,908
TOTAL SALES INCOME	\$1,693,110,073	\$1,637,973,396	-	\$1,637,973,396	\$1,580,371,477	\$1,580,371,477
COST OF GOODS SOLD						
0755 Liquor Cost of Goods Sold						
3400 Other Funds Ltd	(875,930,100)	(431,524,869)	(413,966)	(431,938,835)	(352,888,162)	(352,888,162)
8800 General Fund Revenue	-	(374,146,659)	413,966	(373,732,693)	(433,461,262)	(433,461,262)
All Funds	(875,930,100)	(805,671,528)	-	(805,671,528)	(786,349,424)	(786,349,424)

Oregon Liquor & Cannabis Comm**Agency Number: 84500****Agency Worksheet - Revenues & Expenditures****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-990-00-00-00000****Agency-Wide Consolidation**

<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
0760 Cost of Goods Sold						
3400 Other Funds Ltd	-	(18,006,707)	-	(18,006,707)	(17,363,192)	(17,363,192)
TOTAL COST OF GOODS SOLD						
3400 Other Funds Ltd	(875,930,100)	(449,531,576)	(413,966)	(449,945,542)	(370,251,354)	(370,251,354)
8800 General Fund Revenue	-	(374,146,659)	413,966	(373,732,693)	(433,461,262)	(433,461,262)
TOTAL COST OF GOODS SOLD	(\$875,930,100)	(\$823,678,235)	-	(\$823,678,235)	(\$803,712,616)	(\$803,712,616)
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	1,215,760	-	-	-	-	-
8800 General Fund Revenue	1,547,330	-	-	-	-	-
All Funds	2,763,090	-	-	-	-	-
REVENUES						
3010 Other Funds Cap Improve	141,275	258,159	-	258,159	270,808	270,808
3400 Other Funds Ltd	546,431,283	574,809,672	(413,966)	574,395,706	582,450,958	582,450,958
8800 General Fund Revenue	330,931,426	294,575,436	413,966	294,989,402	249,358,527	249,358,527
TOTAL REVENUES	\$877,503,984	\$869,643,267	-	\$869,643,267	\$832,080,293	\$832,080,293
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3010 Other Funds Cap Improve	(141,275)	(258,159)	-	(258,159)	(270,808)	(270,808)
3400 Other Funds Ltd	(295,885,660)	(352,964,112)	207,221	(352,756,891)	(365,317,267)	(365,317,267)

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Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Agency-Wide Consolidation

Version: V - 01 - Agency Request Budget
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<i>DESCRIPTION</i>	<i>2023-25 Actuals</i>	<i>2025-27 Leg Adopted Budget</i>	<i>2025-27 Emergency Boards</i>	<i>2025-27 Leg Approved Budget</i>	<i>2027-29 Base Budget</i>	<i>2027-29 Current Service Level</i>
All Funds	(296,026,935)	(353,222,271)	207,221	(353,015,050)	(365,588,075)	(365,588,075)
2050 Transfer to Other						
3400 Other Funds Ltd	(637,579)	(745,142)	-	(745,142)	(745,142)	(745,142)
2060 Transfer to General Fund						
8800 General Fund Revenue	(330,931,426)	(294,575,436)	(413,966)	(294,989,402)	(249,358,527)	(249,358,527)
2070 Transfer to Cities						
3400 Other Funds Ltd	(105,871,553)	(92,183,413)	(147,845)	(92,331,258)	(89,056,617)	(89,056,617)
2080 Transfer to Counties						
3400 Other Funds Ltd	(52,935,718)	(46,091,706)	(73,922)	(46,165,628)	(44,528,308)	(44,528,308)
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(73,465,722)	(64,528,389)	-	(64,528,389)	(62,339,632)	(62,339,632)
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	(17,635,050)	(18,296,910)	-	(18,296,910)	(17,783,645)	(17,783,645)
TOTAL TRANSFERS OUT						
3010 Other Funds Cap Improve	(141,275)	(258,159)	-	(258,159)	(270,808)	(270,808)
3400 Other Funds Ltd	(546,431,282)	(574,809,672)	(14,546)	(574,824,218)	(579,770,611)	(579,770,611)
8800 General Fund Revenue	(330,931,426)	(294,575,436)	(413,966)	(294,989,402)	(249,358,527)	(249,358,527)
TOTAL TRANSFERS OUT	(\$877,503,983)	(\$869,643,267)	(\$428,512)	(\$870,071,779)	(\$829,399,946)	(\$829,399,946)
AVAILABLE REVENUES						
3400 Other Funds Ltd	318,921	1,500,000	(428,512)	1,071,488	4,180,347	4,180,347

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Agency Worksheet - Revenues & Expenditures
2027-29 Biennium
Agency-Wide Consolidation

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-990-00-00-00000

DESCRIPTION	2023-25 Actuals	2025-27 Leg Adopted Budget	2025-27 Emergency Boards	2025-27 Leg Approved Budget	2027-29 Base Budget	2027-29 Current Service Level
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
TOTAL AVAILABLE REVENUES	\$1,500,001	\$1,500,000	(\$428,512)	\$1,071,488	\$4,180,347	\$4,180,347
ENDING BALANCE						
3400 Other Funds Ltd	318,921	1,500,000	(428,512)	1,071,488	4,180,347	4,180,347
6400 Federal Funds Ltd	1,181,080	-	-	-	-	-
TOTAL ENDING BALANCE	\$1,500,001	\$1,500,000	(\$428,512)	\$1,071,488	\$4,180,347	\$4,180,347

BUDGET NARRATIVE

DETAIL OF REVENUE & EXPENDITURES – REQUESTED BUDGET (BDV002A)

Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	10,229,068	-	10,229,068	-	10,229,068
0030 Beginning Balance Adjustment					
3400 Other Funds Ltd	1,093,882	-	1,093,882	-	1,093,882
TOTAL BEGINNING BALANCE					
3400 Other Funds Ltd	11,322,950	-	11,322,950	-	11,322,950
REVENUE CATEGORIES					
TAXES					
0185 Privilege Taxes					
3400 Other Funds Ltd	26,353,591	-	26,353,591	-	26,353,591
8800 General Fund Revenue	9,958,841	-	9,958,841	-	9,958,841
All Funds	36,312,432	-	36,312,432	-	36,312,432
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	58,963,694	-	58,963,694	6,841,516	65,805,210
8800 General Fund Revenue	10,701,040	-	10,701,040	-	10,701,040
All Funds	69,664,734	-	69,664,734	6,841,516	76,506,250
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	440,000	-	440,000	-	440,000
8800 General Fund Revenue	560,000	-	560,000	-	560,000
All Funds	1,000,000	-	1,000,000	-	1,000,000

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
0710 Liquor Sales					
3010 Other Funds Cap Improve	270,808	-	270,808	-	270,808
3400 Other Funds Ltd	917,500,761	-	917,500,761	-	917,500,761
8800 General Fund Revenue	661,599,908	-	661,599,908	-	661,599,908
All Funds	1,579,371,477	-	1,579,371,477	-	1,579,371,477
TOTAL SALES INCOME					
3010 Other Funds Cap Improve	270,808	-	270,808	-	270,808
3400 Other Funds Ltd	917,940,761	-	917,940,761	-	917,940,761
8800 General Fund Revenue	662,159,908	-	662,159,908	-	662,159,908
TOTAL SALES INCOME	\$1,580,371,477	-	\$1,580,371,477	-	\$1,580,371,477
COST OF GOODS SOLD					
0755 Liquor Cost of Goods Sold					
3400 Other Funds Ltd	(352,888,162)	-	(352,888,162)	-	(352,888,162)
8800 General Fund Revenue	(433,461,262)	-	(433,461,262)	-	(433,461,262)
All Funds	(786,349,424)	-	(786,349,424)	-	(786,349,424)
0760 Cost of Goods Sold					
3400 Other Funds Ltd	(17,363,192)	-	(17,363,192)	-	(17,363,192)
TOTAL COST OF GOODS SOLD					
3400 Other Funds Ltd	(370,251,354)	-	(370,251,354)	-	(370,251,354)
8800 General Fund Revenue	(433,461,262)	-	(433,461,262)	-	(433,461,262)
TOTAL COST OF GOODS SOLD	(\$803,712,616)	-	(\$803,712,616)	-	(\$803,712,616)
TRANSFERS IN					
1010 Transfer In - Intrafund					

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3010 Other Funds Cap Improve	270,808	-	270,808	-	270,808
3400 Other Funds Ltd	337,571,367	-	337,571,367	-	337,571,367
3430 Other Funds Debt Svc Ltd	27,745,900	-	27,745,900	-	27,745,900
All Funds	365,588,075	-	365,588,075	-	365,588,075
1020 Transfer In - Indirect Cost					
3400 Other Funds Ltd	14,976,725	-	14,976,725	-	14,976,725
1150 Tsfr From Revenue, Dept of					
3400 Other Funds Ltd	7,000,000	-	7,000,000	-	7,000,000
1443 Tsfr From Oregon Health Authority					
3400 Other Funds Ltd	73,631	-	73,631	-	73,631
TOTAL TRANSFERS IN					
3010 Other Funds Cap Improve	270,808	-	270,808	-	270,808
3400 Other Funds Ltd	359,621,723	-	359,621,723	-	359,621,723
3430 Other Funds Debt Svc Ltd	27,745,900	-	27,745,900	-	27,745,900
TOTAL TRANSFERS IN	\$387,638,431	-	\$387,638,431	-	\$387,638,431
TOTAL REVENUES					
3010 Other Funds Cap Improve	541,616	-	541,616	-	541,616
3400 Other Funds Ltd	992,628,415	-	992,628,415	6,841,516	999,469,931
3430 Other Funds Debt Svc Ltd	27,745,900	-	27,745,900	-	27,745,900
8800 General Fund Revenue	249,358,527	-	249,358,527	-	249,358,527
TOTAL REVENUES	\$1,270,274,458	-	\$1,270,274,458	\$6,841,516	\$1,277,115,974
TRANSFERS OUT					
2010 Transfer Out - Intrafund					

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3010 Other Funds Cap Improve	(270,808)	-	(270,808)	-	(270,808)
3400 Other Funds Ltd	(365,317,267)	-	(365,317,267)	-	(365,317,267)
All Funds	(365,588,075)	-	(365,588,075)	-	(365,588,075)
2020 Transfer Out - Indirect Cost					
3400 Other Funds Ltd	(10,204,595)	-	(10,204,595)	(4,772,130)	(14,976,725)
2050 Transfer to Other					
3400 Other Funds Ltd	(745,142)	-	(745,142)	-	(745,142)
2060 Transfer to General Fund					
8800 General Fund Revenue	(249,358,527)	-	(249,358,527)	-	(249,358,527)
2070 Transfer to Cities					
3400 Other Funds Ltd	(89,056,617)	-	(89,056,617)	-	(89,056,617)
2080 Transfer to Counties					
3400 Other Funds Ltd	(44,528,308)	-	(44,528,308)	-	(44,528,308)
2107 Tsfr To Administrative Svcs					
3400 Other Funds Ltd	(62,339,632)	-	(62,339,632)	-	(62,339,632)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(17,783,645)	-	(17,783,645)	-	(17,783,645)
2603 Tsfr To Agriculture, Dept of					
3400 Other Funds Ltd	(2,053,573)	-	(2,053,573)	-	(2,053,573)
TOTAL TRANSFERS OUT					
3010 Other Funds Cap Improve	(270,808)	-	(270,808)	-	(270,808)
3400 Other Funds Ltd	(592,028,779)	-	(592,028,779)	(4,772,130)	(596,800,909)
8800 General Fund Revenue	(249,358,527)	-	(249,358,527)	-	(249,358,527)

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
TOTAL TRANSFERS OUT	(\$841,658,114)	-	(\$841,658,114)	(\$4,772,130)	(\$846,430,244)
AVAILABLE REVENUES					
3010 Other Funds Cap Improve	270,808	-	270,808	-	270,808
3400 Other Funds Ltd	411,922,586	-	411,922,586	2,069,386	413,991,972
3430 Other Funds Debt Svc Ltd	27,745,900	-	27,745,900	-	27,745,900
TOTAL AVAILABLE REVENUES	\$439,939,294	-	\$439,939,294	\$2,069,386	\$442,008,680
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	81,537,024	9,600	81,546,624	(3,644,016)	77,902,608
3160 Temporary Appointments					
3400 Other Funds Ltd	524,730	25,712	550,442	(8,810)	541,632
3170 Overtime Payments					
3400 Other Funds Ltd	541,817	26,548	568,365	-	568,365
3180 Shift Differential					
3400 Other Funds Ltd	73,700	3,612	77,312	-	77,312
3190 All Other Differential					
3400 Other Funds Ltd	68,632	3,363	71,995	-	71,995
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	82,745,903	68,835	82,814,738	(3,652,826)	79,161,912
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	31,397	(1)	31,396	(1,778)	29,618
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	21,385,172	8,723	21,393,895	(948,163)	20,445,732
3230 Social Security Taxes					
3400 Other Funds Ltd	6,314,360	5,265	6,319,625	(280,006)	6,039,619
3240 Unemployment Assessments					
3400 Other Funds Ltd	34,416	1,686	36,102	-	36,102
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	327,756	134	327,890	(14,611)	313,279
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	15,106	-	15,106	(855)	14,251
3260 Mass Transit Tax					
3400 Other Funds Ltd	438,346	58,486	496,832	(28,377)	468,455
3270 Flexible Benefits					
3400 Other Funds Ltd	17,553,600	-	17,553,600	(993,600)	16,560,000
3280 Other OPE					
3400 Other Funds Ltd	(1,120)	1,120	-	-	-
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	46,099,033	75,413	46,174,446	(2,267,390)	43,907,056
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(3,590,423)	(546,873)	(4,137,296)	239,784	(3,897,512)
TOTAL PERSONAL SERVICES					

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	125,254,513	(402,625)	124,851,888	(5,680,432)	119,171,456
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	657,409	32,215	689,624	(17,282)	672,342
4125 Out of State Travel					
3400 Other Funds Ltd	70,135	3,437	73,572	-	73,572
4150 Employee Training					
3400 Other Funds Ltd	337,540	16,540	354,080	(17,282)	336,798
4175 Office Expenses					
3400 Other Funds Ltd	23,814,101	1,450,699	25,264,800	(201,168)	25,063,632
4200 Telecommunications					
3400 Other Funds Ltd	2,065,949	106,654	2,172,603	(17,282)	2,155,321
4225 State Gov. Service Charges					
3400 Other Funds Ltd	6,690,623	3,523,686	10,214,309	-	10,214,309
4250 Data Processing					
3400 Other Funds Ltd	2,306,968	135,791	2,442,759	-	2,442,759
4275 Publicity and Publications					
3400 Other Funds Ltd	107,197	5,253	112,450	-	112,450
4300 Professional Services					
3400 Other Funds Ltd	188,489,134	16,819,040	205,308,174	-	205,308,174
4315 IT Professional Services					
3400 Other Funds Ltd	12,490,574	1,161,624	13,652,198	450,000	14,102,198
4325 Attorney General					

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	1,604,989	149,263	1,754,252	-	1,754,252
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	115,599	5,665	121,264	-	121,264
4400 Dues and Subscriptions					
3400 Other Funds Ltd	31,816	1,559	33,375	-	33,375
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	2,541,033	1,492,836	4,033,869	-	4,033,869
4450 Fuels and Utilities					
3400 Other Funds Ltd	724,602	50,723	775,325	-	775,325
4475 Facilities Maintenance					
3400 Other Funds Ltd	1,143,503	56,032	1,199,535	-	1,199,535
4575 Agency Program Related S and S					
3400 Other Funds Ltd	637,168	31,221	668,389	-	668,389
4650 Other Services and Supplies					
3400 Other Funds Ltd	5,048,673	(404,901)	4,643,772	-	4,643,772
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	97,123	4,759	101,882	-	101,882
4715 IT Expendable Property					
3400 Other Funds Ltd	624,710	30,610	655,320	(17,283)	638,037
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	249,598,846	24,672,706	274,271,552	179,703	274,451,255
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	26,451	1,296	27,747	-	27,747
5200 Technical Equipment					
3400 Other Funds Ltd	61,527	3,015	64,542	-	64,542
5350 Industrial and Heavy Equipment					
3400 Other Funds Ltd	4,854,760	(4,827,075)	27,685	-	27,685
5400 Automotive and Aircraft					
3400 Other Funds Ltd	984,279	(845,971)	138,308	-	138,308
5550 Data Processing Software					
3400 Other Funds Ltd	19,645,484	(19,645,484)	-	-	-
5600 Data Processing Hardware					
3400 Other Funds Ltd	17,775	871	18,646	-	18,646
5650 Land Improvements					
3010 Other Funds Cap Improve	6,050	296	6,346	-	6,346
5700 Building Structures					
3010 Other Funds Cap Improve	252,109	12,353	264,462	-	264,462
TOTAL CAPITAL OUTLAY					
3010 Other Funds Cap Improve	258,159	12,649	270,808	-	270,808
3400 Other Funds Ltd	25,590,276	(25,313,348)	276,928	-	276,928
TOTAL CAPITAL OUTLAY	\$25,848,435	(\$25,300,699)	\$547,736	-	\$547,736
DEBT SERVICE					
7100 Principal - Bonds					
3430 Other Funds Debt Svc Ltd	13,695,000	-	13,695,000	-	13,695,000
7150 Interest - Bonds					

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-000-00-00-00000****Oregon Liquor & Cannabis Comm**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3430 Other Funds Debt Svc Ltd	14,050,900	-	14,050,900	-	14,050,900
TOTAL DEBT SERVICE					
3430 Other Funds Debt Svc Ltd	27,745,900	-	27,745,900	-	27,745,900
TOTAL EXPENDITURES					
3010 Other Funds Cap Improve	258,159	12,649	270,808	-	270,808
3400 Other Funds Ltd	400,443,635	(1,043,267)	399,400,368	(5,500,729)	393,899,639
3430 Other Funds Debt Svc Ltd	27,745,900	-	27,745,900	-	27,745,900
TOTAL EXPENDITURES	\$428,447,694	(\$1,030,618)	\$427,417,076	(\$5,500,729)	\$421,916,347
ENDING BALANCE					
3010 Other Funds Cap Improve	12,649	(12,649)	-	-	-
3400 Other Funds Ltd	11,478,951	1,043,267	12,522,218	7,570,115	20,092,333
TOTAL ENDING BALANCE	\$11,491,600	\$1,030,618	\$12,522,218	\$7,570,115	\$20,092,333
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	400	-	400	(23)	377
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	397.50	-	397.50	(22.50)	375.00

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-001-00-00-00000****Distilled Spirits Program**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
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REVENUE CATEGORIES**TRANSFERS IN****1010 Transfer In - Intrafund**

3400 Other Funds Ltd	57,625,639	-	57,625,639	-	57,625,639
3430 Other Funds Debt Svc Ltd	27,745,900	-	27,745,900	-	27,745,900
All Funds	85,371,539	-	85,371,539	-	85,371,539

1020 Transfer In - Indirect Cost

3400 Other Funds Ltd	384,103	-	384,103	-	384,103
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TOTAL TRANSFERS IN

3400 Other Funds Ltd	58,009,742	-	58,009,742	-	58,009,742
3430 Other Funds Debt Svc Ltd	27,745,900	-	27,745,900	-	27,745,900

TOTAL TRANSFERS IN	\$85,755,642	-	\$85,755,642	-	\$85,755,642
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AVAILABLE REVENUES

3400 Other Funds Ltd	58,009,742	-	58,009,742	-	58,009,742
3430 Other Funds Debt Svc Ltd	27,745,900	-	27,745,900	-	27,745,900

TOTAL AVAILABLE REVENUES	\$85,755,642	-	\$85,755,642	-	\$85,755,642
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EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES****3110 Class/Unclass Sal. and Per Diem**

3400 Other Funds Ltd	12,873,240	-	12,873,240	(180,168)	12,693,072
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3160 Temporary Appointments

3400 Other Funds Ltd	369,303	18,096	387,399	-	387,399
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Detail Revenues & Expenditures - Requested Budget

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Distilled Spirits Program

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3170 Overtime Payments					
3400 Other Funds Ltd	232,476	11,391	243,867	-	243,867
3180 Shift Differential					
3400 Other Funds Ltd	2,688	132	2,820	-	2,820
3190 All Other Differential					
3400 Other Funds Ltd	9,681	474	10,155	-	10,155
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	13,487,388	30,093	13,517,481	(180,168)	13,337,313
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	6,083	-	6,083	(79)	6,004
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	3,413,311	3,122	3,416,433	(46,879)	3,369,554
3230 Social Security Taxes					
3400 Other Funds Ltd	1,030,078	2,301	1,032,379	(13,783)	1,018,596
3240 Unemployment Assessments					
3400 Other Funds Ltd	7,176	352	7,528	-	7,528
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	52,381	48	52,429	(721)	51,708
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	2,926	-	2,926	(38)	2,888
3260 Mass Transit Tax					
3400 Other Funds Ltd	69,659	11,445	81,104	(1,081)	80,023

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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3270 Flexible Benefits					
3400 Other Funds Ltd	3,400,320	-	3,400,320	(44,160)	3,356,160
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	7,981,934	17,268	7,999,202	(106,741)	7,892,461
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(580,140)	(94,230)	(674,370)	8,925	(665,445)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	20,889,182	(46,869)	20,842,313	(277,984)	20,564,329
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	64,030	3,138	67,168	-	67,168
4125 Out of State Travel					
3400 Other Funds Ltd	5,886	289	6,175	-	6,175
4150 Employee Training					
3400 Other Funds Ltd	5,660	278	5,938	-	5,938
4175 Office Expenses					
3400 Other Funds Ltd	22,390,796	1,103,764	23,494,560	-	23,494,560
4200 Telecommunications					
3400 Other Funds Ltd	70,707	3,465	74,172	-	74,172
4225 State Gov. Service Charges					
3400 Other Funds Ltd	300,266	440,389	740,655	-	740,655
4250 Data Processing					

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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	93,236	4,569	97,805	-	97,805
4275 Publicity and Publications					
3400 Other Funds Ltd	19,853	973	20,826	-	20,826
4300 Professional Services					
3400 Other Funds Ltd	17,908	1,665	19,573	-	19,573
4315 IT Professional Services					
3400 Other Funds Ltd	7,506,122	698,069	8,204,191	-	8,204,191
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	10,388	509	10,897	-	10,897
4400 Dues and Subscriptions					
3400 Other Funds Ltd	2,565	126	2,691	-	2,691
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	91,462	4,482	95,944	-	95,944
4450 Fuels and Utilities					
3400 Other Funds Ltd	270,072	18,906	288,978	-	288,978
4475 Facilities Maintenance					
3400 Other Funds Ltd	33,501	1,642	35,143	-	35,143
4575 Agency Program Related S and S					
3400 Other Funds Ltd	147,766	7,240	155,006	-	155,006
4650 Other Services and Supplies					
3400 Other Funds Ltd	4,472,236	(435,721)	4,036,515	-	4,036,515
4715 IT Expendable Property					
3400 Other Funds Ltd	40,844	2,001	42,845	-	42,845

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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	35,543,298	1,855,784	37,399,082	-	37,399,082
CAPITAL OUTLAY					
5350 Industrial and Heavy Equipment					
3400 Other Funds Ltd	4,854,760	(4,827,075)	27,685	-	27,685
5550 Data Processing Software					
3400 Other Funds Ltd	19,545,484	(19,545,484)	-	-	-
5600 Data Processing Hardware					
3400 Other Funds Ltd	17,775	871	18,646	-	18,646
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	24,418,019	(24,371,688)	46,331	-	46,331
DEBT SERVICE					
7100 Principal - Bonds					
3430 Other Funds Debt Svc Ltd	13,695,000	-	13,695,000	-	13,695,000
7150 Interest - Bonds					
3430 Other Funds Debt Svc Ltd	14,050,900	-	14,050,900	-	14,050,900
TOTAL DEBT SERVICE					
3430 Other Funds Debt Svc Ltd	27,745,900	-	27,745,900	-	27,745,900
TOTAL EXPENDITURES					
3400 Other Funds Ltd	80,850,499	(22,562,773)	58,287,726	(277,984)	58,009,742
3430 Other Funds Debt Svc Ltd	27,745,900	-	27,745,900	-	27,745,900
TOTAL EXPENDITURES	\$108,596,399	(\$22,562,773)	\$86,033,626	(\$277,984)	\$85,755,642
ENDING BALANCE					

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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	(22,840,757)	22,562,773	(277,984)	277,984	-
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	77	-	77	(1)	76
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	77.00	-	77.00	(1.00)	76.00

Detail Revenues & Expenditures - Requested Budget

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Public Safety Services Program

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
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REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	35,180,461	-	35,180,461	-	35,180,461
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1020 Transfer In - Indirect Cost

3400 Other Funds Ltd	4,294,179	-	4,294,179	-	4,294,179
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TOTAL TRANSFERS IN

3400 Other Funds Ltd	39,474,640	-	39,474,640	-	39,474,640
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AVAILABLE REVENUES

3400 Other Funds Ltd	39,474,640	-	39,474,640	-	39,474,640
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	23,406,582	(882,000)	22,524,582	-	22,524,582
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3160 Temporary Appointments

3400 Other Funds Ltd	139,040	6,813	145,853	-	145,853
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3170 Overtime Payments

3400 Other Funds Ltd	116,499	5,708	122,207	-	122,207
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3180 Shift Differential

3400 Other Funds Ltd	67,709	3,318	71,027	-	71,027
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3190 All Other Differential

3400 Other Funds Ltd	45,514	2,230	47,744	-	47,744
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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	23,775,344	(863,931)	22,911,413	-	22,911,413
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	8,707	(277)	8,430	-	8,430
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	6,150,163	(226,568)	5,923,595	-	5,923,595
3230 Social Security Taxes					
3400 Other Funds Ltd	1,818,832	(66,092)	1,752,740	-	1,752,740
3240 Unemployment Assessments					
3400 Other Funds Ltd	10,869	533	11,402	-	11,402
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	94,552	(3,484)	91,068	-	91,068
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	4,189	(133)	4,056	-	4,056
3260 Mass Transit Tax					
3400 Other Funds Ltd	132,946	9,816	142,762	-	142,762
3270 Flexible Benefits					
3400 Other Funds Ltd	4,868,640	(154,560)	4,714,080	-	4,714,080
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	13,088,898	(440,765)	12,648,133	-	12,648,133
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					

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Public Safety Services Program

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	(1,107,143)	(81,625)	(1,188,768)	-	(1,188,768)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	35,757,099	(1,386,321)	34,370,778	-	34,370,778
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	266,688	13,068	279,756	-	279,756
4125 Out of State Travel					
3400 Other Funds Ltd	15,170	743	15,913	-	15,913
4150 Employee Training					
3400 Other Funds Ltd	111,261	5,452	116,713	-	116,713
4175 Office Expenses					
3400 Other Funds Ltd	431,562	30,855	462,417	-	462,417
4200 Telecommunications					
3400 Other Funds Ltd	1,156,973	56,692	1,213,665	-	1,213,665
4225 State Gov. Service Charges					
3400 Other Funds Ltd	431,156	655,780	1,086,936	-	1,086,936
4250 Data Processing					
3400 Other Funds Ltd	65,916	3,229	69,145	-	69,145
4275 Publicity and Publications					
3400 Other Funds Ltd	71,180	3,487	74,667	-	74,667
4300 Professional Services					
3400 Other Funds Ltd	412,573	38,369	450,942	-	450,942
4315 IT Professional Services					

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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	67,322	6,261	73,583	-	73,583
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	10,155	497	10,652	-	10,652
4400 Dues and Subscriptions					
3400 Other Funds Ltd	11,208	549	11,757	-	11,757
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	913,359	49,110	962,469	-	962,469
4450 Fuels and Utilities					
3400 Other Funds Ltd	27,640	1,934	29,574	-	29,574
4475 Facilities Maintenance					
3400 Other Funds Ltd	21,037	1,031	22,068	-	22,068
4575 Agency Program Related S and S					
3400 Other Funds Ltd	48,430	2,373	50,803	-	50,803
4650 Other Services and Supplies					
3400 Other Funds Ltd	63,540	3,116	66,656	-	66,656
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	6,527	320	6,847	-	6,847
4715 IT Expendable Property					
3400 Other Funds Ltd	42,803	2,097	44,900	-	44,900
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	4,174,500	874,963	5,049,463	-	5,049,463
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					

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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	10,056	493	10,549	-	10,549
5200 Technical Equipment					
3400 Other Funds Ltd	41,802	2,048	43,850	-	43,850
5400 Automotive and Aircraft					
3400 Other Funds Ltd	149,977	(149,977)	-	-	-
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	201,835	(147,436)	54,399	-	54,399
TOTAL EXPENDITURES					
3400 Other Funds Ltd	40,133,434	(658,794)	39,474,640	-	39,474,640
ENDING BALANCE					
3400 Other Funds Ltd	(658,794)	658,794	-	-	-
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	113	(4)	109	-	109
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	110.25	(3.50)	106.75	-	106.75

Detail Revenues & Expenditures - Requested Budget

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Administration and Support

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
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REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	40,796,482	-	40,796,482	-	40,796,482
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1020 Transfer In - Indirect Cost

3400 Other Funds Ltd	10,298,443	-	10,298,443	-	10,298,443
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TOTAL TRANSFERS IN

3400 Other Funds Ltd	51,094,925	-	51,094,925	-	51,094,925
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AVAILABLE REVENUES

3400 Other Funds Ltd	51,094,925	-	51,094,925	-	51,094,925
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	22,618,296	220,752	22,839,048	221,016	23,060,064
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3160 Temporary Appointments

3400 Other Funds Ltd	7,989	391	8,380	-	8,380
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3170 Overtime Payments

3400 Other Funds Ltd	106,602	5,223	111,825	-	111,825
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3180 Shift Differential

3400 Other Funds Ltd	3,303	162	3,465	-	3,465
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3190 All Other Differential

3400 Other Funds Ltd	13,437	659	14,096	-	14,096
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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	22,749,627	227,187	22,976,814	221,016	23,197,830
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	7,780	79	7,859	(40)	7,819
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	5,908,627	56,515	5,965,142	57,509	6,022,651
3230 Social Security Taxes					
3400 Other Funds Ltd	1,726,312	17,380	1,743,692	16,350	1,760,042
3240 Unemployment Assessments					
3400 Other Funds Ltd	15,347	751	16,098	-	16,098
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	89,924	869	90,793	848	91,641
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	3,744	38	3,782	(19)	3,763
3260 Mass Transit Tax					
3400 Other Funds Ltd	116,626	19,911	136,537	1,350	137,887
3270 Flexible Benefits					
3400 Other Funds Ltd	4,349,760	44,160	4,393,920	(22,080)	4,371,840
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	12,218,120	139,703	12,357,823	53,918	12,411,741
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					

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Administration and Support

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	(970,841)	(166,640)	(1,137,481)	(11,153)	(1,148,634)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	33,996,906	200,250	34,197,156	263,781	34,460,937
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	123,293	6,043	129,336	-	129,336
4125 Out of State Travel					
3400 Other Funds Ltd	31,125	1,525	32,650	-	32,650
4150 Employee Training					
3400 Other Funds Ltd	88,579	4,340	92,919	-	92,919
4175 Office Expenses					
3400 Other Funds Ltd	665,480	104,727	770,207	-	770,207
4200 Telecommunications					
3400 Other Funds Ltd	163,957	13,457	177,414	-	177,414
4225 State Gov. Service Charges					
3400 Other Funds Ltd	5,528,048	1,790,974	7,319,022	-	7,319,022
4250 Data Processing					
3400 Other Funds Ltd	924,462	68,048	992,510	-	992,510
4275 Publicity and Publications					
3400 Other Funds Ltd	12,644	620	13,264	-	13,264
4300 Professional Services					
3400 Other Funds Ltd	924,205	(624,498)	299,707	-	299,707
4315 IT Professional Services					

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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	1,866,165	173,554	2,039,719	-	2,039,719
4325 Attorney General					
3400 Other Funds Ltd	882,502	82,072	964,574	-	964,574
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	9,000	442	9,442	-	9,442
4400 Dues and Subscriptions					
3400 Other Funds Ltd	14,520	711	15,231	-	15,231
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	607,260	1,393,725	2,000,985	-	2,000,985
4450 Fuels and Utilities					
3400 Other Funds Ltd	426,890	29,883	456,773	-	456,773
4475 Facilities Maintenance					
3400 Other Funds Ltd	249,226	12,212	261,438	-	261,438
4575 Agency Program Related S and S					
3400 Other Funds Ltd	15,264	748	16,012	-	16,012
4650 Other Services and Supplies					
3400 Other Funds Ltd	335,643	18,297	353,940	-	353,940
4715 IT Expendable Property					
3400 Other Funds Ltd	497,058	24,356	521,414	-	521,414
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	13,365,321	3,101,236	16,466,557	-	16,466,557
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					

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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	8,037	394	8,431	-	8,431
5200 Technical Equipment					
3400 Other Funds Ltd	19,725	967	20,692	-	20,692
5400 Automotive and Aircraft					
3400 Other Funds Ltd	131,847	6,461	138,308	-	138,308
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	159,609	7,822	167,431	-	167,431
TOTAL EXPENDITURES					
3400 Other Funds Ltd	47,521,836	3,309,308	50,831,144	263,781	51,094,925
ENDING BALANCE					
3400 Other Funds Ltd	3,573,089	(3,309,308)	263,781	(263,781)	-
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	99	1	100	(1)	99
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	98.50	1.00	99.50	(0.50)	99.00

Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-004-00-00-00000****Recreational Marijuana Program**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	4,363,660	-	4,363,660	-	4,363,660
0030 Beginning Balance Adjustment					
3400 Other Funds Ltd	(1,913,385)	-	(1,913,385)	-	(1,913,385)
TOTAL BEGINNING BALANCE					
3400 Other Funds Ltd	2,450,275	-	2,450,275	-	2,450,275
REVENUE CATEGORIES					
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	50,555,734	-	50,555,734	6,841,516	57,397,250
TRANSFERS OUT					
2020 Transfer Out - Indirect Cost					
3400 Other Funds Ltd	(9,389,986)	-	(9,389,986)	(4,772,130)	(14,162,116)
2603 Tsfr To Agriculture, Dept of					
3400 Other Funds Ltd	(2,053,573)	-	(2,053,573)	-	(2,053,573)
TOTAL TRANSFERS OUT					
3400 Other Funds Ltd	(11,443,559)	-	(11,443,559)	(4,772,130)	(16,215,689)
AVAILABLE REVENUES					
3400 Other Funds Ltd	41,562,450	-	41,562,450	2,069,386	43,631,836
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-004-00-00-00000****Recreational Marijuana Program**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	18,759,369	1,529,976	20,289,345	(1,212,048)	19,077,297
3160 Temporary Appointments					
3400 Other Funds Ltd	8,398	412	8,810	(8,810)	-
3170 Overtime Payments					
3400 Other Funds Ltd	86,240	4,226	90,466	-	90,466
TOTAL SALARIES & WAGES					
3400 Other Funds Ltd	18,854,007	1,534,614	20,388,621	(1,220,858)	19,167,763
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	7,165	592	7,757	(553)	7,204
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	4,903,621	399,199	5,302,820	(315,372)	4,987,448
3230 Social Security Taxes					
3400 Other Funds Ltd	1,442,347	117,400	1,559,747	(93,397)	1,466,350
3240 Unemployment Assessments					
3400 Other Funds Ltd	222	11	233	-	233
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	75,381	6,138	81,519	(4,848)	76,671
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	3,447	285	3,732	(266)	3,466
3260 Mass Transit Tax					
3400 Other Funds Ltd	98,095	15,057	113,152	(9,589)	103,563

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Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3270 Flexible Benefits					
3400 Other Funds Ltd	4,005,680	331,200	4,336,880	(309,120)	4,027,760
3280 Other OPE					
3400 Other Funds Ltd	(1,120)	1,120	-	-	-
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	10,534,838	871,002	11,405,840	(733,145)	10,672,695
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
3400 Other Funds Ltd	(757,128)	(185,572)	(942,700)	83,203	(859,497)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	28,631,717	2,220,044	30,851,761	(1,870,800)	28,980,961
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	148,543	32,278	180,821	(17,282)	163,539
4125 Out of State Travel					
3400 Other Funds Ltd	17,954	880	18,834	-	18,834
4150 Employee Training					
3400 Other Funds Ltd	132,040	6,470	138,510	(17,282)	121,228
4175 Office Expenses					
3400 Other Funds Ltd	290,933	222,818	513,751	(201,168)	312,583
4200 Telecommunications					
3400 Other Funds Ltd	474,531	73,251	547,782	(17,282)	530,500
4225 State Gov. Service Charges					

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Detail Revenues & Expenditures - Requested Budget

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Recreational Marijuana Program

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	350,312	515,388	865,700	-	865,700
4250 Data Processing					
3400 Other Funds Ltd	144,628	92,087	236,715	-	236,715
4275 Publicity and Publications					
3400 Other Funds Ltd	3,520	173	3,693	-	3,693
4300 Professional Services					
3400 Other Funds Ltd	520,033	48,363	568,396	-	568,396
4315 IT Professional Services					
3400 Other Funds Ltd	3,050,965	283,740	3,334,705	450,000	3,784,705
4325 Attorney General					
3400 Other Funds Ltd	722,487	67,191	789,678	-	789,678
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	84,411	4,136	88,547	-	88,547
4400 Dues and Subscriptions					
3400 Other Funds Ltd	3,523	173	3,696	-	3,696
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	754,960	36,993	791,953	-	791,953
4475 Facilities Maintenance					
3400 Other Funds Ltd	839,739	41,147	880,886	-	880,886
4575 Agency Program Related S and S					
3400 Other Funds Ltd	425,708	20,860	446,568	-	446,568
4650 Other Services and Supplies					
3400 Other Funds Ltd	136,371	7,404	143,775	-	143,775

Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-004-00-00-00000****Recreational Marijuana Program**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
4700 Expendable Prop 250 - 5000					
3400 Other Funds Ltd	90,596	4,439	95,035	-	95,035
4715 IT Expendable Property					
3400 Other Funds Ltd	44,005	2,156	46,161	(17,283)	28,878
TOTAL SERVICES & SUPPLIES					
3400 Other Funds Ltd	8,235,259	1,459,947	9,695,206	179,703	9,874,909
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
3400 Other Funds Ltd	8,358	409	8,767	-	8,767
5400 Automotive and Aircraft					
3400 Other Funds Ltd	656,505	(656,505)	-	-	-
5550 Data Processing Software					
3400 Other Funds Ltd	100,000	(100,000)	-	-	-
TOTAL CAPITAL OUTLAY					
3400 Other Funds Ltd	764,863	(756,096)	8,767	-	8,767
TOTAL EXPENDITURES					
3400 Other Funds Ltd	37,631,839	2,923,895	40,555,734	(1,691,097)	38,864,637
ENDING BALANCE					
3400 Other Funds Ltd	3,930,611	(2,923,895)	1,006,716	3,760,483	4,767,199
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	90	8	98	(7)	91
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	90.71	7.50	98.21	(7.00)	91.21

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Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium
Agents Compensation Program

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-005-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
REVENUE CATEGORIES					
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	203,968,785	-	203,968,785	-	203,968,785
AVAILABLE REVENUES					
3400 Other Funds Ltd	203,968,785	-	203,968,785	-	203,968,785
EXPENDITURES					
SERVICES & SUPPLIES					
4300 Professional Services					
3400 Other Funds Ltd	186,613,710	17,355,075	203,968,785	-	203,968,785
ENDING BALANCE					
3400 Other Funds Ltd	17,355,075	(17,355,075)	-	-	-

Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-006-00-00-00000****Medical Marijuana Program**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
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BEGINNING BALANCE**0025 Beginning Balance**

3400 Other Funds Ltd	4,365,408	-	4,365,408	-	4,365,408
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0030 Beginning Balance Adjustment

3400 Other Funds Ltd	3,007,267	-	3,007,267	-	3,007,267
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TOTAL BEGINNING BALANCE

3400 Other Funds Ltd	7,372,675	-	7,372,675	-	7,372,675
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REVENUE CATEGORIES**TRANSFERS IN****1150 Tsfr From Revenue, Dept of**

3400 Other Funds Ltd	7,000,000	-	7,000,000	-	7,000,000
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1443 Tsfr From Oregon Health Authority

3400 Other Funds Ltd	73,631	-	73,631	-	73,631
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TOTAL TRANSFERS IN

3400 Other Funds Ltd	7,073,631	-	7,073,631	-	7,073,631
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TRANSFERS OUT**2020 Transfer Out - Indirect Cost**

3400 Other Funds Ltd	(814,609)	-	(814,609)	-	(814,609)
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AVAILABLE REVENUES

3400 Other Funds Ltd	13,631,697	-	13,631,697	-	13,631,697
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EXPENDITURES**PERSONAL SERVICES****SALARIES & WAGES**

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-006-00-00-00000****Medical Marijuana Program**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3110 Class/Unclass Sal. and Per Diem					
3400 Other Funds Ltd	3,879,537	(859,128)	3,020,409	(2,472,816)	547,593
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
3400 Other Funds Ltd	1,662	(395)	1,267	(1,106)	161
3220 Public Employees' Retire Cont					
3400 Other Funds Ltd	1,009,450	(223,545)	785,905	(643,421)	142,484
3230 Social Security Taxes					
3400 Other Funds Ltd	296,791	(65,724)	231,067	(189,176)	41,891
3240 Unemployment Assessments					
3400 Other Funds Ltd	802	39	841	-	841
3241 Paid Family Medical Leave Insurance					
3400 Other Funds Ltd	15,518	(3,437)	12,081	(9,890)	2,191
3250 Worker's Comp. Assess. (WCD)					
3400 Other Funds Ltd	800	(190)	610	(532)	78
3260 Mass Transit Tax					
3400 Other Funds Ltd	21,020	2,257	23,277	(19,057)	4,220
3270 Flexible Benefits					
3400 Other Funds Ltd	929,200	(220,800)	708,400	(618,240)	90,160
TOTAL OTHER PAYROLL EXPENSES					
3400 Other Funds Ltd	2,275,243	(511,795)	1,763,448	(1,481,422)	282,026
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-006-00-00-00000****Medical Marijuana Program**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	(175,171)	(18,806)	(193,977)	158,809	(35,168)
TOTAL PERSONAL SERVICES					
3400 Other Funds Ltd	5,979,609	(1,389,729)	4,589,880	(3,795,429)	794,451
SERVICES & SUPPLIES					
4100 Instate Travel					
3400 Other Funds Ltd	54,855	(22,312)	32,543	-	32,543
4175 Office Expenses					
3400 Other Funds Ltd	35,330	(11,465)	23,865	-	23,865
4200 Telecommunications					
3400 Other Funds Ltd	199,781	(40,211)	159,570	-	159,570
4225 State Gov. Service Charges					
3400 Other Funds Ltd	80,841	121,155	201,996	-	201,996
4250 Data Processing					
3400 Other Funds Ltd	1,078,726	(32,142)	1,046,584	-	1,046,584
4300 Professional Services					
3400 Other Funds Ltd	705	66	771	-	771
4375 Employee Recruitment and Develop					
3400 Other Funds Ltd	1,645	81	1,726	-	1,726
4425 Facilities Rental and Taxes					
3400 Other Funds Ltd	173,992	8,526	182,518	-	182,518
4650 Other Services and Supplies					
3400 Other Funds Ltd	40,883	2,003	42,886	-	42,886
TOTAL SERVICES & SUPPLIES					

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Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium
Medical Marijuana Program

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-006-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
3400 Other Funds Ltd	1,666,758	25,701	1,692,459	-	1,692,459
CAPITAL OUTLAY					
5400 Automotive and Aircraft					
3400 Other Funds Ltd	45,950	(45,950)	-	-	-
TOTAL EXPENDITURES					
3400 Other Funds Ltd	7,692,317	(1,409,978)	6,282,339	(3,795,429)	2,486,910
ENDING BALANCE					
3400 Other Funds Ltd	5,939,380	1,409,978	7,349,358	3,795,429	11,144,787
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	21	(5)	16	(14)	2
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	21.04	(5.00)	16.04	(14.00)	2.04

Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium
Capital Improvements

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-088-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
REVENUE CATEGORIES					
TRANSFERS IN					
1010 Transfer In - Intrafund					
3010 Other Funds Cap Improve	270,808	-	270,808	-	270,808
AVAILABLE REVENUES					
3010 Other Funds Cap Improve	270,808	-	270,808	-	270,808
EXPENDITURES					
CAPITAL OUTLAY					
5650 Land Improvements					
3010 Other Funds Cap Improve	6,050	296	6,346	-	6,346
5700 Building Structures					
3010 Other Funds Cap Improve	252,109	12,353	264,462	-	264,462
TOTAL CAPITAL OUTLAY					
3010 Other Funds Cap Improve	258,159	12,649	270,808	-	270,808
ENDING BALANCE					
3010 Other Funds Cap Improve	12,649	(12,649)	-	-	-

Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-990-00-00-00000****Agency-Wide Consolidation**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	1,500,000	-	1,500,000	-	1,500,000
REVENUE CATEGORIES					
TAXES					
0185 Privilege Taxes					
3400 Other Funds Ltd	26,353,591	-	26,353,591	-	26,353,591
8800 General Fund Revenue	9,958,841	-	9,958,841	-	9,958,841
All Funds	36,312,432	-	36,312,432	-	36,312,432
LICENSES AND FEES					
0205 Business Lic and Fees					
3400 Other Funds Ltd	8,407,960	-	8,407,960	-	8,407,960
8800 General Fund Revenue	10,701,040	-	10,701,040	-	10,701,040
All Funds	19,109,000	-	19,109,000	-	19,109,000
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	440,000	-	440,000	-	440,000
8800 General Fund Revenue	560,000	-	560,000	-	560,000
All Funds	1,000,000	-	1,000,000	-	1,000,000
0710 Liquor Sales					
3010 Other Funds Cap Improve	270,808	-	270,808	-	270,808
3400 Other Funds Ltd	917,500,761	-	917,500,761	-	917,500,761
8800 General Fund Revenue	661,599,908	-	661,599,908	-	661,599,908

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-990-00-00-00000****Agency-Wide Consolidation**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
All Funds	1,579,371,477	-	1,579,371,477	-	1,579,371,477
TOTAL SALES INCOME					
3010 Other Funds Cap Improve	270,808	-	270,808	-	270,808
3400 Other Funds Ltd	917,940,761	-	917,940,761	-	917,940,761
8800 General Fund Revenue	662,159,908	-	662,159,908	-	662,159,908
TOTAL SALES INCOME	\$1,580,371,477	-	\$1,580,371,477	-	\$1,580,371,477
COST OF GOODS SOLD					
0755 Liquor Cost of Goods Sold					
3400 Other Funds Ltd	(352,888,162)	-	(352,888,162)	-	(352,888,162)
8800 General Fund Revenue	(433,461,262)	-	(433,461,262)	-	(433,461,262)
All Funds	(786,349,424)	-	(786,349,424)	-	(786,349,424)
0760 Cost of Goods Sold					
3400 Other Funds Ltd	(17,363,192)	-	(17,363,192)	-	(17,363,192)
TOTAL COST OF GOODS SOLD					
3400 Other Funds Ltd	(370,251,354)	-	(370,251,354)	-	(370,251,354)
8800 General Fund Revenue	(433,461,262)	-	(433,461,262)	-	(433,461,262)
TOTAL COST OF GOODS SOLD	(\$803,712,616)	-	(\$803,712,616)	-	(\$803,712,616)
TOTAL REVENUES					
3010 Other Funds Cap Improve	270,808	-	270,808	-	270,808
3400 Other Funds Ltd	582,450,958	-	582,450,958	-	582,450,958
8800 General Fund Revenue	249,358,527	-	249,358,527	-	249,358,527
TOTAL REVENUES	\$832,080,293	-	\$832,080,293	-	\$832,080,293
TRANSFERS OUT					

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Oregon Liquor & Cannabis Comm**Agency Number: 84500****Detail Revenues & Expenditures - Requested Budget****Version: V - 01 - Agency Request Budget****2027-29 Biennium****Cross Reference Number: 84500-990-00-00-00000****Agency-Wide Consolidation**

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
2010 Transfer Out - Intrafund					
3010 Other Funds Cap Improve	(270,808)	-	(270,808)	-	(270,808)
3400 Other Funds Ltd	(365,317,267)	-	(365,317,267)	-	(365,317,267)
All Funds	(365,588,075)	-	(365,588,075)	-	(365,588,075)
2050 Transfer to Other					
3400 Other Funds Ltd	(745,142)	-	(745,142)	-	(745,142)
2060 Transfer to General Fund					
8800 General Fund Revenue	(249,358,527)	-	(249,358,527)	-	(249,358,527)
2070 Transfer to Cities					
3400 Other Funds Ltd	(89,056,617)	-	(89,056,617)	-	(89,056,617)
2080 Transfer to Counties					
3400 Other Funds Ltd	(44,528,308)	-	(44,528,308)	-	(44,528,308)
2107 Tsfr To Administrative Svcs					
3400 Other Funds Ltd	(62,339,632)	-	(62,339,632)	-	(62,339,632)
2443 Tsfr To Oregon Health Authority					
3400 Other Funds Ltd	(17,783,645)	-	(17,783,645)	-	(17,783,645)
TOTAL TRANSFERS OUT					
3010 Other Funds Cap Improve	(270,808)	-	(270,808)	-	(270,808)
3400 Other Funds Ltd	(579,770,611)	-	(579,770,611)	-	(579,770,611)
8800 General Fund Revenue	(249,358,527)	-	(249,358,527)	-	(249,358,527)
TOTAL TRANSFERS OUT	(\$829,399,946)	-	(\$829,399,946)	-	(\$829,399,946)
AVAILABLE REVENUES					
3400 Other Funds Ltd	4,180,347	-	4,180,347	-	4,180,347

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Detail Revenues & Expenditures - Requested Budget
2027-29 Biennium
Agency-Wide Consolidation

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-990-00-00-00000

Description	2027-29 Base Budget	Essential Packages	2027-29 Current Service Level	Policy Packages	2027-29 Agency Request Budget
ENDING BALANCE					
3400 Other Funds Ltd	4,180,347	-	4,180,347	-	4,180,347

BUDGET NARRATIVE

DETAIL OF REVENUE & EXPENDITURES – ESSENTIAL PACKAGES (BDV004B)

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Liquor & Cannabis Comm

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	9,600	-	-	-	-	-
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3160 Temporary Appointments

3400 Other Funds Ltd	25,712	25,712	-	-	-	-
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3170 Overtime Payments

3400 Other Funds Ltd	26,548	26,548	-	-	-	-
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3180 Shift Differential

3400 Other Funds Ltd	3,612	3,612	-	-	-	-
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3190 All Other Differential

3400 Other Funds Ltd	3,363	3,363	-	-	-	-
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SALARIES & WAGES

3400 Other Funds Ltd	68,835	59,235	-	-	-	-
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TOTAL SALARIES & WAGES

\$68,835	\$59,235	-	-	-	-
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	(1)	-	-	-	-	-
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	8,723	8,724	-	-	-	-
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3230 Social Security Taxes

3400 Other Funds Ltd	5,265	4,531	-	-	-	-
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Detail Revenues & Expenditures - Essential Packages

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Version: V - 01 - Agency Request Budget

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Oregon Liquor & Cannabis Comm

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3240 Unemployment Assessments						
3400 Other Funds Ltd	1,686	1,686	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	134	134	-	-	-	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	58,486	58,486	-	-	-	-
3280 Other OPE						
3400 Other Funds Ltd	1,120	1,120	-	-	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	75,413	74,681	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	\$75,413	\$74,681	-	-	-	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(546,873)	(546,873)	-	-	-	-
PERSONAL SERVICES						
3400 Other Funds Ltd	(402,625)	(412,957)	-	-	-	-
TOTAL PERSONAL SERVICES	(\$402,625)	(\$412,957)	-	-	-	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	32,215	-	-	-	32,215	-
4125 Out of State Travel						
3400 Other Funds Ltd	3,437	-	-	-	3,437	-

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Oregon Liquor & Cannabis Comm

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
4150 Employee Training						
3400 Other Funds Ltd	16,540	-	-	-	16,540	-
4175 Office Expenses						
3400 Other Funds Ltd	1,450,699	-	185,831	-	1,166,889	108,311
4200 Telecommunications						
3400 Other Funds Ltd	106,654	-	-	-	101,231	5,423
4225 State Gov. Service Charges						
3400 Other Funds Ltd	3,523,686	-	-	-	3,523,686	-
4250 Data Processing						
3400 Other Funds Ltd	135,791	-	-	-	113,041	22,750
4275 Publicity and Publications						
3400 Other Funds Ltd	5,253	-	-	-	5,253	-
4300 Professional Services						
3400 Other Funds Ltd	16,819,040	-	-	(650,000)	17,469,040	-
4315 IT Professional Services						
3400 Other Funds Ltd	1,161,624	-	-	-	1,161,624	-
4325 Attorney General						
3400 Other Funds Ltd	149,263	-	-	-	149,263	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	5,665	-	-	-	5,665	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	1,559	-	-	-	1,559	-
4425 Facilities Rental and Taxes						

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Oregon Liquor & Cannabis Comm

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3400 Other Funds Ltd	1,492,836	-	937,793	-	124,510	430,533
4450 Fuels and Utilities						
3400 Other Funds Ltd	50,723	-	-	-	35,506	15,217
4475 Facilities Maintenance						
3400 Other Funds Ltd	56,032	-	-	-	56,032	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	31,221	-	-	-	31,221	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	(404,901)	-	-	(624,272)	216,797	2,574
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	4,759	-	-	-	4,759	-
4715 IT Expendable Property						
3400 Other Funds Ltd	30,610	-	-	-	30,610	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	24,672,706	-	1,123,624	(1,274,272)	24,248,878	584,808
TOTAL SERVICES & SUPPLIES	\$24,672,706	-	\$1,123,624	(\$1,274,272)	\$24,248,878	\$584,808
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	1,296	-	-	-	1,296	-
5200 Technical Equipment						
3400 Other Funds Ltd	3,015	-	-	-	3,015	-
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	(4,827,075)	-	-	(4,828,368)	1,293	-

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Oregon Liquor & Cannabis Comm

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
5400 Automotive and Aircraft						
3400 Other Funds Ltd	(845,971)	-	-	(852,432)	6,461	-
5550 Data Processing Software						
3400 Other Funds Ltd	(19,645,484)	-	-	(19,645,484)	-	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	871	-	-	-	871	-
5650 Land Improvements						
3010 Other Funds Cap Improve	296	-	-	-	296	-
5700 Building Structures						
3010 Other Funds Cap Improve	12,353	-	-	-	12,353	-
CAPITAL OUTLAY						
3010 Other Funds Cap Improve	12,649	-	-	-	12,649	-
3400 Other Funds Ltd	(25,313,348)	-	-	(25,326,284)	12,936	-
TOTAL CAPITAL OUTLAY	(\$25,300,699)	-	-	(\$25,326,284)	\$25,585	-
EXPENDITURES						
3010 Other Funds Cap Improve	12,649	-	-	-	12,649	-
3400 Other Funds Ltd	(1,043,267)	(412,957)	1,123,624	(26,600,556)	24,261,814	584,808
TOTAL EXPENDITURES	(\$1,030,618)	(\$412,957)	\$1,123,624	(\$26,600,556)	\$24,274,463	\$584,808
ENDING BALANCE						
3010 Other Funds Cap Improve	(12,649)	-	-	-	(12,649)	-
3400 Other Funds Ltd	1,043,267	412,957	(1,123,624)	26,600,556	(24,261,814)	(584,808)
TOTAL ENDING BALANCE	\$1,030,618	\$412,957	(\$1,123,624)	\$26,600,556	(\$24,274,463)	(\$584,808)

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Description	Pkg: 060 Technical Adjustments					
	Priority: 00					

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PERSONAL SERVICES		
SALARIES & WAGES		
3110 Class/Unclass Sal. and Per Diem		
3400 Other Funds Ltd	9,600	
OTHER PAYROLL EXPENSES		
3210 Empl. Rel. Bd. Assessments		
3400 Other Funds Ltd	(1)	
3220 Public Employees Retire Cont		
3400 Other Funds Ltd	(1)	
3230 Social Security Taxes		
3400 Other Funds Ltd	734	
OTHER PAYROLL EXPENSES		
3400 Other Funds Ltd	732	
TOTAL OTHER PAYROLL EXPENSES		\$732
PERSONAL SERVICES		
3400 Other Funds Ltd	10,332	
TOTAL PERSONAL SERVICES		\$10,332
SERVICES & SUPPLIES		
4175 Office Expenses		
3400 Other Funds Ltd	(10,332)	

EXPENDITURES

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Description	Pkg: 060 Technical Adjustments					
	Priority: 00					
3400 Other Funds Ltd	-					
TOTAL EXPENDITURES	-					
ENDING BALANCE						
3400 Other Funds Ltd	-					
TOTAL ENDING BALANCE	-					

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Distilled Spirits Program

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3160 Temporary Appointments

3400 Other Funds Ltd	18,096	18,096	-	-	-
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3170 Overtime Payments

3400 Other Funds Ltd	11,391	11,391	-	-	-
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3180 Shift Differential

3400 Other Funds Ltd	132	132	-	-	-
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3190 All Other Differential

3400 Other Funds Ltd	474	474	-	-	-
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SALARIES & WAGES

3400 Other Funds Ltd	30,093	30,093	-	-	-
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TOTAL SALARIES & WAGES

\$30,093	\$30,093	-	-	-
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OTHER PAYROLL EXPENSES

3220 Public Employees Retire Cont

3400 Other Funds Ltd	3,122	3,122	-	-	-
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3230 Social Security Taxes

3400 Other Funds Ltd	2,301	2,301	-	-	-
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3240 Unemployment Assessments

3400 Other Funds Ltd	352	352	-	-	-
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	48	48	-	-	-
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Distilled Spirits Program

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
3260 Mass Transit Tax						
3400 Other Funds Ltd	11,445	11,445	-	-	-	
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	17,268	17,268	-	-	-	
TOTAL OTHER PAYROLL EXPENSES	\$17,268	\$17,268	-	-	-	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(94,230)	(94,230)	-	-	-	
PERSONAL SERVICES						
3400 Other Funds Ltd	(46,869)	(46,869)	-	-	-	
TOTAL PERSONAL SERVICES	(\$46,869)	(\$46,869)	-	-	-	
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	3,138	-	-	3,138	-	
4125 Out of State Travel						
3400 Other Funds Ltd	289	-	-	289	-	
4150 Employee Training						
3400 Other Funds Ltd	278	-	-	278	-	
4175 Office Expenses						
3400 Other Funds Ltd	1,103,764	-	-	1,097,148	6,616	
4200 Telecommunications						
3400 Other Funds Ltd	3,465	-	-	3,465	-	

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Distilled Spirits Program

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
4225 State Gov. Service Charges						
3400 Other Funds Ltd	440,389	-	-	440,389	-	
4250 Data Processing						
3400 Other Funds Ltd	4,569	-	-	4,569	-	
4275 Publicity and Publications						
3400 Other Funds Ltd	973	-	-	973	-	
4300 Professional Services						
3400 Other Funds Ltd	1,665	-	-	1,665	-	
4315 IT Professional Services						
3400 Other Funds Ltd	698,069	-	-	698,069	-	
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	509	-	-	509	-	
4400 Dues and Subscriptions						
3400 Other Funds Ltd	126	-	-	126	-	
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	4,482	-	-	4,482	-	
4450 Fuels and Utilities						
3400 Other Funds Ltd	18,906	-	-	13,234	5,672	
4475 Facilities Maintenance						
3400 Other Funds Ltd	1,642	-	-	1,642	-	
4575 Agency Program Related S and S						
3400 Other Funds Ltd	7,240	-	-	7,240	-	
4650 Other Services and Supplies						

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Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	
3400 Other Funds Ltd	(435,721)	-	(624,272)	188,551	-	
4715 IT Expendable Property						
3400 Other Funds Ltd	2,001	-	-	2,001	-	
SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,855,784	-	(624,272)	2,467,768	12,288	
TOTAL SERVICES & SUPPLIES	\$1,855,784	-	(\$624,272)	\$2,467,768	\$12,288	
CAPITAL OUTLAY						
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	(4,827,075)	-	(4,828,368)	1,293	-	
5550 Data Processing Software						
3400 Other Funds Ltd	(19,545,484)	-	(19,545,484)	-	-	
5600 Data Processing Hardware						
3400 Other Funds Ltd	871	-	-	871	-	
CAPITAL OUTLAY						
3400 Other Funds Ltd	(24,371,688)	-	(24,373,852)	2,164	-	
TOTAL CAPITAL OUTLAY	(\$24,371,688)	-	(\$24,373,852)	\$2,164	-	
EXPENDITURES						
3400 Other Funds Ltd	(22,562,773)	(46,869)	(24,998,124)	2,469,932	12,288	
TOTAL EXPENDITURES	(\$22,562,773)	(\$46,869)	(\$24,998,124)	\$2,469,932	\$12,288	
ENDING BALANCE						
3400 Other Funds Ltd	22,562,773	46,869	24,998,124	(2,469,932)	(12,288)	
TOTAL ENDING BALANCE	\$22,562,773	\$46,869	\$24,998,124	(\$2,469,932)	(\$12,288)	

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Public Safety Services Program

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	(882,000)	-	-	-	-	(882,000)
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3160 Temporary Appointments

3400 Other Funds Ltd	6,813	6,813	-	-	-	-
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3170 Overtime Payments

3400 Other Funds Ltd	5,708	5,708	-	-	-	-
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3180 Shift Differential

3400 Other Funds Ltd	3,318	3,318	-	-	-	-
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3190 All Other Differential

3400 Other Funds Ltd	2,230	2,230	-	-	-	-
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SALARIES & WAGES

3400 Other Funds Ltd	(863,931)	18,069	-	-	-	(882,000)
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TOTAL SALARIES & WAGES

(863,931)	\$18,069	-	-	-	(\$882,000)
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	(277)	-	-	-	-	(277)
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	(226,568)	2,929	-	-	-	(229,497)
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3230 Social Security Taxes

3400 Other Funds Ltd	(66,092)	1,382	-	-	-	(67,474)
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Public Safety Services Program

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
3240 Unemployment Assessments						
3400 Other Funds Ltd	533	533	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	(3,484)	45	-	-	-	(3,529)
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	(133)	-	-	-	-	(133)
3260 Mass Transit Tax						
3400 Other Funds Ltd	9,816	9,816	-	-	-	-
3270 Flexible Benefits						
3400 Other Funds Ltd	(154,560)	-	-	-	-	(154,560)
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(440,765)	14,705	-	-	-	(455,470)
TOTAL OTHER PAYROLL EXPENSES	(\$440,765)	\$14,705	-	-	-	(\$455,470)
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(81,625)	(81,625)	-	-	-	-
PERSONAL SERVICES						
3400 Other Funds Ltd	(1,386,321)	(48,851)	-	-	-	(1,337,470)
TOTAL PERSONAL SERVICES	(\$1,386,321)	(\$48,851)	-	-	-	(\$1,337,470)
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	13,068	-	-	13,068	-	-

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Public Safety Services Program

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
4125 Out of State Travel						
3400 Other Funds Ltd	743	-	-	743	-	-
4150 Employee Training						
3400 Other Funds Ltd	5,452	-	-	5,452	-	-
4175 Office Expenses						
3400 Other Funds Ltd	30,855	-	-	21,146	9,709	-
4200 Telecommunications						
3400 Other Funds Ltd	56,692	-	-	56,692	-	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	655,780	-	-	655,780	-	-
4250 Data Processing						
3400 Other Funds Ltd	3,229	-	-	3,229	-	-
4275 Publicity and Publications						
3400 Other Funds Ltd	3,487	-	-	3,487	-	-
4300 Professional Services						
3400 Other Funds Ltd	38,369	-	-	38,369	-	-
4315 IT Professional Services						
3400 Other Funds Ltd	6,261	-	-	6,261	-	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	497	-	-	497	-	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	549	-	-	549	-	-
4425 Facilities Rental and Taxes						

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Public Safety Services Program

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
3400 Other Funds Ltd	49,110	-	-	44,754	4,356	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	1,934	-	-	1,354	580	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	1,031	-	-	1,031	-	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	2,373	-	-	2,373	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	3,116	-	-	3,114	2	-
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	320	-	-	320	-	-
4715 IT Expendable Property						
3400 Other Funds Ltd	2,097	-	-	2,097	-	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	874,963	-	-	860,316	14,647	-
TOTAL SERVICES & SUPPLIES	\$874,963	-	-	\$860,316	\$14,647	-
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	493	-	-	493	-	-
5200 Technical Equipment						
3400 Other Funds Ltd	2,048	-	-	2,048	-	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	(149,977)	-	(149,977)	-	-	-

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Public Safety Services Program

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
CAPITAL OUTLAY						
3400 Other Funds Ltd	(147,436)	-	(149,977)	2,541	-	-
TOTAL CAPITAL OUTLAY	(\$147,436)	-	(\$149,977)	\$2,541	-	-
EXPENDITURES						
3400 Other Funds Ltd	(658,794)	(48,851)	(149,977)	862,857	14,647	(1,337,470)
TOTAL EXPENDITURES	(\$658,794)	(\$48,851)	(\$149,977)	\$862,857	\$14,647	(\$1,337,470)
ENDING BALANCE						
3400 Other Funds Ltd	658,794	48,851	149,977	(862,857)	(14,647)	1,337,470
TOTAL ENDING BALANCE	\$658,794	\$48,851	\$149,977	(\$862,857)	(\$14,647)	\$1,337,470
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(4)	-	-	-	-	(4)
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(3.50)	-	-	-	-	(3.50)

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Administration and Support

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	220,752	-	-	-	-	-
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3160 Temporary Appointments

3400 Other Funds Ltd	391	391	-	-	-	-
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3170 Overtime Payments

3400 Other Funds Ltd	5,223	5,223	-	-	-	-
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3180 Shift Differential

3400 Other Funds Ltd	162	162	-	-	-	-
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3190 All Other Differential

3400 Other Funds Ltd	659	659	-	-	-	-
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SALARIES & WAGES

3400 Other Funds Ltd	227,187	6,435	-	-	-	-
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TOTAL SALARIES & WAGES

\$227,187	\$6,435	-	-	-	-
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	79	-	-	-	-	-
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	56,515	1,573	-	-	-	-
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3230 Social Security Taxes

3400 Other Funds Ltd	17,380	493	-	-	-	-
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Administration and Support

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3240 Unemployment Assessments						
3400 Other Funds Ltd	751	751	-	-	-	-
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	869	24	-	-	-	-
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	38	-	-	-	-	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	19,911	19,911	-	-	-	-
3270 Flexible Benefits						
3400 Other Funds Ltd	44,160	-	-	-	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	139,703	22,752	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	\$139,703	\$22,752	-	-	-	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(166,640)	(166,640)	-	-	-	-
PERSONAL SERVICES						
3400 Other Funds Ltd	200,250	(137,453)	-	-	-	-
TOTAL PERSONAL SERVICES	\$200,250	(\$137,453)	-	-	-	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	6,043	-	-	-	6,043	-

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Administration and Support

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
4125 Out of State Travel						
3400 Other Funds Ltd	1,525	-	-	-	1,525	-
4150 Employee Training						
3400 Other Funds Ltd	4,340	-	-	-	4,340	-
4175 Office Expenses						
3400 Other Funds Ltd	104,727	-	-	-	32,609	82,450
4200 Telecommunications						
3400 Other Funds Ltd	13,457	-	-	-	8,034	5,423
4225 State Gov. Service Charges						
3400 Other Funds Ltd	1,790,974	-	-	-	1,790,974	-
4250 Data Processing						
3400 Other Funds Ltd	68,048	-	-	-	45,298	22,750
4275 Publicity and Publications						
3400 Other Funds Ltd	620	-	-	-	620	-
4300 Professional Services						
3400 Other Funds Ltd	(624,498)	-	-	(650,000)	25,502	-
4315 IT Professional Services						
3400 Other Funds Ltd	173,554	-	-	-	173,554	-
4325 Attorney General						
3400 Other Funds Ltd	82,072	-	-	-	82,072	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	442	-	-	-	442	-
4400 Dues and Subscriptions						

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Administration and Support

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3400 Other Funds Ltd	711	-	-	-	711	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	1,393,725	-	937,793	-	29,755	426,177
4450 Fuels and Utilities						
3400 Other Funds Ltd	29,883	-	-	-	20,918	8,965
4475 Facilities Maintenance						
3400 Other Funds Ltd	12,212	-	-	-	12,212	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	748	-	-	-	748	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	18,297	-	-	-	16,446	1,851
4715 IT Expendable Property						
3400 Other Funds Ltd	24,356	-	-	-	24,356	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	3,101,236	-	937,793	(650,000)	2,276,159	547,616
TOTAL SERVICES & SUPPLIES	\$3,101,236	-	\$937,793	(\$650,000)	\$2,276,159	\$547,616
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	394	-	-	-	394	-
5200 Technical Equipment						
3400 Other Funds Ltd	967	-	-	-	967	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	6,461	-	-	-	6,461	-

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Administration and Support

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
CAPITAL OUTLAY						
3400 Other Funds Ltd	7,822	-	-	-	7,822	-
TOTAL CAPITAL OUTLAY	\$7,822	-	-	-	\$7,822	-
EXPENDITURES						
3400 Other Funds Ltd	3,309,308	(137,453)	937,793	(650,000)	2,283,981	547,616
TOTAL EXPENDITURES	\$3,309,308	(\$137,453)	\$937,793	(\$650,000)	\$2,283,981	\$547,616
ENDING BALANCE						
3400 Other Funds Ltd	(3,309,308)	137,453	(937,793)	650,000	(2,283,981)	(547,616)
TOTAL ENDING BALANCE	(\$3,309,308)	\$137,453	(\$937,793)	\$650,000	(\$2,283,981)	(\$547,616)
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	1	-	-	-	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	1.00	-	-	-	-	-

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Description	Pkg: 060 Technical Adjustments					
	Priority: 00					

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd 220,752

OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd 79

3220 Public Employees Retire Cont

3400 Other Funds Ltd 54,942

3230 Social Security Taxes

3400 Other Funds Ltd 16,887

3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd 845

3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd 38

3270 Flexible Benefits

3400 Other Funds Ltd 44,160

OTHER PAYROLL EXPENSES

3400 Other Funds Ltd 116,951

TOTAL OTHER PAYROLL EXPENSES \$116,951

PERSONAL SERVICES

3400 Other Funds Ltd 337,703

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Description	Pkg: 060 Technical Adjustments					
	Priority: 00					
TOTAL PERSONAL SERVICES		\$337,703				
SERVICES & SUPPLIES						
4175 Office Expenses						
3400 Other Funds Ltd	(10,332)					
EXPENDITURES						
3400 Other Funds Ltd	327,371					
TOTAL EXPENDITURES		\$327,371				
ENDING BALANCE						
3400 Other Funds Ltd	(327,371)					
TOTAL ENDING BALANCE		(\$327,371)				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	1					
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	1.00					

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Recreational Marijuana Program

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	1,529,976	-	-	-	-	-
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3160 Temporary Appointments

3400 Other Funds Ltd	412	412	-	-	-	-
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3170 Overtime Payments

3400 Other Funds Ltd	4,226	4,226	-	-	-	-
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SALARIES & WAGES

3400 Other Funds Ltd	1,534,614	4,638	-	-	-	-
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TOTAL SALARIES & WAGES	\$1,534,614	\$4,638	-	-	-	-
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	592	-	-	-	-	-
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	399,199	1,100	-	-	-	-
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3230 Social Security Taxes

3400 Other Funds Ltd	117,400	355	-	-	-	-
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3240 Unemployment Assessments

3400 Other Funds Ltd	11	11	-	-	-	-
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	6,138	17	-	-	-	-
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Recreational Marijuana Program

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	285	-	-	-	-	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	15,057	15,057	-	-	-	-
3270 Flexible Benefits						
3400 Other Funds Ltd	331,200	-	-	-	-	-
3280 Other OPE						
3400 Other Funds Ltd	1,120	1,120	-	-	-	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	871,002	17,660	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	\$871,002	\$17,660	-	-	-	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(185,572)	(185,572)	-	-	-	-
PERSONAL SERVICES						
3400 Other Funds Ltd	2,220,044	(163,274)	-	-	-	-
TOTAL PERSONAL SERVICES	\$2,220,044	(\$163,274)	-	-	-	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	32,278	-	-	-	7,278	-
4125 Out of State Travel						
3400 Other Funds Ltd	880	-	-	-	880	-

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Recreational Marijuana Program

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
4150 Employee Training						
3400 Other Funds Ltd	6,470	-	-	-	6,470	-
4175 Office Expenses						
3400 Other Funds Ltd	222,818	-	185,831	-	14,255	7,732
4200 Telecommunications						
3400 Other Funds Ltd	73,251	-	-	-	23,251	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	515,388	-	-	-	515,388	-
4250 Data Processing						
3400 Other Funds Ltd	92,087	-	-	-	7,087	-
4275 Publicity and Publications						
3400 Other Funds Ltd	173	-	-	-	173	-
4300 Professional Services						
3400 Other Funds Ltd	48,363	-	-	-	48,363	-
4315 IT Professional Services						
3400 Other Funds Ltd	283,740	-	-	-	283,740	-
4325 Attorney General						
3400 Other Funds Ltd	67,191	-	-	-	67,191	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	4,136	-	-	-	4,136	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	173	-	-	-	173	-
4425 Facilities Rental and Taxes						

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Recreational Marijuana Program

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3400 Other Funds Ltd	36,993	-	-	-	36,993	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	41,147	-	-	-	41,147	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	20,860	-	-	-	20,860	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	7,404	-	-	-	6,683	721
4700 Expendable Prop 250 - 5000						
3400 Other Funds Ltd	4,439	-	-	-	4,439	-
4715 IT Expendable Property						
3400 Other Funds Ltd	2,156	-	-	-	2,156	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	1,459,947	-	185,831	-	1,090,663	8,453
TOTAL SERVICES & SUPPLIES	\$1,459,947	-	\$185,831	-	\$1,090,663	\$8,453
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	409	-	-	-	409	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	(656,505)	-	-	(656,505)	-	-
5550 Data Processing Software						
3400 Other Funds Ltd	(100,000)	-	-	(100,000)	-	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	(756,096)	-	-	(756,505)	409	-

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Recreational Marijuana Program

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 021 Phase-in Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
TOTAL CAPITAL OUTLAY	(\$756,096)	-	-	(\$756,505)	\$409	-
EXPENDITURES						
3400 Other Funds Ltd	2,923,895	(163,274)	185,831	(756,505)	1,091,072	8,453
TOTAL EXPENDITURES	\$2,923,895	(\$163,274)	\$185,831	(\$756,505)	\$1,091,072	\$8,453
ENDING BALANCE						
3400 Other Funds Ltd	(2,923,895)	163,274	(185,831)	756,505	(1,091,072)	(8,453)
TOTAL ENDING BALANCE	(\$2,923,895)	\$163,274	(\$185,831)	\$756,505	(\$1,091,072)	(\$8,453)
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	8	-	-	-	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	7.50	-	-	-	-	-

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Recreational Marijuana Program

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Description	Pkg: 060 Technical Adjustments					
	Priority: 00					

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd 1,529,976

OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd 592

3220 Public Employees Retire Cont

3400 Other Funds Ltd 398,099

3230 Social Security Taxes

3400 Other Funds Ltd 117,045

3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd 6,121

3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd 285

3270 Flexible Benefits

3400 Other Funds Ltd 331,200

OTHER PAYROLL EXPENSES

3400 Other Funds Ltd 853,342

TOTAL OTHER PAYROLL EXPENSES \$853,342

PERSONAL SERVICES

3400 Other Funds Ltd 2,383,318

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Recreational Marijuana Program

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Description	Pkg: 060 Technical Adjustments					
	Priority: 00					
TOTAL PERSONAL SERVICES		\$2,383,318				
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd		25,000				
4175 Office Expenses						
3400 Other Funds Ltd		15,000				
4200 Telecommunications						
3400 Other Funds Ltd		50,000				
4250 Data Processing						
3400 Other Funds Ltd		85,000				
SERVICES & SUPPLIES						
3400 Other Funds Ltd		175,000				
TOTAL SERVICES & SUPPLIES		\$175,000				
EXPENDITURES						
3400 Other Funds Ltd		2,558,318				
TOTAL EXPENDITURES		\$2,558,318				
ENDING BALANCE						
3400 Other Funds Ltd		(2,558,318)				
TOTAL ENDING BALANCE		(\$2,558,318)				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions		8				
AUTHORIZED FTE						

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Recreational Marijuana Program

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Description	Pkg: 060 Technical Adjustments					
	Priority: 00					

8250 Class/Unclass FTE Positions

7.50

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Agents Compensation Program

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Description	Total Essential Packages	Pkg: 031 Standard Inflation Priority: 00				
EXPENDITURES						
SERVICES & SUPPLIES						
4300 Professional Services						
3400 Other Funds Ltd	17,355,075	17,355,075				
ENDING BALANCE						
3400 Other Funds Ltd	(17,355,075)	(17,355,075)				
TOTAL ENDING BALANCE	(\$17,355,075)	(\$17,355,075)				

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

Medical Marijuana Program

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	(859,128)	-	-	-	-	(859,128)
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	(395)	-	-	-	-	(395)
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	(223,545)	-	-	-	-	(223,545)
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3230 Social Security Taxes

3400 Other Funds Ltd	(65,724)	-	-	-	-	(65,724)
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3240 Unemployment Assessments

3400 Other Funds Ltd	39	39	-	-	-	-
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	(3,437)	-	-	-	-	(3,437)
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3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd	(190)	-	-	-	-	(190)
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3260 Mass Transit Tax

3400 Other Funds Ltd	2,257	2,257	-	-	-	-
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3270 Flexible Benefits

3400 Other Funds Ltd	(220,800)	-	-	-	-	(220,800)
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OTHER PAYROLL EXPENSES

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Medical Marijuana Program

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
3400 Other Funds Ltd	(511,795)	2,296	-	-	-	(514,091)
TOTAL OTHER PAYROLL EXPENSES	(\$511,795)	\$2,296	-	-	-	(\$514,091)
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(18,806)	(18,806)	-	-	-	-
PERSONAL SERVICES						
3400 Other Funds Ltd	(1,389,729)	(16,510)	-	-	-	(1,373,219)
TOTAL PERSONAL SERVICES	(\$1,389,729)	(\$16,510)	-	-	-	(\$1,373,219)
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	(22,312)	-	-	2,688	-	(25,000)
4175 Office Expenses						
3400 Other Funds Ltd	(11,465)	-	-	1,731	1,804	(15,000)
4200 Telecommunications						
3400 Other Funds Ltd	(40,211)	-	-	9,789	-	(50,000)
4225 State Gov. Service Charges						
3400 Other Funds Ltd	121,155	-	-	121,155	-	-
4250 Data Processing						
3400 Other Funds Ltd	(32,142)	-	-	52,858	-	(85,000)
4300 Professional Services						
3400 Other Funds Ltd	66	-	-	66	-	-
4375 Employee Recruitment and Develop						

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Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Medical Marijuana Program

Description	Total Essential Packages	Pkg: 010 Vacancy Factor and Non-ORPICS Personal Services Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 060 Technical Adjustments Priority: 00
3400 Other Funds Ltd	81	-	-	81	-	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	8,526	-	-	8,526	-	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	2,003	-	-	2,003	-	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	25,701	-	-	198,897	1,804	(175,000)
TOTAL SERVICES & SUPPLIES	\$25,701	-	-	\$198,897	\$1,804	(\$175,000)
CAPITAL OUTLAY						
5400 Automotive and Aircraft						
3400 Other Funds Ltd	(45,950)	-	(45,950)	-	-	-
EXPENDITURES						
3400 Other Funds Ltd	(1,409,978)	(16,510)	(45,950)	198,897	1,804	(1,548,219)
TOTAL EXPENDITURES	(\$1,409,978)	(\$16,510)	(\$45,950)	\$198,897	\$1,804	(\$1,548,219)
ENDING BALANCE						
3400 Other Funds Ltd	1,409,978	16,510	45,950	(198,897)	(1,804)	1,548,219
TOTAL ENDING BALANCE	\$1,409,978	\$16,510	\$45,950	(\$198,897)	(\$1,804)	\$1,548,219
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(5)	-	-	-	-	(5)
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(5.00)	-	-	-	-	(5.00)

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2027-29 Biennium
Capital Improvements

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-088-00-00-00000

Description	Total Essential Packages	Pkg: 031 Standard Inflation				
		Priority: 00				

EXPENDITURES

CAPITAL OUTLAY

5650 Land Improvements

3010 Other Funds Cap Improve	296	296
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5700 Building Structures

3010 Other Funds Cap Improve	12,353	12,353
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CAPITAL OUTLAY

3010 Other Funds Cap Improve	12,649	12,649
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TOTAL CAPITAL OUTLAY	\$12,649	\$12,649
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ENDING BALANCE

3010 Other Funds Cap Improve	(12,649)	(12,649)
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TOTAL ENDING BALANCE	(\$12,649)	(\$12,649)
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BUDGET NARRATIVE

DETAIL OF REVENUE & EXPENDITURES – POLICY PACKAGES (BDV004B)

BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Liquor & Cannabis Comm

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls	Pkg: 101 Recreational MJ Fee & Expense Update	Pkg: 102 Agency Realignment & Cost Allocation		
		Priority: 00	Priority: 01	Priority: 02		

REVENUE CATEGORIES

LICENSES AND FEES

0205 Business Lic and Fees

3400 Other Funds Ltd	6,841,516	(15,286,459)	22,127,975	-
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TRANSFERS OUT

2020 Transfer Out - Indirect Cost

3400 Other Funds Ltd	(4,772,130)	-	(4,772,130)	-
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AVAILABLE REVENUES

3400 Other Funds Ltd	2,069,386	(15,286,459)	17,355,845	-
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TOTAL AVAILABLE REVENUES

\$2,069,386	(\$15,286,459)	\$17,355,845	-
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	(3,644,016)	(9,830,352)	8,654,424	(2,468,088)
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3160 Temporary Appointments

3400 Other Funds Ltd	(8,810)	(8,810)	-	-
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SALARIES & WAGES

3400 Other Funds Ltd	(3,652,826)	(9,839,162)	8,654,424	(2,468,088)
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TOTAL SALARIES & WAGES

(\$3,652,826)	(\$9,839,162)	\$8,654,424	(\$2,468,088)
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

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Detail Revenues & Expenditures - Policy Packages

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Oregon Liquor & Cannabis Comm

Agency Number 84500

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Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Liquor & Cannabis Comm

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls	Pkg: 101 Recreational MJ Fee & Expense Update	Pkg: 102 Agency Realignment & Cost Allocation		
		Priority: 00	Priority: 01	Priority: 02		
3400 Other Funds Ltd	(1,778)	(4,187)	3,634	(1,225)		
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	(948,163)	(2,557,849)	2,251,875	(642,189)		
3230 Social Security Taxes						
3400 Other Funds Ltd	(280,006)	(752,709)	662,074	(189,371)		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	(14,611)	(39,316)	34,613	(9,908)		
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	(855)	(2,014)	1,748	(589)		
3260 Mass Transit Tax						
3400 Other Funds Ltd	(28,377)	(7,108)	-	(21,269)		
3270 Flexible Benefits						
3400 Other Funds Ltd	(993,600)	(2,340,480)	2,031,360	(684,480)		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(2,267,390)	(5,703,663)	4,985,304	(1,549,031)		
TOTAL OTHER PAYROLL EXPENSES	(\$2,267,390)	(\$5,703,663)	\$4,985,304	(\$1,549,031)		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	239,784	59,216	-	180,568		
PERSONAL SERVICES						
3400 Other Funds Ltd	(5,680,432)	(15,483,609)	13,639,728	(3,836,551)		
TOTAL PERSONAL SERVICES	(\$5,680,432)	(\$15,483,609)	\$13,639,728	(\$3,836,551)		

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Detail Revenues & Expenditures - Policy Packages

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Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Oregon Liquor & Cannabis Comm

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls	Pkg: 101 Recreational MJ Fee & Expense Update	Pkg: 102 Agency Realignment & Cost Allocation		
		Priority: 00	Priority: 01	Priority: 02		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	(17,282)	(17,282)	-	-		
4150 Employee Training						
3400 Other Funds Ltd	(17,282)	(17,282)	-	-		
4175 Office Expenses						
3400 Other Funds Ltd	(201,168)	(201,168)	-	-		
4200 Telecommunications						
3400 Other Funds Ltd	(17,282)	(417,282)	400,000	-		
4315 IT Professional Services						
3400 Other Funds Ltd	450,000	(1,100,000)	1,550,000	-		
4715 IT Expendable Property						
3400 Other Funds Ltd	(17,283)	(17,283)	-	-		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	179,703	(1,770,297)	1,950,000	-		
TOTAL SERVICES & SUPPLIES	\$179,703	(\$1,770,297)	\$1,950,000	-		
EXPENDITURES						
3400 Other Funds Ltd	(5,500,729)	(17,253,906)	15,589,728	(3,836,551)		
TOTAL EXPENDITURES	(\$5,500,729)	(\$17,253,906)	\$15,589,728	(\$3,836,551)		
ENDING BALANCE						
3400 Other Funds Ltd	7,570,115	1,967,447	1,766,117	3,836,551		
TOTAL ENDING BALANCE	\$7,570,115	\$1,967,447	\$1,766,117	\$3,836,551		

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Detail Revenues & Expenditures - Policy Packages

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BDV004B

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls	Pkg: 101 Recreational MJ Fee & Expense Update	Pkg: 102 Agency Realignment & Cost Allocation		
		Priority: 00	Priority: 01	Priority: 02		

AUTHORIZED POSITIONS

8150 Class/Unclass Positions	(23)	(53)	46	(16)
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AUTHORIZED FTE

8250 Class/Unclass FTE Positions	(22.50)	(53.00)	46.00	(15.50)
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Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Distilled Spirits Program

Description	Total Policy Packages	Pkg: 102 Agency Realignment & Cost Allocation				
		Priority: 02				

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	(180,168)	(180,168)
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	(79)	(79)
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	(46,879)	(46,879)
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3230 Social Security Taxes

3400 Other Funds Ltd	(13,783)	(13,783)
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	(721)	(721)
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3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd	(38)	(38)
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3260 Mass Transit Tax

3400 Other Funds Ltd	(1,081)	(1,081)
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3270 Flexible Benefits

3400 Other Funds Ltd	(44,160)	(44,160)
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OTHER PAYROLL EXPENSES

3400 Other Funds Ltd	(106,741)	(106,741)
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TOTAL OTHER PAYROLL EXPENSES	(\$106,741)	(\$106,741)
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2027-29 Biennium
Distilled Spirits Program

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-001-00-00-00000

Description	Total Policy Packages	Pkg: 102 Agency Realignment & Cost Allocation Priority: 02				
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	8,925	8,925				
PERSONAL SERVICES						
3400 Other Funds Ltd	(277,984)	(277,984)				
TOTAL PERSONAL SERVICES	(\$277,984)	(\$277,984)				
ENDING BALANCE						
3400 Other Funds Ltd	277,984	277,984				
TOTAL ENDING BALANCE	\$277,984	\$277,984				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(1)	(1)				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(1.00)	(1.00)				

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Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Administration and Support

Description	Total Policy Packages	Pkg: 102 Agency Realignment & Cost Allocation				
		Priority: 02				

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	221,016	221,016
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	(40)	(40)
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	57,509	57,509
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3230 Social Security Taxes

3400 Other Funds Ltd	16,350	16,350
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	848	848
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3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd	(19)	(19)
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3260 Mass Transit Tax

3400 Other Funds Ltd	1,350	1,350
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3270 Flexible Benefits

3400 Other Funds Ltd	(22,080)	(22,080)
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OTHER PAYROLL EXPENSES

3400 Other Funds Ltd	53,918	53,918
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TOTAL OTHER PAYROLL EXPENSES	\$53,918	\$53,918
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Detail Revenues & Expenditures - Policy Packages

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2027-29 Biennium
Administration and Support

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-003-00-00-00000

Description	Total Policy Packages	Pkg: 102 Agency Realignment & Cost Allocation Priority: 02				
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	(11,153)	(11,153)				
PERSONAL SERVICES						
3400 Other Funds Ltd	263,781	263,781				
TOTAL PERSONAL SERVICES	\$263,781	\$263,781				
ENDING BALANCE						
3400 Other Funds Ltd	(263,781)	(263,781)				
TOTAL ENDING BALANCE	(\$263,781)	(\$263,781)				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(1)	(1)				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(0.50)	(0.50)				

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Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Recreational Marijuana Program

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls	Pkg: 101 Recreational MJ Fee & Expense Update	Pkg: 102 Agency Realignment & Cost Allocation		
		Priority: 00	Priority: 01	Priority: 02		

REVENUE CATEGORIES

LICENSES AND FEES

0205 Business Lic and Fees

3400 Other Funds Ltd	6,841,516	(15,286,459)	22,127,975	-
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TRANSFERS OUT

2020 Transfer Out - Indirect Cost

3400 Other Funds Ltd	(4,772,130)	-	(4,772,130)	-
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AVAILABLE REVENUES

3400 Other Funds Ltd	2,069,386	(15,286,459)	17,355,845	-
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TOTAL AVAILABLE REVENUES	\$2,069,386	(\$15,286,459)	\$17,355,845	-
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	(1,212,048)	(9,830,352)	8,654,424	(36,120)
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3160 Temporary Appointments

3400 Other Funds Ltd	(8,810)	(8,810)	-	-
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SALARIES & WAGES

3400 Other Funds Ltd	(1,220,858)	(9,839,162)	8,654,424	(36,120)
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TOTAL SALARIES & WAGES	(\$1,220,858)	(\$9,839,162)	\$8,654,424	(\$36,120)
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

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Detail Revenues & Expenditures - Policy Packages

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BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Recreational Marijuana Program

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls	Pkg: 101 Recreational MJ Fee & Expense Update	Pkg: 102 Agency Realignment & Cost Allocation		
		Priority: 00	Priority: 01	Priority: 02		
3400 Other Funds Ltd	(553)	(4,187)	3,634	-		
3220 Public Employees Retire Cont						
3400 Other Funds Ltd	(315,372)	(2,557,849)	2,251,875	(9,398)		
3230 Social Security Taxes						
3400 Other Funds Ltd	(93,397)	(752,709)	662,074	(2,762)		
3241 Paid Family Medical Leave Insurance						
3400 Other Funds Ltd	(4,848)	(39,316)	34,613	(145)		
3250 Workers Comp. Assess. (WCD)						
3400 Other Funds Ltd	(266)	(2,014)	1,748	-		
3260 Mass Transit Tax						
3400 Other Funds Ltd	(9,589)	(7,108)	-	(2,481)		
3270 Flexible Benefits						
3400 Other Funds Ltd	(309,120)	(2,340,480)	2,031,360	-		
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	(733,145)	(5,703,663)	4,985,304	(14,786)		
TOTAL OTHER PAYROLL EXPENSES	(\$733,145)	(\$5,703,663)	\$4,985,304	(\$14,786)		
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	83,203	59,216	-	23,987		
PERSONAL SERVICES						
3400 Other Funds Ltd	(1,870,800)	(15,483,609)	13,639,728	(26,919)		
TOTAL PERSONAL SERVICES	(\$1,870,800)	(\$15,483,609)	\$13,639,728	(\$26,919)		

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Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Recreational Marijuana Program

Description	Total Policy Packages	Pkg: 070 Revenue Shortfalls	Pkg: 101 Recreational MJ Fee & Expense Update	Pkg: 102 Agency Realignment & Cost Allocation		
		Priority: 00	Priority: 01	Priority: 02		
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	(17,282)	(17,282)	-	-		
4150 Employee Training						
3400 Other Funds Ltd	(17,282)	(17,282)	-	-		
4175 Office Expenses						
3400 Other Funds Ltd	(201,168)	(201,168)	-	-		
4200 Telecommunications						
3400 Other Funds Ltd	(17,282)	(417,282)	400,000	-		
4315 IT Professional Services						
3400 Other Funds Ltd	450,000	(1,100,000)	1,550,000	-		
4715 IT Expendable Property						
3400 Other Funds Ltd	(17,283)	(17,283)	-	-		
SERVICES & SUPPLIES						
3400 Other Funds Ltd	179,703	(1,770,297)	1,950,000	-		
TOTAL SERVICES & SUPPLIES	\$179,703	(\$1,770,297)	\$1,950,000	-		
EXPENDITURES						
3400 Other Funds Ltd	(1,691,097)	(17,253,906)	15,589,728	(26,919)		
TOTAL EXPENDITURES	(\$1,691,097)	(\$17,253,906)	\$15,589,728	(\$26,919)		
ENDING BALANCE						
3400 Other Funds Ltd	3,760,483	1,967,447	1,766,117	26,919		
TOTAL ENDING BALANCE	\$3,760,483	\$1,967,447	\$1,766,117	\$26,919		

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Detail Revenues & Expenditures - Policy Packages

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BDV004B

Description	Total Policy Packages	Pkg: 070	Pkg: 101	Pkg: 102		
		Revenue Shortfalls	Recreational MJ Fee & Expense Update	Agency Realignment & Cost Allocation		
		Priority: 00	Priority: 01	Priority: 02		

AUTHORIZED POSITIONS

8150 Class/Unclass Positions	(7)	(53)	46	-
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AUTHORIZED FTE

8250 Class/Unclass FTE Positions	(7.00)	(53.00)	46.00	-
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BDV004B

Version: V - 01 - Agency Request Budget

2027-29 Biennium

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

Medical Marijuana Program

Description	Total Policy Packages	Pkg: 102 Agency Realignment & Cost Allocation				
		Priority: 02				

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	(2,472,816)	(2,472,816)
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	(1,106)	(1,106)
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3220 Public Employees Retire Cont

3400 Other Funds Ltd	(643,421)	(643,421)
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3230 Social Security Taxes

3400 Other Funds Ltd	(189,176)	(189,176)
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3241 Paid Family Medical Leave Insurance

3400 Other Funds Ltd	(9,890)	(9,890)
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3250 Workers Comp. Assess. (WCD)

3400 Other Funds Ltd	(532)	(532)
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3260 Mass Transit Tax

3400 Other Funds Ltd	(19,057)	(19,057)
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3270 Flexible Benefits

3400 Other Funds Ltd	(618,240)	(618,240)
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OTHER PAYROLL EXPENSES

3400 Other Funds Ltd	(1,481,422)	(1,481,422)
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TOTAL OTHER PAYROLL EXPENSES	(\$1,481,422)	(\$1,481,422)
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Detail Revenues & Expenditures - Policy Packages

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BDV004B

BDV004B
2027-29 Biennium
Medical Marijuana Program

Version: V - 01 - Agency Request Budget
Cross Reference Number: 84500-006-00-00-00000

Description	Total Policy Packages	Pkg: 102 Agency Realignment & Cost Allocation Priority: 02				
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	158,809	158,809				
PERSONAL SERVICES						
3400 Other Funds Ltd	(3,795,429)	(3,795,429)				
TOTAL PERSONAL SERVICES	(\$3,795,429)	(\$3,795,429)				
ENDING BALANCE						
3400 Other Funds Ltd	3,795,429	3,795,429				
TOTAL ENDING BALANCE	\$3,795,429	\$3,795,429				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	(14)	(14)				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	(14.00)	(14.00)				

BUDGET NARRATIVE

POSITION BUDGET REPORT LIST (PIC100)

BUDGET NARRATIVE

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PIC100 - Position Budget Report

Oregon Liquor & Cannabis Comm

2027-29 Biennium

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

Budget Preparation

Agency Request 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											-	-	77,902,608	-	77,902,608
Total OPE											-	-	43,116,563	-	43,116,563
Total Personal Services					377	375.02					-	-	121,019,171	-	121,019,171

PIC100 - Position Budget Report

Business Services

2027-29 Biennium

Cross Reference Number: 84500-001-20-00-00000

Budget Preparation

Agency Request 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
2000180	AL C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	6	7676	SAL	-	-	184,224	-	184,224
										OPE	-	-	107,042	-	107,042
8000423	MMS X7084 AP	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	8	11756	SAL	-	-	282,144	-	282,144
										OPE	-	-	140,404	-	140,404
8000424	AL C0862 AP	PROGRAM ANALYST 3	29	PF	1	1.00	24	11	10722	SAL	-	-	257,328	-	257,328
										OPE	-	-	131,949	-	131,949
Total Salary											-	-	723,696	-	723,696
Total OPE											-	-	379,395	-	379,395
Total Personal Services					3	3.00					-	-	1,103,091	-	1,103,091

PIC100 - Position Budget Report

Distribution Services

2027-29 Biennium
Budget Preparation

Cross Reference Number: 84500-001-30-00-00000
Agency Request 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 Z7081 AF	BUSINESS OPERATIONS ADMINISTRATIVE	40X	PF	1	1.00	24	8	16526	SAL	-	-	396,624	-	396,624
										OPE	-	-	177,584	-	177,584
3000001	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	11	6037	SAL	-	-	144,888	-	144,888
										OPE	-	-	93,641	-	93,641
3000002	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6971	SAL	-	-	167,304	-	167,304
										OPE	-	-	101,278	-	101,278
3000003	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000005	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000006	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	11	6370	SAL	-	-	152,880	-	152,880
										OPE	-	-	96,363	-	96,363
3000008	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	11	6370	SAL	-	-	152,880	-	152,880
										OPE	-	-	96,363	-	96,363
3000009	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	11	6370	SAL	-	-	152,880	-	152,880
										OPE	-	-	96,363	-	96,363
3000011	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000012	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	11	6370	SAL	-	-	152,880	-	152,880
										OPE	-	-	96,363	-	96,363
3000013	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000014	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000015	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000016	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000017	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000018	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5633	SAL	-	-	135,192	-	135,192

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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
3000020	AL C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	11	8053	OPE	-	-	90,337	-	90,337
										SAL	-	-	193,272	-	193,272
3000021	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	OPE	-	-	110,124	-	110,124
										SAL	-	-	141,696	-	141,696
3000022	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	OPE	-	-	92,553	-	92,553
										SAL	-	-	141,696	-	141,696
3000023	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	11	6370	OPE	-	-	92,553	-	92,553
										SAL	-	-	152,880	-	152,880
3000024	MESN Z7784 AF	SHIPPING DISTRIBUTION AND WAREHC 33X		PF	1	1.00	24	11	13625	OPE	-	-	96,363	-	96,363
										SAL	-	-	327,000	-	327,000
3000025	MMS X7786 AP	SHIPPING DISTRIBUTION AND WAREHC 28X		PF	1	1.00	24	10	10172	OPE	-	-	155,686	-	155,686
										SAL	-	-	244,128	-	244,128
3000027	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	OPE	-	-	127,452	-	127,452
										SAL	-	-	141,696	-	141,696
3000028	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	OPE	-	-	92,553	-	92,553
										SAL	-	-	141,696	-	141,696
3000029	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	9	5374	OPE	-	-	92,553	-	92,553
										SAL	-	-	128,976	-	128,976
3000030	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	OPE	-	-	88,220	-	88,220
										SAL	-	-	141,696	-	141,696
3000031	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	OPE	-	-	92,553	-	92,553
										SAL	-	-	123,024	-	123,024
3000032	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	8	5126	OPE	-	-	86,191	-	86,191
										SAL	-	-	141,696	-	141,696
3000034	AL C4409 AP	GENERAL MAINTENANCE MECHANIC	21	PF	1	1.00	24	11	7314	OPE	-	-	92,553	-	92,553
										SAL	-	-	175,536	-	175,536
3000075	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	OPE	-	-	104,082	-	104,082
										SAL	-	-	141,696	-	141,696
3000077	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	OPE	-	-	92,553	-	92,553
										SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553

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											GF	LF	OF	FF	AF
3000079	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000080	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000081	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000082	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000083	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000086	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
3000088	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000123	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000124	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000150	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000151	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000152	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5633	SAL	-	-	135,192	-	135,192
										OPE	-	-	90,337	-	90,337
3000153	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000154	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000155	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000205	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696

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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	-	-	92,553	-	92,553
3000206	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5633	SAL	-	-	135,192	-	135,192
										OPE	-	-	90,337	-	90,337
3000207	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	10	5633	SAL	-	-	135,192	-	135,192
										OPE	-	-	90,337	-	90,337
3000208	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	11	6370	SAL	-	-	152,880	-	152,880
										OPE	-	-	96,363	-	96,363
3000241	MMS X7786 AP	SHIPPING DISTRIBUTION AND WAREHC 28X		PF	1	1.00	24	6	8382	SAL	-	-	201,168	-	201,168
										OPE	-	-	112,815	-	112,815
3000242	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	11	6370	SAL	-	-	152,880	-	152,880
										OPE	-	-	96,363	-	96,363
3000243	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	11	6370	SAL	-	-	152,880	-	152,880
										OPE	-	-	96,363	-	96,363
3000244	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	11	6370	SAL	-	-	152,880	-	152,880
										OPE	-	-	96,363	-	96,363
3000245	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	11	6370	SAL	-	-	152,880	-	152,880
										OPE	-	-	96,363	-	96,363
3000246	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	11	6370	SAL	-	-	152,880	-	152,880
										OPE	-	-	96,363	-	96,363
3000247	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	11	6370	SAL	-	-	152,880	-	152,880
										OPE	-	-	96,363	-	96,363
3000261	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	11	6370	SAL	-	-	152,880	-	152,880
										OPE	-	-	96,363	-	96,363
3000262	AL C4138 AP	LIQUOR DISTRIBUTION WORKER 2	18T	PF	1	1.00	24	11	6370	SAL	-	-	152,880	-	152,880
										OPE	-	-	96,363	-	96,363
3000263	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000264	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000265	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553

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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
3000266	AL C4409 AP	GENERAL MAINTENANCE MECHANIC	21	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	101,327	-	101,327
3000267	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
3000268	AL C4137 AP	LIQUOR DISTRIBUTION WORKER 1	16S	PF	1	1.00	24	11	5904	SAL	-	-	141,696	-	141,696
										OPE	-	-	92,553	-	92,553
Total Salary											-	-	10,143,240	-	10,143,240
Total OPE											-	-	6,331,990	-	6,331,990
Total Personal Services					65	65.00					-	-	16,475,230	-	16,475,230

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Retail 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
4000003	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
4000004	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
4000012	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
4000085	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
4000170	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	10	9282	SAL	-	-	222,768	-	222,768
										OPE	-	-	120,174	-	120,174
4000171	AL C0861 AP	PROGRAM ANALYST 2	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
4000173	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6971	SAL	-	-	167,304	-	167,304
										OPE	-	-	101,278	-	101,278
4000508	MESN Z7084 AF	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	7	11206	SAL	-	-	268,944	-	268,944
										OPE	-	-	135,906	-	135,906
Total Salary											-	-	1,826,136	-	1,826,136
Total OPE											-	-	976,383	-	976,383
Total Personal Services					8	8.00					-	-	2,802,519	-	2,802,519

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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	11	5660	SAL	-	-	135,840	-	135,840
										OPE	-	-	90,558	-	90,558
4500052	MMS X7435 AP	LICENSING AND PERMITTING MANAGER 31X	31X	PF	1	1.00	24	11	12332	SAL	-	-	295,968	-	295,968
										OPE	-	-	145,114	-	145,114
4500054	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	11	6037	SAL	-	-	144,888	-	144,888
										OPE	-	-	93,641	-	93,641
4500058	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	11	6037	SAL	-	-	144,888	-	144,888
										OPE	-	-	93,641	-	93,641
4500091	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	6	4483	SAL	-	-	107,592	-	107,592
										OPE	-	-	80,933	-	80,933
4500128	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	11	5660	SAL	-	-	135,840	-	135,840
										OPE	-	-	90,558	-	90,558
4500157	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6971	SAL	-	-	167,304	-	167,304
										OPE	-	-	101,278	-	101,278
4500158	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	11	6037	SAL	-	-	144,888	-	144,888
										OPE	-	-	93,641	-	93,641
4500194	MMS X7436 AP	LICENSING AND PERMITTING SUPERVISOR 28X	28X	PF	1	1.00	24	11	10672	SAL	-	-	256,128	-	256,128
										OPE	-	-	131,541	-	131,541
4500507	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	7	5772	SAL	-	-	138,528	-	138,528
										OPE	-	-	91,473	-	91,473
4500511	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	SAL	-	-	212,256	-	212,256
										OPE	-	-	116,593	-	116,593
4500512	AL C0103 AP	OFFICE SPECIALIST 1	13C	PF	1	1.00	24	8	4577	SAL	-	-	109,848	-	109,848
										OPE	-	-	81,701	-	81,701
4500517	MESN Z7433 AP	LICENSING AND PERMITTING MANAGER 35X	35X	PF	1	1.00	24	5	11206	SAL	-	-	268,944	-	268,944
										OPE	-	-	135,906	-	135,906
4500519	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	7	7314	SAL	-	-	175,536	-	175,536
										OPE	-	-	104,082	-	104,082
4500525	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	4	6353	SAL	-	-	152,472	-	152,472
										OPE	-	-	96,224	-	96,224
4500531	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	SAL	-	-	212,256	-	212,256

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											GF	LF	OF	FF	AF
4500602	AL C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	8	6977	OPE	-	-	116,593	-	116,593
										SAL	-	-	167,448	-	167,448
4500606	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	7	5026	OPE	-	-	101,327	-	101,327
										SAL	-	-	120,624	-	120,624
4500624	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	OPE	-	-	85,373	-	85,373
										SAL	-	-	212,256	-	212,256
4500631	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	8441	OPE	-	-	116,593	-	116,593
										SAL	-	-	202,584	-	202,584
4500651	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	OPE	-	-	113,297	-	113,297
										SAL	-	-	212,256	-	212,256
4500685	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	11	10722	OPE	-	-	116,593	-	116,593
										SAL	-	-	257,328	-	257,328
4500906	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	6	6977	OPE	-	-	131,949	-	131,949
										SAL	-	-	167,448	-	167,448
4600117	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	9	6353	OPE	-	-	101,327	-	101,327
										SAL	-	-	152,472	-	152,472
4600611	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	11	10722	OPE	-	-	96,224	-	96,224
										SAL	-	-	257,328	-	257,328
4700047	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	6	6977	OPE	-	-	131,949	-	131,949
										SAL	-	-	167,448	-	167,448
4700504	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	9	8056	OPE	-	-	101,327	-	101,327
										SAL	-	-	193,344	-	193,344
4700532	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	OPE	-	-	110,149	-	110,149
										SAL	-	-	212,256	-	212,256
4700536	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	OPE	-	-	116,593	-	116,593
										SAL	-	-	212,256	-	212,256
4700542	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	5	6655	OPE	-	-	116,593	-	116,593
										SAL	-	-	159,720	-	159,720
4700549	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	OPE	-	-	98,694	-	98,694
										SAL	-	-	212,256	-	212,256
										OPE	-	-	116,593	-	116,593

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Alcohol License Services

2027-29 Biennium

Cross Reference Number: 84500-002-45-00-00000

Budget Preparation

Agency Request 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
4700553	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	SAL	-	-	212,256	-	212,256
										OPE	-	-	116,593	-	116,593
4700554	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	7	7314	SAL	-	-	175,536	-	175,536
										OPE	-	-	104,082	-	104,082
4700634	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	SAL	-	-	212,256	-	212,256
										OPE	-	-	116,593	-	116,593
8000421	MMS X7623 AP	POLICY PLANNING AND DEVELOPMENT	35X	PF	1	1.00	24	11	14972	SAL	-	-	359,328	-	359,328
										OPE	-	-	166,700	-	166,700
Total Salary											-	-	6,669,576	-	6,669,576
Total OPE											-	-	3,822,026	-	3,822,026
Total Personal Services					35	35.00					-	-	10,491,602	-	10,491,602

PIC100 - Position Budget Report

Alcohol Public Safety

**2027-29 Biennium
Budget Preparation**

**Cross Reference Number: 84500-002-47-00-00000
Agency Request 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
4700035	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	6	7676	SAL	-	-	184,224	-	184,224
										OPE	-	-	107,042	-	107,042
4700036	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	9282	SAL	-	-	222,768	-	222,768
										OPE	-	-	120,174	-	120,174
4700037	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	5269	SAL	-	-	126,456	-	126,456
										OPE	-	-	87,361	-	87,361
4700040	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
4700041	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA 31X	31X	PF	1	1.00	24	10	11756	SAL	-	-	282,144	-	282,144
										OPE	-	-	140,404	-	140,404
4700042	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
4700045	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
4700048	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	8	8441	SAL	-	-	202,584	-	202,584
										OPE	-	-	113,297	-	113,297
4700049	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	8858	SAL	-	-	212,592	-	212,592
										OPE	-	-	116,706	-	116,706
4700055	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	11	6037	SAL	-	-	144,888	-	144,888
										OPE	-	-	93,641	-	93,641
4700060	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA 31X	31X	PF	1	1.00	24	5	9229	SAL	-	-	221,496	-	221,496
										OPE	-	-	119,740	-	119,740
4700072	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
4700073	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	11	6037	SAL	-	-	144,888	-	144,888
										OPE	-	-	93,641	-	93,641
4700076	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
4700089	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	9282	SAL	-	-	222,768	-	222,768
										OPE	-	-	120,174	-	120,174
4700131	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424

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Alcohol Public Safety

**2027-29 Biennium
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**Cross Reference Number: 84500-002-47-00-00000
Agency Request 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
4700161	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	7	5026	OPE	-	-	123,805	-	123,805
										SAL	-	-	120,624	-	120,624
4700195	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA 31X	31X	PF	1	1.00	24	11	12332	OPE	-	-	85,373	-	85,373
										SAL	-	-	295,968	-	295,968
4700308	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	2	6353	OPE	-	-	145,114	-	145,114
										SAL	-	-	152,472	-	152,472
4700309	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	96,224	-	96,224
										SAL	-	-	233,424	-	233,424
4700310	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	3	6655	OPE	-	-	123,805	-	123,805
										SAL	-	-	159,720	-	159,720
4700311	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	7314	OPE	-	-	98,694	-	98,694
										SAL	-	-	175,536	-	175,536
4700312	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	7314	OPE	-	-	104,082	-	104,082
										SAL	-	-	175,536	-	175,536
4700509	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6655	OPE	-	-	104,082	-	104,082
										SAL	-	-	159,720	-	159,720
4700520	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	7	8056	OPE	-	-	98,694	-	98,694
										SAL	-	-	193,344	-	193,344
4700521	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA 31X	31X	PF	1	1.00	24	11	12332	OPE	-	-	110,149	-	110,149
										SAL	-	-	295,968	-	295,968
4700522	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	9282	OPE	-	-	145,114	-	145,114
										SAL	-	-	222,768	-	222,768
4700524	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	11	10722	OPE	-	-	120,174	-	120,174
										SAL	-	-	257,328	-	257,328
4700526	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	131,949	-	131,949
										SAL	-	-	233,424	-	233,424
4700527	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	123,805	-	123,805
										SAL	-	-	233,424	-	233,424
4700529	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	123,805	-	123,805
										SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805

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Alcohol Public Safety

**2027-29 Biennium
Budget Preparation**

**Cross Reference Number: 84500-002-47-00-00000
Agency Request 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
4700530	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
4700544	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	9282	SAL	-	-	222,768	-	222,768
										OPE	-	-	120,174	-	120,174
4700547	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	9282	SAL	-	-	222,768	-	222,768
										OPE	-	-	120,174	-	120,174
4700550	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
4700551	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
4700552	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
4700556	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	7314	SAL	-	-	175,536	-	175,536
										OPE	-	-	104,082	-	104,082
4700560	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	10	5398	SAL	-	-	129,552	-	129,552
										OPE	-	-	88,415	-	88,415
4700607	MESN Z7143 AF	COMPLIANCE AND REGULATORY MANA 35X	35X	PF	1	1.00	24	11	14972	SAL	-	-	359,328	-	359,328
										OPE	-	-	166,700	-	166,700
4700627	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	9282	SAL	-	-	222,768	-	222,768
										OPE	-	-	120,174	-	120,174
4700629	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	9282	SAL	-	-	222,768	-	222,768
										OPE	-	-	120,174	-	120,174
4700652	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
4700653	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	9282	SAL	-	-	222,768	-	222,768
										OPE	-	-	120,174	-	120,174
4700660	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA 31X	31X	PF	1	1.00	24	11	12332	SAL	-	-	295,968	-	295,968
										OPE	-	-	145,114	-	145,114
4700752	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
4700785	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	7	4684	SAL	-	-	112,416	-	112,416

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Alcohol Public Safety

**2027-29 Biennium
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**Cross Reference Number: 84500-002-47-00-00000
Agency Request 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	
4700876	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	82,578	-	82,578	
										SAL	-	-	233,424	-	233,424	
										OPE	-	-	123,805	-	123,805	
4700877	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	8	8441	SAL	-	-	202,584	-	202,584	
										OPE	-	-	113,297	-	113,297	
										SAL	-	-	233,424	-	233,424	
4700879	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	123,805	-	123,805	
										SAL	-	-	233,424	-	233,424	
										OPE	-	-	123,805	-	123,805	
4700903	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424	
										OPE	-	-	123,805	-	123,805	
										SAL	-	-	233,424	-	233,424	
4700904	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	123,805	-	123,805	
										SAL	-	-	233,424	-	233,424	
										OPE	-	-	123,805	-	123,805	
4700905	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424	
										OPE	-	-	123,805	-	123,805	
										SAL	-	-	233,424	-	233,424	
4700935	AL C0104 AP	OFFICE SPECIALIST 2	15C	PP	1	0.50	12	10	5398	OPE	-	-	123,805	-	123,805	
										SAL	-	-	64,776	-	64,776	
										OPE	-	-	44,208	-	44,208	
4700936	AL C0104 AP	OFFICE SPECIALIST 2	15C	PP	1	0.50	12	7	4684	SAL	-	-	56,208	-	56,208	
										OPE	-	-	41,289	-	41,289	
										SAL	-	-	67,920	-	67,920	
4700937	AL C0104 AP	OFFICE SPECIALIST 2	15C	PP	1	0.50	12	11	5660	OPE	-	-	45,280	-	45,280	
										SAL	-	-	67,920	-	67,920	
										OPE	-	-	45,280	-	45,280	
4700938	AL C0104 AP	OFFICE SPECIALIST 2	15C	PP	1	0.50	12	11	5660	SAL	-	-	67,920	-	67,920	
										OPE	-	-	45,280	-	45,280	
										SAL	-	-	109,206	-	109,206	
8000401	MESN Z7141 AF	COMPLIANCE AND REGULATORY ADMIN 40X	PF	0	0.25	6	10	18201	OPE	-	-	48,275	-	48,275		
									SAL	-	-	109,206	-	109,206		
Total Salary											-	-	11,830,950	-	11,830,950	
Total OPE											-	-	6,477,122	-	6,477,122	
Total Personal Services					57	55.25						-	-	18,308,072	-	18,308,072

PIC100 - Position Budget Report

Bottle Bill Program

**2027-29 Biennium
Budget Preparation**

**Cross Reference Number: 84500-002-54-00-00000
Agency Request 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	11	6971	SAL	-	-	167,304	-	167,304	
										OPE	-	-	101,278	-	101,278	
5500604	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	11	10722	SAL	-	-	257,328	-	257,328	
										OPE	-	-	131,949	-	131,949	
Total Salary											-	-	424,632	-	424,632	
Total OPE											-	-	233,227	-	233,227	
Total Personal Services					2	2.00						-	-	657,859	-	657,859

PIC100 - Position Budget Report

Administrative Hearings

**2027-29 Biennium
Budget Preparation**

**Cross Reference Number: 84500-002-55-00-00000
Agency Request 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 C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	11	12334	SAL	-	-	296,016	-	296,016
										OPE	-	-	145,129	-	145,129
5500069	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6971	SAL	-	-	167,304	-	167,304
										OPE	-	-	101,278	-	101,278
5500070	AL C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	5	9282	SAL	-	-	222,768	-	222,768
										OPE	-	-	120,174	-	120,174
5500087	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	5269	SAL	-	-	126,456	-	126,456
										OPE	-	-	87,361	-	87,361
5500093	AL C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	11	12334	SAL	-	-	296,016	-	296,016
										OPE	-	-	145,129	-	145,129
5500150	MESN Z7624 AF	POLICY PLANNING AND DEVELOPMENT 33X	33X	PF	1	1.00	24	11	13625	SAL	-	-	327,000	-	327,000
										OPE	-	-	155,686	-	155,686
5500197	AL C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	8	10728	SAL	-	-	257,472	-	257,472
										OPE	-	-	131,998	-	131,998
5500198	AL C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	9	11258	SAL	-	-	270,192	-	270,192
										OPE	-	-	136,332	-	136,332
5500403	AL C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	11	12334	SAL	-	-	296,016	-	296,016
										OPE	-	-	145,129	-	145,129
5500404	AL C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	8	10728	SAL	-	-	257,472	-	257,472
										OPE	-	-	131,998	-	131,998
5500506	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6971	SAL	-	-	167,304	-	167,304
										OPE	-	-	101,278	-	101,278
5500625	AL C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	10	11784	SAL	-	-	282,816	-	282,816
										OPE	-	-	140,632	-	140,632
5500650	AL C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	6	9741	SAL	-	-	233,784	-	233,784
										OPE	-	-	123,927	-	123,927
Total Salary											-	-	3,200,616	-	3,200,616
Total OPE											-	-	1,666,051	-	1,666,051
Total Personal Services					13	13.00					-	-	4,866,667	-	4,866,667

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Alcohol Rules & Policy

2027-29 Biennium

Cross Reference Number: 84500-002-56-00-00000

Budget Preparation

Agency Request 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	11	9726	SAL	-	-	116,712	-	116,712
										OPE	-	-	61,902	-	61,902
5500561	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	10	11754	SAL	-	-	282,096	-	282,096
										OPE	-	-	140,386	-	140,386
Total Salary											-	-	398,808	-	398,808
Total OPE											-	-	202,288	-	202,288
Total Personal Services					2	1.50					-	-	601,096	-	601,096

PIC100 - Position Budget Report

Agency Directors Office

2027-29 Biennium

Cross Reference Number: 84500-003-10-00-00000

Budget Preparation

Agency Request 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	11	23585	SAL	-	-	566,040	-	566,040
										OPE	-	-	224,123	-	224,123
1000002	MENN Z0830 AF	EXECUTIVE ASSISTANT	25	PF	1	1.00	24	10	9234	SAL	-	-	221,616	-	221,616
										OPE	-	-	119,781	-	119,781
1100010	MESN Z7624 AF	POLICY PLANNING AND DEVELOPMENT	33X	PF	1	1.00	24	11	13625	SAL	-	-	327,000	-	327,000
										OPE	-	-	155,686	-	155,686
1600179	MMN X5619 AP	INTERNAL AUDITOR CHIEF EXECUTIVE	34X	PF	1	1.00	24	8	12342	SAL	-	-	296,208	-	296,208
										OPE	-	-	145,195	-	145,195
2000003	MESP Z7596 DF	DEPUTY/CHIEF 6	41X	PF	1	1.00	24	5	15443	SAL	-	-	370,632	-	370,632
										OPE	-	-	170,443	-	170,443
3000250	MMN X0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	7	6275	SAL	-	-	150,600	-	150,600
										OPE	-	-	95,586	-	95,586
8000425	MMS X7663 AP	COMMUNICATIONS MANAGER 3	35X	PF	1	1.00	24	11	14972	SAL	-	-	359,328	-	359,328
										OPE	-	-	166,700	-	166,700
Total Salary											-	-	2,291,424	-	2,291,424
Total OPE											-	-	1,077,514	-	1,077,514
Total Personal Services					7	7.00					-	-	3,368,938	-	3,368,938

PIC100 - Position Budget Report

Human Resources

2027-29 Biennium
Budget Preparation

Cross Reference Number: 84500-003-12-00-00000
Agency Request 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	10	6587	SAL	-	-	158,088	-	158,088
										OPE	-	-	98,137	-	98,137
1000028	MESN Z7344 AF	HUMAN RESOURCES MANAGER 2	33X	PF	1	1.00	24	11	13625	SAL	-	-	327,000	-	327,000
										OPE	-	-	155,686	-	155,686
1000038	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	9	10683	SAL	-	-	256,392	-	256,392
										OPE	-	-	131,630	-	131,630
1000402	MMN X1320 AP	HUMAN RESOURCE ANALYST 1	23	PF	1	1.00	24	5	6571	SAL	-	-	157,704	-	157,704
										OPE	-	-	98,007	-	98,007
1000749	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	10	9681	SAL	-	-	232,344	-	232,344
										OPE	-	-	123,436	-	123,436
1200071	MMS X7345 AP	HUMAN RESOURCES MANAGER 1	31X	PF	1	1.00	24	7	10172	SAL	-	-	244,128	-	244,128
										OPE	-	-	127,452	-	127,452
1200179	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	5	7598	SAL	-	-	182,352	-	182,352
										OPE	-	-	106,404	-	106,404
1200181	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	10	9681	SAL	-	-	232,344	-	232,344
										OPE	-	-	123,436	-	123,436
1200220	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	29	PF	1	1.00	24	5	8798	SAL	-	-	211,152	-	211,152
										OPE	-	-	116,217	-	116,217
1200221	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	9	9229	SAL	-	-	221,496	-	221,496
										OPE	-	-	119,740	-	119,740
1200222	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	26	PF	1	1.00	24	5	7598	SAL	-	-	182,352	-	182,352
										OPE	-	-	106,404	-	106,404
Total Salary											-	-	2,405,352	-	2,405,352
Total OPE											-	-	1,306,549	-	1,306,549
Total Personal Services					11	11.00					-	-	3,711,901	-	3,711,901

PIC100 - Position Budget Report

Commissioners

2027-29 Biennium
Budget Preparation

Cross Reference Number: 84500-003-13-00-00000
Agency Request 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
0000008	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	4,800	-	4,800
										OPE	-	-	367	-	367
0000009	B Y7500 AE	BOARD AND COMMISSION MEMBER	0	PP	0	0.00	0	0	0	SAL	-	-	4,800	-	4,800
										OPE	-	-	367	-	367
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											-	-	43,200	-	43,200
Total OPE											-	-	3,303	-	3,303
Total Personal Services					0	0.00					-	-	46,503	-	46,503

PIC100 - Position Budget Report

Administrative Services

**2027-29 Biennium
Budget Preparation**

**Cross Reference Number: 84500-003-15-00-00000
Agency Request 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	11	6971	SAL	-	-	167,304	-	167,304
										OPE	-	-	101,278	-	101,278
1500005	AL C4014 AP	FACILITY OPERATIONS SPECIALIST 1	24	PF	1	1.00	24	11	8455	SAL	-	-	202,920	-	202,920
										OPE	-	-	113,412	-	113,412
1500006	AL C4014 AP	FACILITY OPERATIONS SPECIALIST 1	24	PF	1	1.00	24	11	8455	SAL	-	-	202,920	-	202,920
										OPE	-	-	113,412	-	113,412
1500014	AL C3267 AP	CONSTRUCTION PROJECT MANAGER 1	27	PF	1	1.00	24	10	9282	SAL	-	-	222,768	-	222,768
										OPE	-	-	120,174	-	120,174
1500026	MESN Z7084 AF	BUSINESS OPERATIONS MANAGER 2	33X	PF	1	1.00	24	10	12968	SAL	-	-	311,232	-	311,232
										OPE	-	-	150,314	-	150,314
1600802	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6655	SAL	-	-	159,720	-	159,720
										OPE	-	-	98,694	-	98,694
4700654	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6971	SAL	-	-	167,304	-	167,304
										OPE	-	-	101,278	-	101,278
Total Salary											-	-	1,434,168	-	1,434,168
Total OPE											-	-	798,562	-	798,562
Total Personal Services					7	7.00					-	-	2,232,730	-	2,232,730

PIC100 - Position Budget Report

Financial Reporting & Accounting

**2027-29 Biennium
Budget Preparation**

**Cross Reference Number: 84500-003-25-00-00000
Agency Request 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	11	8053	SAL	-	-	193,272	-	193,272
										OPE	-	-	110,124	-	110,124
2500007	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	7	5511	SAL	-	-	132,264	-	132,264
										OPE	-	-	89,339	-	89,339
2500009	AL C1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	11	11261	SAL	-	-	270,264	-	270,264
										OPE	-	-	136,356	-	136,356
2500010	AL C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	9	8858	SAL	-	-	212,592	-	212,592
										OPE	-	-	116,706	-	116,706
2500022	MESN Z7073 AF	BUDGET AND FISCAL MANAGER 3	35X	PF	0	0.13	3	11	14972	SAL	-	-	44,916	-	44,916
										OPE	-	-	20,838	-	20,838
2500057	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	11	6654	SAL	-	-	159,696	-	159,696
										OPE	-	-	98,686	-	98,686
2500063	MMS X7034 AP	ACCOUNTING MANAGER 2	33X	PF	1	1.00	24	10	12968	SAL	-	-	311,232	-	311,232
										OPE	-	-	150,314	-	150,314
2500087	AL C1216 AP	ACCOUNTANT 1	23	PF	1	1.00	24	9	7314	SAL	-	-	175,536	-	175,536
										OPE	-	-	104,082	-	104,082
2500145	AL C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
2500147	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	11	6654	SAL	-	-	159,696	-	159,696
										OPE	-	-	98,686	-	98,686
8000413	AL C1218 AP	ACCOUNTANT 3	30	PF	1	1.00	24	10	10728	SAL	-	-	257,472	-	257,472
										OPE	-	-	131,998	-	131,998
Total Salary											-	-	2,150,364	-	2,150,364
Total OPE											-	-	1,180,934	-	1,180,934
Total Personal Services						10	10.13				-	-	3,331,298	-	3,331,298

PIC100 - Position Budget Report

Information Technology

**2027-29 Biennium
Budget Preparation**

**Cross Reference Number: 84500-003-26-00-00000
Agency Request 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	11	12034	SAL	-	-	288,816	-	288,816
										OPE	-	-	142,676	-	142,676
2600010	AL C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	11	12034	SAL	-	-	288,816	-	288,816
										OPE	-	-	142,676	-	142,676
2600016	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	11	10869	SAL	-	-	260,856	-	260,856
										OPE	-	-	133,150	-	133,150
2600062	MESN Z7883 IP	INFORMATION TECHNOLOGY MANAGER 35X	PF	1	1.00	24	10	16526	SAL	-	-	-	396,624	-	396,624
										OPE	-	-	177,584	-	177,584
2600065	AL C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	11	13778	SAL	-	-	330,672	-	330,672
										OPE	-	-	156,937	-	156,937
2600066	AL C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	11	12034	SAL	-	-	288,816	-	288,816
										OPE	-	-	142,676	-	142,676
2600068	AL C1487 IP	INFORMATION SYSTEMS SPECIALIST 7	31	PF	1	1.00	24	10	11496	SAL	-	-	275,904	-	275,904
										OPE	-	-	138,278	-	138,278
2600086	AL C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	11	13778	SAL	-	-	330,672	-	330,672
										OPE	-	-	156,937	-	156,937
2600087	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	11	10869	SAL	-	-	260,856	-	260,856
										OPE	-	-	133,150	-	133,150
2600183	MMS X7954 IP	INFORMATION TECHNOLOGY PROJECT 33X	PF	1	1.00	24	11	15748	SAL	-	-	-	377,952	-	377,952
										OPE	-	-	172,454	-	172,454
2600187	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6971	SAL	-	-	167,304	-	167,304
										OPE	-	-	101,278	-	101,278
2600230	MMS X7886 IP	INFORMATION TECHNOLOGY SUPERVISOR 28X	PF	1	1.00	24	10	11756	SAL	-	-	-	282,144	-	282,144
										OPE	-	-	140,404	-	140,404
2600269	AL C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	11	13778	SAL	-	-	330,672	-	330,672
										OPE	-	-	156,937	-	156,937
2600305	MMS X7885 IP	INFORMATION TECHNOLOGY MANAGER 31X	PF	1	1.00	24	9	12968	SAL	-	-	-	311,232	-	311,232
										OPE	-	-	150,314	-	150,314
2600405	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	10385	SAL	-	-	249,240	-	249,240
										OPE	-	-	129,193	-	129,193
2600406	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	10385	SAL	-	-	249,240	-	249,240

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PIC100 - Position Budget Report

Information Technology

2027-29 Biennium
Budget Preparation

Cross Reference Number: 84500-003-26-00-00000
Agency Request 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	-	-	129,193	-	129,193
2600407	AL C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	11	9104	SAL	-	-	218,496	-	218,496
										OPE	-	-	118,719	-	118,719
2600510	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	11	10869	SAL	-	-	260,856	-	260,856
										OPE	-	-	133,150	-	133,150
2600537	AL C1488 IP	INFORMATION SYSTEMS SPECIALIST 8	34	PF	1	1.00	24	11	13778	SAL	-	-	330,672	-	330,672
										OPE	-	-	156,937	-	156,937
2600617	AL C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	11	9104	SAL	-	-	218,496	-	218,496
										OPE	-	-	118,719	-	118,719
2600751	AL C1485 IP	INFORMATION SYSTEMS SPECIALIST 5	28	PF	1	1.00	24	11	10171	SAL	-	-	244,104	-	244,104
										OPE	-	-	127,443	-	127,443
2600826	MMS X7884 IP	INFORMATION TECHNOLOGY MANAGEF 33X		PF	1	1.00	24	5	11756	SAL	-	-	282,144	-	282,144
										OPE	-	-	140,404	-	140,404
3200185	AL C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	5	6369	SAL	-	-	152,856	-	152,856
										OPE	-	-	96,354	-	96,354
3200188	AL C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	5	6369	SAL	-	-	152,856	-	152,856
										OPE	-	-	96,354	-	96,354
3200189	AL C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	5	6369	SAL	-	-	152,856	-	152,856
										OPE	-	-	96,354	-	96,354
3200190	AL C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	5	6369	SAL	-	-	152,856	-	152,856
										OPE	-	-	96,354	-	96,354
3200191	AB C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	5	6369	SAL	-	-	152,856	-	152,856
										OPE	-	-	96,354	-	96,354
3200192	AL C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	5	6369	SAL	-	-	152,856	-	152,856
										OPE	-	-	96,354	-	96,354
3200193	AL C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	5	6369	SAL	-	-	152,856	-	152,856
										OPE	-	-	96,354	-	96,354
3200196	AL C1483 IP	INFORMATION SYSTEMS SPECIALIST 3	24	PF	1	1.00	24	5	6369	SAL	-	-	152,856	-	152,856
										OPE	-	-	96,354	-	96,354
3200204	AL C1338 AP	LEARNING & DEVELOPMENT SPECIALIS	24	PF	1	1.00	24	5	6353	SAL	-	-	152,472	-	152,472
										OPE	-	-	96,224	-	96,224

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PIC100 - Position Budget Report

Information Technology

2027-29 Biennium

Cross Reference Number: 84500-003-26-00-00000

Budget Preparation

Agency Request 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
8000405	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	32	PF	1	1.00	24	2	8798	SAL	-	-	211,152	-	211,152
										OPE	-	-	116,217	-	116,217
8000420	AL C1484 IP	INFORMATION SYSTEMS SPECIALIST 4	25	PF	1	1.00	24	6	7236	SAL	-	-	173,664	-	173,664
										OPE	-	-	103,444	-	103,444
Total Salary											-	-	8,004,720	-	8,004,720
Total OPE											-	-	4,185,926	-	4,185,926
Total Personal Services					33	33.00					-	-	12,190,646	-	12,190,646

PIC100 - Position Budget Report

Auditing - Privilege Tax

**2027-29 Biennium
Budget Preparation**

**Cross Reference Number: 84500-003-34-00-00000
Agency Request 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	11	6971	SAL	-	-	167,304	-	167,304
										OPE	-	-	101,278	-	101,278
2500003	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	11	6654	SAL	-	-	159,696	-	159,696
										OPE	-	-	98,686	-	98,686
2500018	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	11	6654	SAL	-	-	159,696	-	159,696
										OPE	-	-	98,686	-	98,686
2500022	MESN Z7073 AF	BUDGET AND FISCAL MANAGER 3	35X	PF	0	0.13	3	11	14972	SAL	-	-	44,916	-	44,916
										OPE	-	-	20,838	-	20,838
2500804	MMS X7035 AP	ACCOUNTING MANAGER 1	31X	PF	1	0.50	12	11	12332	SAL	-	-	147,984	-	147,984
										OPE	-	-	72,557	-	72,557
2500950	AL C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
8000414	AL C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
8000415	AL C0212 AP	ACCOUNTING TECHNICIAN	19	PF	1	1.00	24	11	6654	SAL	-	-	159,696	-	159,696
										OPE	-	-	98,686	-	98,686
8000433	AL C1217 AP	ACCOUNTANT 2	27	PF	1	1.00	24	7	8056	SAL	-	-	193,344	-	193,344
										OPE	-	-	110,149	-	110,149
Total Salary											-	-	1,499,484	-	1,499,484
Total OPE											-	-	848,490	-	848,490
Total Personal Services					8	7.63					-	-	2,347,974	-	2,347,974

PIC100 - Position Budget Report

Auditing - Liquor Stores

**2027-29 Biennium
Budget Preparation**

**Cross Reference Number: 84500-003-48-00-00000
Agency Request 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 C5641 AP	FISCAL AUDITOR 1	23	PF	1	1.00	24	11	8053	SAL	-	-	193,272	-	193,272
										OPE	-	-	110,124	-	110,124
2500011	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	11	8053	SAL	-	-	193,272	-	193,272
										OPE	-	-	110,124	-	110,124
2500013	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	7	6655	SAL	-	-	159,720	-	159,720
										OPE	-	-	98,694	-	98,694
2500014	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	5	6065	SAL	-	-	145,560	-	145,560
										OPE	-	-	93,869	-	93,869
2500015	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	11	8053	SAL	-	-	193,272	-	193,272
										OPE	-	-	110,124	-	110,124
2500022	MESN Z7073 AF	BUDGET AND FISCAL MANAGER 3	35X	PF	0	0.13	3	11	14972	SAL	-	-	44,916	-	44,916
										OPE	-	-	20,838	-	20,838
2500201	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	11	8053	SAL	-	-	193,272	-	193,272
										OPE	-	-	110,124	-	110,124
2500803	AL C0860 AP	PROGRAM ANALYST 1	23	PF	1	1.00	24	11	8053	SAL	-	-	193,272	-	193,272
										OPE	-	-	110,124	-	110,124
2500804	MMS X7035 AP	ACCOUNTING MANAGER 1	31X	PF	0	0.50	12	11	12332	SAL	-	-	147,984	-	147,984
										OPE	-	-	72,557	-	72,557
Total Salary											-	-	1,464,540	-	1,464,540
Total OPE											-	-	836,578	-	836,578
Total Personal Services					7	7.63					-	-	2,301,118	-	2,301,118

PIC100 - Position Budget Report

Budget

**2027-29 Biennium
Budget Preparation**

**Cross Reference Number: 84500-003-49-00-00000
Agency Request 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	10	11754	SAL	-	-	282,096	-	282,096
										OPE	-	-	140,386	-	140,386
2500021	AL C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	11	11261	SAL	-	-	270,264	-	270,264
										OPE	-	-	136,356	-	136,356
2500022	MESN Z7073 AF	BUDGET AND FISCAL MANAGER 3	35X	PF	1	0.50	12	11	14972	SAL	-	-	179,664	-	179,664
										OPE	-	-	83,351	-	83,351
4900296	AL C1245 AP	FISCAL ANALYST 3	30	PF	1	1.00	24	5	8441	SAL	-	-	202,584	-	202,584
										OPE	-	-	113,297	-	113,297
Total Salary											-	-	934,608	-	934,608
Total OPE											-	-	473,390	-	473,390
Total Personal Services					4	3.50					-	-	1,407,998	-	1,407,998

PIC100 - Position Budget Report

Procurement

**2027-29 Biennium
Budget Preparation**

**Cross Reference Number: 84500-003-50-00-00000
Agency Request 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	5	6065	SAL	-	-	145,560	-	145,560
										OPE	-	-	93,869	-	93,869
1500603	AL C0438 AP	PROCUREMENT & CONTRACT SPECIAL	29	PF	1	1.00	24	8	9282	SAL	-	-	222,768	-	222,768
										OPE	-	-	120,174	-	120,174
2500020	MMS X7635 AP	PROCUREMENT MANAGER 1	31X	PF	1	1.00	24	5	9229	SAL	-	-	221,496	-	221,496
										OPE	-	-	119,740	-	119,740
2500022	MESN Z7073 AF	BUDGET AND FISCAL MANAGER 3	35X	PF	0	0.13	3	11	14972	SAL	-	-	44,916	-	44,916
										OPE	-	-	20,838	-	20,838
8000412	AL C0437 AP	PROCUREMENT & CONTRACT SPECIAL	27	PF	1	1.00	24	6	7676	SAL	-	-	184,224	-	184,224
										OPE	-	-	107,042	-	107,042
Total Salary											-	-	818,964	-	818,964
Total OPE											-	-	461,663	-	461,663
Total Personal Services					4	4.13					-	-	1,280,627	-	1,280,627

PIC100 - Position Budget Report

Records & Communications

**2027-29 Biennium
Budget Preparation**

**Cross Reference Number: 84500-003-51-00-00000
Agency Request 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	10	12332	SAL	-	-	295,968	-	295,968	
										OPE	-	-	145,114	-	145,114	
1100017	AL C0866 AP	PUBLIC AFFAIRS SPECIALIST 3	31	PF	1	1.00	24	11	11814	SAL	-	-	283,536	-	283,536	
										OPE	-	-	140,878	-	140,878	
4500127	AL C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	8	8441	SAL	-	-	202,584	-	202,584	
										OPE	-	-	113,297	-	113,297	
4500734	MMS X7435 AP	LICENSING AND PERMITTING MANAGER 31X	31	PF	1	1.00	24	11	12332	SAL	-	-	295,968	-	295,968	
										OPE	-	-	145,114	-	145,114	
8000216	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	10	6655	SAL	-	-	159,720	-	159,720	
										OPE	-	-	98,694	-	98,694	
Total Salary											-	-	1,237,776	-	1,237,776	
Total OPE											-	-	643,097	-	643,097	
Total Personal Services					5	5.00						-	-	1,880,873	-	1,880,873

PIC100 - Position Budget Report

Research & Analytics

2027-29 Biennium

Cross Reference Number: 84500-003-52-00-00000

Budget Preparation

Agency Request 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	5	10172	SAL	-	-	244,128	-	244,128	
										OPE	-	-	127,452	-	127,452	
8500220	AL C1486 IP	INFORMATION SYSTEMS SPECIALIST 6	29	PF	1	1.00	24	10	10385	SAL	-	-	249,240	-	249,240	
										OPE	-	-	129,193	-	129,193	
Total Salary											-	-	493,368	-	493,368	
Total OPE											-	-	256,645	-	256,645	
Total Personal Services					2	2.00						-	-	750,013	-	750,013

PIC100 - Position Budget Report

Public Health

2027-29 Biennium
Budget Preparation

Cross Reference Number: 84500-003-53-00-00000
Agency Request 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	10	11754	SAL	-	-	282,096	-	282,096
										OPE	-	-	140,386	-	140,386
Total Salary											-	-	282,096	-	282,096
Total OPE											-	-	140,386	-	140,386
Total Personal Services					1	1.00					-	-	422,482	-	422,482

PIC100 - Position Budget Report

Recreational Marijuana Administration

2027-29 Biennium

Cross Reference Number: 84500-004-80-00-00000

Budget Preparation

Agency Request 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
8000182	MMS X7143 AP	COMPLIANCE AND REGULATORY MANA	35X	PF	1	1.00	24	10	14276	SAL	-	-	342,624	-	342,624
										OPE	-	-	161,009	-	161,009
8000294	AL C5752 AP	CASE PRESENTERS	31D	PF	1	1.00	24	5	9282	SAL	-	-	222,768	-	222,768
										OPE	-	-	120,174	-	120,174
8000401	MESN Z7141 AF	COMPLIANCE AND REGULATORY ADMIN	40X	PF	1	0.71	17	10	18201	SAL	-	-	309,417	-	309,417
										OPE	-	-	136,781	-	136,781
Total Salary											-	-	874,809	-	874,809
Total OPE											-	-	417,964	-	417,964
Total Personal Services					3	2.71					-	-	1,292,773	-	1,292,773

PIC100 - Position Budget Report

Recreational Marijuana Licensing

2027-29 Biennium
Budget Preparation

Cross Reference Number: 84500-004-85-00-00000
Agency Request 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
4500126	MMS X7436 AP	LICENSING AND PERMITTING SUPERVISOR 28X	28X	PF	1	1.00	24	9	9695	SAL	-	-	232,680	-	232,680
										OPE	-	-	123,551	-	123,551
4500178	MMS X7435 AP	LICENSING AND PERMITTING MANAGER 31X	31X	PF	1	1.00	24	10	11756	SAL	-	-	282,144	-	282,144
										OPE	-	-	140,404	-	140,404
4700621	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	SAL	-	-	212,256	-	212,256
										OPE	-	-	116,593	-	116,593
8000090	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	11	6037	SAL	-	-	144,888	-	144,888
										OPE	-	-	93,641	-	93,641
8000091	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	10	5772	SAL	-	-	138,528	-	138,528
										OPE	-	-	91,473	-	91,473
8000092	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	11	6037	SAL	-	-	144,888	-	144,888
										OPE	-	-	93,641	-	93,641
8000118	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	11	10722	SAL	-	-	257,328	-	257,328
										OPE	-	-	131,949	-	131,949
8000119	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	7	5772	SAL	-	-	138,528	-	138,528
										OPE	-	-	91,473	-	91,473
8000120	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	11	10722	SAL	-	-	257,328	-	257,328
										OPE	-	-	131,949	-	131,949
8000121	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	10	6977	SAL	-	-	167,448	-	167,448
										OPE	-	-	101,327	-	101,327
8000122	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	8	5269	SAL	-	-	126,456	-	126,456
										OPE	-	-	87,361	-	87,361
8000407	AL C0870 AP	OPERATIONS & POLICY ANALYST 1	23	PF	1	1.00	24	10	7675	SAL	-	-	184,200	-	184,200
										OPE	-	-	107,034	-	107,034
8000430	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	11	6037	SAL	-	-	144,888	-	144,888
										OPE	-	-	93,641	-	93,641
8000431	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	11	5660	SAL	-	-	135,840	-	135,840
										OPE	-	-	90,558	-	90,558
8000434	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	11	5660	SAL	-	-	135,840	-	135,840
										OPE	-	-	90,558	-	90,558
8000435	AL C0104 AP	OFFICE SPECIALIST 2	15C	PF	1	1.00	24	11	5660	SAL	-	-	135,840	-	135,840

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PIC100 - Position Budget Report

Recreational Marijuana Licensing

**2027-29 Biennium
Budget Preparation**

**Cross Reference Number: 84500-004-85-00-00000
Agency Request 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
8000436	AL C0107 AP	ADMINISTRATIVE SPECIALIST 1	17	PF	1	1.00	24	11	6037	OPE	-	-	90,558	-	90,558
										SAL	-	-	144,888	-	144,888
8000451	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	11	10722	OPE	-	-	93,641	-	93,641
										SAL	-	-	257,328	-	257,328
8000459	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	5	6655	OPE	-	-	131,949	-	131,949
										SAL	-	-	159,720	-	159,720
8000460	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	OPE	-	-	98,694	-	98,694
										SAL	-	-	212,256	-	212,256
8000461	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	5	6655	OPE	-	-	116,593	-	116,593
										SAL	-	-	159,720	-	159,720
8500096	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	OPE	-	-	98,694	-	98,694
										SAL	-	-	212,256	-	212,256
8500097	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	9	8056	OPE	-	-	116,593	-	116,593
										SAL	-	-	193,344	-	193,344
8500098	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	7	7314	OPE	-	-	110,149	-	110,149
										SAL	-	-	175,536	-	175,536
8500099	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	OPE	-	-	104,082	-	104,082
										SAL	-	-	212,256	-	212,256
8500100	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	8441	OPE	-	-	116,593	-	116,593
										SAL	-	-	202,584	-	202,584
8500101	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	OPE	-	-	113,297	-	113,297
										SAL	-	-	212,256	-	212,256
8500102	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	OPE	-	-	116,593	-	116,593
										SAL	-	-	212,256	-	212,256
8500103	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	OPE	-	-	116,593	-	116,593
										SAL	-	-	212,256	-	212,256
8500104	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	10	8441	OPE	-	-	116,593	-	116,593
										SAL	-	-	202,584	-	202,584
8500105	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	OPE	-	-	113,297	-	113,297
										SAL	-	-	212,256	-	212,256
										OPE	-	-	116,593	-	116,593

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Recreational Marijuana Licensing

2027-29 Biennium

Cross Reference Number: 84500-004-85-00-00000

Budget Preparation

Agency Request 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
8500184	MMS X7433 AP	LICENSING AND PERMITTING MANAGER	35X	PF	1	1.00	24	11	14972	SAL	-	-	359,328	-	359,328
										OPE	-	-	166,700	-	166,700
8500202	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	8	7675	SAL	-	-	184,200	-	184,200
										OPE	-	-	107,034	-	107,034
8500203	AL C5732 AP	LICENSING SPECIALIST	25	PF	1	1.00	24	11	8844	SAL	-	-	212,256	-	212,256
										OPE	-	-	116,593	-	116,593
Total Salary											-	-	6,576,360	-	6,576,360
Total OPE											-	-	3,745,992	-	3,745,992
Total Personal Services					34	34.00					-	-	10,322,352	-	10,322,352

PIC100 - Position Budget Report

Recreational Marijuana Rules & Policy

2027-29 Biennium
Budget Preparation

Cross Reference Number: 84500-004-86-00-00000
Agency Request 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	0	0.50	12	11	9726	SAL	-	-	116,712	-	116,712
										OPE	-	-	61,902	-	61,902
Total Salary											-	-	116,712	-	116,712
Total OPE											-	-	61,902	-	61,902
Total Personal Services					0	0.50					-	-	178,614	-	178,614

PIC100 - Position Budget Report

Recreational Marijuana Public Safety

2027-29 Biennium
Budget Preparation

Cross Reference Number: 84500-004-87-00-00000
Agency Request 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
4700054	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA	31X	PF	1	1.00	24	11	12332	SAL	-	-	295,968	-	295,968
										OPE	-	-	145,114	-	145,114
4700750	MMS X7145 AP	COMPLIANCE AND REGULATORY MANA	31X	PF	1	1.00	24	10	11756	SAL	-	-	282,144	-	282,144
										OPE	-	-	140,404	-	140,404
6000151	AL C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	11	6971	SAL	-	-	167,304	-	167,304
										OPE	-	-	101,278	-	101,278
6000152	AL C0324 AP	PUBLIC SERVICE REPRESENTATIVE 4	20	PF	1	1.00	24	11	6971	SAL	-	-	167,304	-	167,304
										OPE	-	-	101,278	-	101,278
6000153	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	9	6655	SAL	-	-	159,720	-	159,720
										OPE	-	-	98,694	-	98,694
6000154	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	11	7314	SAL	-	-	175,536	-	175,536
										OPE	-	-	104,082	-	104,082
6000155	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	7	6065	SAL	-	-	145,560	-	145,560
										OPE	-	-	93,869	-	93,869
6000162	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	7314	SAL	-	-	175,536	-	175,536
										OPE	-	-	104,082	-	104,082
6000164	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
8000050	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
8000229	AL C0108 AP	ADMINISTRATIVE SPECIALIST 2	20	PF	1	1.00	24	11	6971	SAL	-	-	167,304	-	167,304
										OPE	-	-	101,278	-	101,278
8000406	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	30	PF	1	1.00	24	8	10683	SAL	-	-	256,392	-	256,392
										OPE	-	-	131,630	-	131,630
8000417	AL C0871 AP	OPERATIONS & POLICY ANALYST 2	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
8000418	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	11	10722	SAL	-	-	257,328	-	257,328
										OPE	-	-	131,949	-	131,949
8000452	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	7314	SAL	-	-	175,536	-	175,536
										OPE	-	-	104,082	-	104,082
8000453	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	7314	SAL	-	-	175,536	-	175,536

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Recreational Marijuana Public Safety

2027-29 Biennium
Budget Preparation

Cross Reference Number: 84500-004-87-00-00000
Agency Request 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
8000454	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	7314	OPE	-	-	104,082	-	104,082
										SAL	-	-	175,536	-	175,536
8000455	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	104,082	-	104,082
										SAL	-	-	233,424	-	233,424
8000456	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	9282	OPE	-	-	123,805	-	123,805
										SAL	-	-	222,768	-	222,768
8000457	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	7	8056	OPE	-	-	120,174	-	120,174
										SAL	-	-	193,344	-	193,344
8000458	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	7314	OPE	-	-	110,149	-	110,149
										SAL	-	-	175,536	-	175,536
8000471	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	104,082	-	104,082
										SAL	-	-	233,424	-	233,424
8000472	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	123,805	-	123,805
										SAL	-	-	233,424	-	233,424
8000473	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	7	8056	OPE	-	-	123,805	-	123,805
										SAL	-	-	193,344	-	193,344
8000474	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	9282	OPE	-	-	110,149	-	110,149
										SAL	-	-	222,768	-	222,768
8500106	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	120,174	-	120,174
										SAL	-	-	233,424	-	233,424
8500107	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	123,805	-	123,805
										SAL	-	-	233,424	-	233,424
8500108	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	7314	OPE	-	-	123,805	-	123,805
										SAL	-	-	175,536	-	175,536
8500109	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	104,082	-	104,082
										SAL	-	-	233,424	-	233,424
8500110	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	123,805	-	123,805
										SAL	-	-	233,424	-	233,424
8500111	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	123,805	-	123,805
										SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805

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Agency Request 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
8500112	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
8500113	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	8858	SAL	-	-	212,592	-	212,592
										OPE	-	-	116,706	-	116,706
8500114	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	9282	SAL	-	-	222,768	-	222,768
										OPE	-	-	120,174	-	120,174
8500115	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	8	8441	SAL	-	-	202,584	-	202,584
										OPE	-	-	113,297	-	113,297
8500116	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	8858	SAL	-	-	212,592	-	212,592
										OPE	-	-	116,706	-	116,706
8700094	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	11	7314	SAL	-	-	175,536	-	175,536
										OPE	-	-	104,082	-	104,082
8700095	AL C5246 AP	COMPLIANCE SPECIALIST 1	21	PF	1	1.00	24	11	7314	SAL	-	-	175,536	-	175,536
										OPE	-	-	104,082	-	104,082
8700133	AL C5248 AP	COMPLIANCE SPECIALIST 3	29	PF	1	1.00	24	11	10722	SAL	-	-	257,328	-	257,328
										OPE	-	-	131,949	-	131,949
8700134	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
8700135	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
8700136	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
8700137	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	8858	SAL	-	-	212,592	-	212,592
										OPE	-	-	116,706	-	116,706
8700138	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	5	7314	SAL	-	-	175,536	-	175,536
										OPE	-	-	104,082	-	104,082
8700139	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
8700140	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805
8700141	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424
										OPE	-	-	123,805	-	123,805

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Recreational Marijuana Public Safety

**2027-29 Biennium
Budget Preparation**

**Cross Reference Number: 84500-004-87-00-00000
Agency Request 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	
8700223	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	123,805	-	123,805	
										SAL	-	-	233,424	-	233,424	
8700224	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	8	8441	OPE	-	-	123,805	-	123,805	
										SAL	-	-	202,584	-	202,584	
8700225	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	9	8858	OPE	-	-	113,297	-	113,297	
										SAL	-	-	212,592	-	212,592	
8700226	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	8	8441	OPE	-	-	116,706	-	116,706	
										SAL	-	-	202,584	-	202,584	
8700227	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	OPE	-	-	113,297	-	113,297	
										SAL	-	-	233,424	-	233,424	
8700228	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	7	8056	OPE	-	-	123,805	-	123,805	
										SAL	-	-	193,344	-	193,344	
8700289	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	10	9282	OPE	-	-	110,149	-	110,149	
										SAL	-	-	222,768	-	222,768	
										OPE	-	-	120,174	-	120,174	
Total Salary												-	-	11,509,416	-	11,509,416
Total OPE												-	-	6,312,221	-	6,312,221
Total Personal Services					54	54.00						-	-	17,821,637	-	17,821,637

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Medical Marijuana Administration

2027-29 Biennium

Cross Reference Number: 84500-006-91-00-00000

Budget Preparation

Agency Request 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	
6000157	MMS X7435 AP	LICENSING AND PERMITTING MANAGER	31X	PF	1	1.00	24	11	12332	SAL	-	-	295,968	-	295,968	
										OPE	-	-	145,114	-	145,114	
6000172	AL C5733 AP	REGULATORY SPECIALIST	27	PF	1	1.00	24	11	9726	SAL	-	-	233,424	-	233,424	
										OPE	-	-	123,805	-	123,805	
8000401	MESN Z7141 AF	COMPLIANCE AND REGULATORY ADMIN	40X	PF	0	0.04	1	10	18201	SAL	-	-	18,201	-	18,201	
										OPE	-	-	8,046	-	8,046	
Total Salary											-	-	547,593	-	547,593	
Total OPE											-	-	276,965	-	276,965	
Total Personal Services					2	2.04						-	-	824,558	-	824,558