



2025-2027 Affirmative Action Plan

Oregon Liquor and Cannabis Commission



Oregon

Tina Kotek, Governor

Liquor & Cannabis Commission

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

October 31, 2024

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

Dear Juliet,

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

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

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

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

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

Sincerely,

Craig Prins
OLCC Director

Table of Contents

Agency Overview	4
Mission	4
Vision	5
Key Roles	6
OLCC Organizational Chart	7
Roles for Implementation of Affirmative Action Plan	8
Current Biennium Affirmative Action Progress Report	11
1. 2023-2025 affirmative action plan goals	11
2. Alignment with OLCC’s Racial Equity and Strategic Plans	14
3. Leadership Evaluation Report:	14
OLCC Workforce Demographic Data	15
2025-27 Affirmative Action Goals	31
Complaint Options	36
Succession Plan	36
Contracting	37
Appendix A – State Policy Documentation	40
Appendix B – Federal Documentation	41
Appendix C – OLCC Resources	42

Agency Overview

The Oregon Liquor and Cannabis Commission (OLCC) is responsible for regulating the sale and service of alcoholic beverages in Oregon by administering the state's Liquor Control Act and regulating the production, processing and sale of recreational marijuana in Oregon through the Control, Regulation and Taxation of Marijuana and Industrial Hemp Act. The agency also regulates the production, processing and sale of medical products sold to Oregon Medical Marijuana Program (OMMP) cardholders in the OLCC's licensed marijuana retail shops.

The OLCC receives revenues from distilled spirits sales, license fees from alcohol and fines, server education fees, taxes on malt beverages and wines (Privilege Tax), marijuana license fees, marijuana tax money, worker permit fees and miscellaneous income. The agency is comprised of four major operational programs: the Distilled Spirits Program, the Recreational Marijuana Program, the Public Safety Program and the Medical Marijuana Program. All four programs are supported by the Administration, Financial Services, and Support Services divisions. Revenue generated from these programs helps support state and local government programs.

The Distilled Spirits Program oversees the distribution and sale of distilled spirits in the state. The Distilled Spirits division centrally purchases, warehouses and distributes distilled spirits to Oregon's independently operated liquor stores. The OLCC's Public Safety Program licenses and regulates businesses in the alcohol industry such as manufacturers, wholesalers, bars, restaurants, grocery stores, and convenience stores.

The Recreational Marijuana Program is exclusively authorized to make recreational and medical grade marijuana available to consumers and licensed businesses through retail marijuana stores. The program also tracks the growing, transporting, processing and selling of recreational marijuana products. The OLCC's Public Safety Program is responsible for licensing and regulating the operation of the recreational marijuana industry in Oregon.

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

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

Mission

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

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

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

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

Vision

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

To accomplish our vision, we will:

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

Key Roles

Executive Director

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

Governor's Policy Advisor

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

Affirmative Action Representative

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

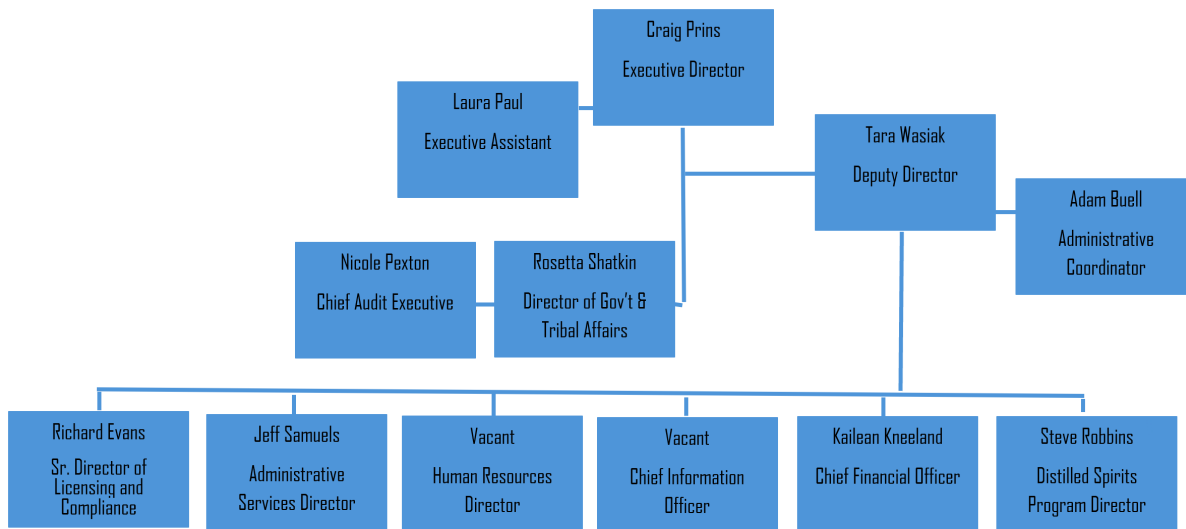
COBID Contracting and Procurement Lead

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

Equity leader

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

OLCC Organizational Chart



Roles for Implementation of Affirmative Action Plan

OLCC's Board of Commissioners

Responsibility:

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

Accountability:

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

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

Executive Director/Executive Team

Responsibility:

- Create a welcoming and inclusive workplace

Accountability:

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

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

Accountability:

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

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

Accountability:

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

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

Accountability:

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

Managers/supervisors

Responsibility:

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

Accountability:

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

Diversity Equity Inclusion Belonging (DEIB)Team

Responsibility:

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

Accountability:

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

Employees

Responsibility:

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

Accountability:

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

- Create and promote a work environment free from any kind of hostility or unwelcome behavior. Recognize and respect the value of human differences and exhibit an attitude of respect, courtesy, and cooperation toward leadership, partners, customers and other employees.
Accountability:
 - All OLCC employees are expected to engage with one another in a manner that exemplifies respect and courtesy. Through DAS and agency training, employees acknowledge their awareness of, and adherence to, statewide policies regarding workplace harassment and discrimination in the workplace.

- Report to an immediate supervisor or Human Resources any behavior or action against the agency and DAS policy outlined in [ORS 659A.012](#) (state agencies to carry out policy against discrimination in employment).
Accountability:
 - Combating discrimination in employment is the responsibility of all OLCC employees, who are required to adhere to the law and report violations.

Current Biennium Affirmative Action Progress Report

1. 2023-2025 affirmative action plan goals

Goal 1

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

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

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

Goal 2

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

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

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

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

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

Goal 3

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

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

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

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

Goal 4

The OLCC's fourth goal is to continue to actively participate on Affirmative Action committees, additional organizations, and activities to promote the OLCC's Affirmative Action Plan to cultivate a productive and engaging workplace culture to provide a better experience for the public and our business partners.

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

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

2. Alignment with OLCC’s Racial Equity and Strategic Plans

The agency’s 2024-28 Strategic Plan includes cultivation of an inclusive, diverse, and equitable environment for our workforce and the industries we serve and regulate.

The OLCC will continue to nurture an inclusive workplace culture that promotes equitable management/HR practices and where everyone feels comfortable to be their authentic self. The agency plans on doing this by providing training and professional development opportunities to diversify our leadership pipeline and strengthen agency succession planning. They will also continue and build on the efforts of the agency’s staff-led Diversity, Equity, Inclusion and Belonging team (DEIB) to advise on, and help implement, actions to create a more welcoming, engaged and supportive organization.

In addition to having a diverse workforce and an inclusive workplace culture, the OLCC will strive to promote equitable access to licensing, services, programs and resources for alcohol, cannabis, and other partner businesses. One way we will do this is to reduce the complexity in our regulatory framework to enhance fairness and equity and to increase the number of licensees from underrepresented communities. Another plan is to establish criteria and processes for cannabis license reassignment that offers opportunities for qualified members of underserved communities and those historically affected by cannabis criminalization and to access the Liquor Store Operation application and temporary assignment processes for equitable opportunities. In accordance with ORS 182.164 and ORS 182.166, we will develop and implement agency policy and training that promotes positive government-to-government relations between the OLCC and Oregon Tribal nations.

The OLCC supports a wide variety of users across the industries that we serve including a mix of educational levels, socio-economic backgrounds, representing the diversity Oregon has to offer.

OLCC constituents include bartenders, budtenders, wait staff, trimmers, corner markets, boutique bottle shops, craft brewers, award-winning vintners, rural mom and pop shops big box grocery stores, family farms, industrial processors, small distillers and national distributors. OLCC is responsible for ensuring that they all have equitable access to OLCC services.

Because OLCC’s stakeholders are incredibly diverse ranging in socio economic status, ethnicity, age, gender, and background, these new systems will ensure integrity in their data, creating a unified place for all of licensing and compliance data as well as a unified place for all distilled spirits data.

3. Leadership Evaluation Report:

ORS 659A.012 requires agencies to carry out a policy against discrimination in employment and requires an evaluation of all management personnel and their effectiveness in achieving affirmative action objectives as a key consideration of their performance.

The agency has not complied with this requirement. We will include this as goal number 1 in the 2025-27 Affirmative Action Strategies and Goals.

OLCC Workforce Demographic Data

Race and Ethnicity by Job Category

June 30, 2023 and June 30, 2024

As of June 30, 2023

Race/Ethnicity	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Protective Service Workers		Service		Skilled Craft Workers		Technicians		Total	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	1.7%	1	0.0%	0	0.0%	0	0.9%	1	4.6%	4	0.0%	0	18.8%	3	2.3%	10
<i>Asian (United States of America)</i>	0.0%	0	5.4%	2	8.1%	8	2.8%	3	4.6%	4	0.0%	0	0.0%	0	4.0%	17
<i>Black or African American (United States of America)</i>	11.7%	7	5.4%	2	1.0%	1	1.8%	2	3.4%	3	0.0%	0	6.3%	1	3.7%	16
<i>Hispanic or Latino (United States of America)</i>	11.7%	7	5.4%	2	2.0%	2	11.0%	12	19.5%	17	0.0%	0	0.0%	0	9.6%	41
<i>I do not wish to answer. (United States of America)</i>	1.7%	1	0.0%	0	6.1%	6	2.8%	3	1.1%	1	0.0%	0	6.3%	1	3.0%	13
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.0%	0	0.0%	0	0.0%	0	0.9%	1	1.1%	1	0.0%	0	0.0%	0	0.5%	2
<i>Two or More Races (United States of America)</i>	0.0%	0	2.7%	1	2.0%	2	0.9%	1	5.7%	5	0.0%	0	0.0%	0	2.1%	9
<i>White (United States of America)</i>	73.3%	44	81.1%	30	81.8%	81	78.9%	86	59.8%	52	100.0%	4	68.8%	11	75.0%	321
Total	100.0%	60	100.0%	37	100.0%	99	100.0%	109	100.0%	87	100.0%	4	100.0%	16	100.0%	428

As of June 30,
2024

Race/Ethnicity	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Protective Service Workers		Service		Skilled Craft Workers		Technicians		Total	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	3.4%	2	0.0%	0	1.0%	1	0.9%	1	6.3%	5	0.0%	0	16.1%	5	3.7%	16
<i>Asian (United States of America)</i>	0.0%	0	0.0%	0	9.3%	9	1.9%	2	3.8%	3	0.0%	0	3.2%	1	3.7%	16
<i>Black or African American (United States of America)</i>	8.5%	5	5.1%	2	1.0%	1	2.8%	3	3.8%	3	0.0%	0	3.2%	1	3.4%	15
<i>Hispanic or Latino (United States of America)</i>	11.9%	7	5.1%	2	4.1%	4	9.3%	10	22.5%	18	0.0%	0	12.9%	4	11.0%	48
<i>I do not wish to answer. (United States of America)</i>	1.7%	1	2.6%	1	6.2%	6	2.8%	3	1.3%	1	0.0%	0	3.2%	1	3.2%	14
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.0%	0	0.0%	0	0.0%	0	1.9%	2	1.3%	1	0.0%	0	0.0%	0	0.7%	3
<i>Two or More Races (United States of America)</i>	0.0%	0	0.0%	0	2.1%	2	0.9%	1	3.8%	3	0.0%	0	0.0%	0	1.4%	6
<i>White (United States of America)</i>	74.6%	44	87.2%	34	77.3%	75	80.6%	87	57.5%	46	100.0%	5	61.3%	19	73.7%	322
Total	100.0%	59	100.0%	39	100.0%	97	100.0%	108	100.0%	80	100.0%	5	100.0%	31	100.0%	437

Race and Ethnicity by Generation

June 30, 2023 and June 30, 2024

As of June 30, 2023

Race/Ethnicity	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 - Current)		Millennials (1981 - 1996)		Total	
	%	#	%	#	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	2.9%	2	1.1%	2	11.1%	4	1.5%	2	3.0%	12
<i>Asian (United States of America)</i>	8.6%	6	3.2%	6	0.0%	0	3.7%	5	3.7%	15
<i>Black or African American (United States of America)</i>	1.4%	1	4.3%	8	5.6%	2	3.7%	5	2.5%	10
<i>Hispanic or Latino (United States of America)</i>	7.1%	5	7.5%	14	13.9%	5	12.7%	17	11.2%	45
<i>I do not wish to answer. (United States of America)</i>	1.4%	1	3.7%	7	2.8%	1	300.0%	4	3.2%	13
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.0%	0	0.5%	1	0.0%	0	0.7%	1	0.7%	3
<i>Two or More Races (United States of America)</i>	2.9%	2	0.5%	1	11.1%	4	1.5%	2	1.5%	6
<i>White (United States of America)</i>	77.1%	54	79.1%	148	55.6%	20	73.1%	98	74.6%	299
Total	100.0%	70	100.0%	187	100.0%	36	100.0%	134	100.0%	401

As of June 30, 2024

Race/Ethnicity	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 - Current)		Millennials (1981 - 1996)		Total	
	%	#	%	#	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	5.1%	3	1.0%	2	13.7%	7	3.0%	4	3.7%	16
<i>Asian (United States of America)</i>	11.9%	7	2.6%	5	2.0%	1	2.2%	3	3.7%	16
<i>Black or African American (United States of America)</i>	1.7%	1	4.2%	8	2.0%	1	3.7%	5	3.4%	15
<i>Hispanic or Latino (United States of America)</i>	8.5%	5	7.3%	14	19.6%	10	14.1%	19	11.0%	48
<i>I do not wish to answer. (United States of America)</i>	1.7%	f	4.2%	8	2.0%	1	3.0%	4	3.2%	14
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.0%	0	0.5%	1	0.0%	0	1.5%	2	0.7%	3
<i>Two or More Races (United States of America)</i>	0.0%	0	1.0%	2	2.0%	1	2.2%	3	1.4%	6
<i>White (United States of America)</i>	71.2%	42	79.6%	152	58.8%	30	71.9%	97	73.7%	322
Total	100.0%	59	100.0%	191	100.0%	51	100.0%	135	100.0%	437

Race and Ethnicity by Gender

June 30, 2023 and June 30, 2024

As of June 30, 2023

Race/Ethnicity	Female		Male		Total	
	%	#	%	#	%	#
American Indian or Alaska Native (United States of America)	1.1%	2	3.3%	8	2.3%	10
Asian (United States of America)	5.5%	10	2.8%	7	4.0%	17
Black or African American (United States of America)	4.4%	8	3.3%	8	3.7%	16
Hispanic or Latino (United States of America)	7.7%	14	11.0%	27	9.6%	41
I do not wish to answer. (United States of America)	2.7%	5	3.3%	8	3.0%	13
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.8%	2	0.5%	2
Two or More Races (United States of America)	1.6%	3	2.4%	6	2.1%	9
White (United States of America)	76.9%	140	73.6%	181	75.0%	321
Total	100.0%	182	100.0%	246	100.0%	428

As of June 30, 2024

Race/Ethnicity	Female		Male		Total	
	%	#	%	#	%	#
American Indian or Alaska Native (United States of America)	3.7%	7	3.7%	9	3.7%	16
Asian (United States of America)	5.8%	11	2.0%	5	3.7%	16
Black or African American (United States of America)	4.2%	8	2.8%	7	3.4%	15
Hispanic or Latino (United States of America)	7.3%	14	13.8%	34	11.0%	48
I do not wish to answer. (United States of America)	3.1%	6	3.3%	8	3.2%	14
Native Hawaiian or Other Pacific Islander (United States of America)	0.5%	1	0.8%	2	0.7%	3
Two or More Races (United States of America)	0.5%	1	2.0%	5	1.4%	6
White (United States of America)	75.9%	145	72.0%	177	73.7%	322
Total	100.0%	191	100.0%	246	100.0%	437

Race and Ethnicity by Disability Status

June 30, 2023 and June 30, 2024

As of June 30, 2023

Race/Ethnicity	No Reported Disability		Reported Disability		Total	
	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	2.4%	10	0.0%	0	2.3%	10
<i>Asian (United States of America)</i>	3.8%	16	12.5%	1	4.0%	17
<i>Black or African American (United States of America)</i>	3.8%	16			3.7%	16
<i>Hispanic or Latino (United States of America)</i>	9.5%	40	12.5%	1	9.6%	41
<i>I do not wish to answer. (United States of America)</i>	3.1%	13	0.0%	0	3.0%	13
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.5%	2	0.0%	0	0.5%	2
<i>Two or More Races (United States of America)</i>	2.1%	9	0.0%	0	2.1%	9
<i>White (United States of America)</i>	75.1%	316	75.0%	6	75.0%	321
Total	100.0%	421	100.0%	8	100.0%	428

As of June 30, 2024

Race/Ethnicity	Female		Male		Total	
	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	3.7%	16	0.0%	0	3.7%	16
<i>Asian (United States of America)</i>	3.5%	15	11.1%	1	3.7%	16
<i>Black or African American (United States of America)</i>	3.5%	15	0.0%	0	3.4%	15
<i>Hispanic or Latino (United States of America)</i>	11.0%	47	11.1%	1	11.0%	48
<i>I do not wish to answer. (United States of America)</i>	3.3%	14	0.0%	0	3.2%	14
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.7%	3	0.0%	0	0.7%	3
<i>Two or More Races (United States of America)</i>	1.4%	6	0.0%	0	1.4%	6
<i>White (United States of America)</i>	73.6%	315	77.8%	7	73.7%	322
Total	100.0%	428	100.0%	9	100.0%	437

Race and Ethnicity by Veteran Status

June 30, 2023 and June 30, 2024

As of June 30, 2023

Race/Ethnicity	Not a Veteran		Veteran		Total	
	%	#	%	#	%	#
American Indian or Alaska Native (United States of America)	2.5%	10	0.0%	0	2.3%	10
Asian (United States of America)	4.2%	17	0.0%	0	4.0%	17
Black or African American (United States of America)	3.9%	16	0.0%	0	3.7%	16
Hispanic or Latino (United States of America)	9.6%	39	9.1%	2	9.6%	41
I do not wish to answer. (United States of America)	3.2%	13	0.0%	0	3.0%	13
Native Hawaiian or Other Pacific Islander (United States of America)	0.2%	1	4.5%	1	0.5%	2
Two or More Races (United States of America)	2.2%	9	0.0%	0	2.1%	9
White (United States of America)	74.4%	302	86.4%	19	75.0%	321
Total	100.0%	406	100.0%	22	100.0%	428

As of June 30, 2024

Race/Ethnicity	Not a Veteran		Veteran		Total	
	%	#	%	#	%	#
American Indian or Alaska Native (United States of America)	3.6%	15	4.2%	1	3.7%	16
Asian (United States of America)	3.9%	16			3.7%	16
Black or African American (United States of America)	3.4%	14	4.2%	1	3.4%	15
Hispanic or Latino (United States of America)	11.1%	46	8.3%	2	11.0%	48
I do not wish to answer. (United States of America)	3.4%	14			3.2%	14
Native Hawaiian or Other Pacific Islander (United States of America)	0.5%	2	4.2%	1	0.7%	3
Two or More Races (United States of America)	1.5%	6			1.4%	6
White (United States of America)	73.4%	303	79.2%	19	73.7%	322
Total	100.0%	413	100.0%	24	100.0%	437

Promotions by Race/Ethnicity and Supervisory/Non-supervisory

July 1, 2022 through June 30, 2023

July 1, 2023 through June 30, 2024

**July 1, 2022 to
June 30, 2023**

Race/Ethnicity	No (Not Supervisory)	Count	Supervisory	Count
<i>American Indian or Alaska Native (United States of America)</i>		0		
<i>Asian (United States of America)</i>		0		
<i>Black or African American (United States of America)</i>		1		
<i>Hispanic or Latino (United States of America)</i>		4		
<i>I do not wish to answer. (United States of America)</i>		0		
<i>Two or More Races (United States of America)</i>		1		
<i>White (United States of America)</i>		23		5
Total		29		5

**July 1, 2023 to
June 30, 2024**

Race/Ethnicity	No (Not Supervisory)	Count	Supervisory	Count
<i>American Indian or Alaska Native (United States of America)</i>		1		
<i>Asian (United States of America)</i>		3		
<i>Black or African American (United States of America)</i>		1		
<i>Hispanic or Latino (United States of America)</i>		1		
<i>I do not wish to answer. (United States of America)</i>				1
<i>Two or More Races (United States of America)</i>		0		
<i>White (United States of America)</i>		13		7
Total		19		8

Promotions by Race/Ethnicity and Gender

July 1, 2022 through June 30, 2023

July 1, 2023 through June 30, 2024

**July 1, 2022 to
June 30, 2023**

Race/Ethnicity	Female	Male	Count
<i>Asian (United States of America)</i>	0	0	0
<i>Black or African American (United States of America)</i>	0	1	1
<i>Hispanic or Latino (United States of America)</i>	1	2	3
<i>I do not wish to answer. (United States of America)</i>	0	0	0
<i>Two or More Races (United States of America)</i>	0	1	1
<i>White (United States of America)</i>	12	14	26
Total	13	18	31

**July 1, 2023 to
June 30, 2024**

Race/Ethnicity	Female	Male	Count
<i>Asian (United States of America)</i>	2	0	2
<i>Black or African American (United States of America)</i>	1	0	1
<i>Hispanic or Latino (United States of America)</i>	0	1	1
<i>I do not wish to answer. (United States of America)</i>	0	1	1
<i>Two or More Races (United States of America)</i>	0	0	0
<i>White (United States of America)</i>	5	15	20
Total	9	17	27

New Hires by Race/Ethnicity and Job Category

July 1, 2022 through June 30, 2023

July 1, 2023 through June 30, 2024

**July 1, 2022 to
June 30, 2023**

Race/Ethnicity	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Protective Service Workers		Service		Skilled Craft Workers		Technicians		Total	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	5.3%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	20.0%	3	4.2%	4
<i>Asian (United States of America)</i>	0.0%	0	0.0%	0	8.3%	1	0.0%	0	3.1%	1	0.0%	0	0.0%	0	2.1%	2
<i>Black or African American (United States of America)</i>	0.0%	0	20.0%	1	0.0%	0	0.0%	0	6.3%	2	0.0%	0	6.7%	1	4.2%	4
<i>Hispanic or Latino (United States of America)</i>	10.5%	2	0.0%	0	8.3%	1	30.8%	4	25.0%	8	0.0%	0	0.0%	0	15.6%	15
<i>I do not wish to answer. (United States of America)</i>	5.3%	1	0.0%	0	8.3%	1	0.0%	0	3.1%	1	0.0%	0	6.7%	1	4.2%	4
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
<i>Two or More Races (United States of America)</i>	0.0%	0	20.0%	1	0.0%	0	0.0%	0	6.3%	2	0.0%	0	0.0%	0	3.1%	3
<i>White (United States of America)</i>	78.9%	15	60.0%	3	75.0%	9	69.2%	9	56.3%	18	0.0%	0	66.7%	10	66.7%	64
Total	100.0%	19	100.0%	5	100.0%	12	100.0%	13	100.0%	32	0.0%	0	100.0%	15	100.0%	96

July 1, 2023 to
June 30, 2024

Race/Ethnicity	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Protective Service Workers		Service		Skilled Craft Workers		Technicians		Total	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	14.3%	1	9.5%	2	0.0%	0	0.0%	0	11.1%	3	0.0%	0	15.8%	3	10.3%	9
<i>Asian (United States of America)</i>	0.0%	0	4.8%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	5.3%	1	2.3%	2
<i>Black or African American (United States of America)</i>	0.0%	0	0.0%	0	0.0%	0	0.0%	0	7.4%	2	0.0%	0	0.0%	0	2.3%	2
<i>Hispanic or Latino (United States of America)</i>	0.0%	0	0.0%	0	28.6%	2	0.0%	0	14.8%	4	0.0%	0	21.1%	4	11.5%	10
<i>I do not wish to answer. (United States of America)</i>	14.3%	1	0.0%	0	0.0%	0	0.0%	0	3.7%	1	0.0%	0	5.3%	1	3.4%	3
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
<i>Two or More Races (United States of America)</i>	0.0%	0	4.8%	1	14.3%	1	0.0%	0	3.7%	1	0.0%	0	0.0%	0	3.4%	3
<i>White (United States of America)</i>	71.4%	5	81.0%	17	57.1%	4	100.0%	5	59.6%	16	100.0%	1	52.6%	10	66.7%	58
Total	100.0%	7	100.0%	21	100.0%	7	100.0%	5	100.0%	27	100.0%	1	100.0%	19	100.0%	87

New Hires by Race/Ethnicity and Generation

July 1, 2022 through June 30, 2023

July 1, 2023 through June 30, 2024

**July 1, 2022 to
June 30, 2023**

Race/Ethnicity	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 - Current)		Millennials (1981 - 1996)		Total	
	%	#	%	#	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>					100.0%	3			3.1%	3
<i>Asian (United States of America)</i>			50.0%	1			50.0%	1	2.1%	2
<i>Black or African American (United States of America)</i>			25.0%	1	50.0%	2	25.0%	1	4.2%	4
<i>Hispanic or Latino (United States of America)</i>			14.3%	2	21.4%	3	64.3%	9	14.6%	14
<i>I do not wish to answer. (United States of America)</i>			33.3%	1	33.3%	1	33.3%	1	3.1%	3
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>										
<i>Two or More Races (United States of America)</i>	33.3%	1			66.7%	2			3.1%	3
<i>White (United States of America)</i>	3.2%	2	35.5%	22	27.4%	17	33.9%	21	64.6%	62
<i>Blank</i>									5.2%	5
Total	3.1%	3	28.1%	27	29.2%	28	34.4%	33	100%	96

**July 1, 2023 to
June 30, 2024**

Race/Ethnicity	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 - Current)		Millennials (1981 - 1996)		Total	
	%	#	%	#	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	12.5%	1	25.0%	2	37.5%	3	25.0%	2	9.2%	8
<i>Asian (United States of America)</i>			50.0%	1	50.0%	1			2.3%	2
<i>Black or African American (United States of America)</i>							100%	2	2.3%	2
<i>Hispanic or Latino (United States of America)</i>			20.0%	2	60.0%	6	20.0%	2	11.5%	10
<i>I do not wish to answer. (United States of America)</i>					50.0%	1	50.0%	1	2.3%	2
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>										
<i>Two or More Races (United States of America)</i>			66.7%	2			33.3%	1	3.4%	3
<i>White (United States of America)</i>	12.7%	7	41.8%	23	25.5%	14	20.0%	11	63.2%	55
<i>Blank</i>									5.7%	5
Total	9.2%	8	34.5%	30	28.7%	25	21.8%	19	100.0%	87

New Hires by Race/Ethnicity and Gender

July 1, 2022 through June 30, 2023

July 1, 2023 through June 30, 2024

**July 1, 2022 to
June 30, 2023**

Race/Ethnicity	Female		Male		Total	
	%	#	%	#	%	#
American Indian or Alaska Native (United States of America)	0.0%	0	5.7%	3	4.2%	4
Asian (United States of America)	2.6%	1	1.9%	1	2.1%	2
Black or African American (United States of America)	2.6%	1	5.7%	3	4.2%	4
Hispanic or Latino (United States of America)	15.8%	6	15.1%	8	15.6%	15
I do not wish to answer. (United States of America)	2.6%	1	3.8%	2	4.2%	4
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.0%	0
Two or More Races (United States of America)	2.6%	1	3.8%	2	3.1%	3
White (United States of America)	73.7%	28	64.2%	34	66.7%	64
Total	100%	96	0	0	100%	96

**July 1, 2023 to
June 30, 2024**

Race/Ethnicity	Female		Male		Total	
	%	#	%	#	%	#
American Indian or Alaska Native (United States of America)	13.2%	5	6.8%	3	10.3%	9
Asian (United States of America)	0.0%	0	4.5%	2	2.3%	2
Black or African American (United States of America)	2.6%	1	2.3%	1	2.3%	2
Hispanic or Latino (United States of America)	5.3%	2	18.2%	8	11.5%	10
I do not wish to answer. (United States of America)	2.6%	1	2.3%	1	3.4%	3
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.0%	0
Two or More Races (United States of America)	0.0%	0	6.8%	3	3.4%	3
White (United States of America)	76.3%	29	59.1%	26	66.7%	58
Total	100.0%	38	100.0%	44	100.0%	87

New Hires by Race/Ethnicity and Disability Status

July 1, 2022 through June 30, 2023

July 1, 2023 through June 30, 2024

**July 1, 2022 to
June 30, 2023**

Race/Ethnicity	No Reported Disability		Reported Disability		Total	
	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	4.2%	4			4.2%	4
<i>Asian (United States of America)</i>	2.1%	2			2.1%	2
<i>Black or African American (United States of America)</i>	4.2%	4			4.2%	4
<i>Hispanic or Latino (United States of America)</i>	15.6%	15			15.6%	15
<i>I do not wish to answer. (United States of America)</i>	4.2%	4			4.2%	4
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.0%	0			0.0%	0
<i>Two or More Races (United States of America)</i>	3.1%	3			3.1%	3
<i>White (United States of America)</i>	66.7%	64			66.7%	64
Total	100%	96	0	0	100%	96

**July 1, 2023 to
June 30, 2024**

Race/Ethnicity	No Reported Disability		Reported Disability		Total	
	%	#	%	#	%	#
<i>American Indian or Alaska Native (United States of America)</i>	10.3%	9			10.3%	9
<i>Asian (United States of America)</i>	2.3%	2			2.3%	2
<i>Black or African American (United States of America)</i>	2.3%	2			2.3%	2
<i>Hispanic or Latino (United States of America)</i>	11.5%	10			11.5%	10
<i>I do not wish to answer. (United States of America)</i>	3.4%	3			3.4%	3
<i>Native Hawaiian or Other Pacific Islander (United States of America)</i>	0.0%	0			0.0%	0
<i>Two or More Races (United States of America)</i>	3.4%	3			3.4%	3
<i>White (United States of America)</i>	66.7%	58			66.7%	58
Total	100%	87	0	0	100%	87

New Hires by Race/Ethnicity and Veteran Status

July 1, 2022 through June 30, 2023

July 1, 2023 through June 30, 2024

**July 1, 2022 to
June 30, 2023**

Race/Ethnicity	Not a Veteran		Veteran		Total	
	%	#	%	#	%	#
American Indian or Alaska Native (United States of America)	4.3%	4	0.0%	0	4.3%	4
Asian (United States of America)	2.1%	2	0.0%	0	2.1%	2
Black or African American (United States of America)	4.3%	4	0.0%	0	4.3%	4
Hispanic or Latino (United States of America)	16.0%	15	0.0%	0	16.0%	15
I do not wish to answer. (United States of America)	4.3%	4	0.0%		4.3%	4
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.0%	0
Two or More Races (United States of America)	3.2%	3	0.0%	0	3.2%	3
White (United States of America)	66.0%	62	2.1%	2	66.7%	64
Total	100.0%	94	100.0%	2	100%	96

**July 1, 2023 to June
30, 2024**

Race/Ethnicity	Not a Veteran		Veteran		Total	
	%	#	%	#	%	#
American Indian or Alaska Native (United States of America)	9.2%	8	0.0%	0	9.2%	8
Asian (United States of America)	2.3%	2	0.0%	0	2.3%	2
Black or African American (United States of America)	2.3%	2	0.0%	0	2.3%	2
Hispanic or Latino (United States of America)	11.5%	10	0.0%	0	11.5%	10
I do not wish to answer. (United States of America)	2.3%	2	0.0%	0	2.3%	2
Native Hawaiian or Other Pacific Islander (United States of America)	0.0%	0	0.0%	0	0.0%	0
Two or More Races (United States of America)	3.4%	3	0.0%	0	3.4%	3
White (United States of America)	63.2%	55	0.0%	0	63.2%	55
Blank	5.7%	5	0.0%	0	5.7%	5
Total	100.0%	87	0.0	0	100.0%	87

2025-27 Affirmative Action Goals

For the next biennium, we will continue to implement the goals and actions in the Oregon Liquor & Cannabis Commission's Strategic Plan and align those with this 2025-2027 Affirmative Action Plan. The 2025-27 Affirmative Action Plan has set goals that focus on the agency's workforce to attract, recruit and retain underrepresented groups as well as having all managers and employees work toward an inclusive workplace. These goals include attracting and retaining diverse contractors and business partners, which is important to the mission and vision of the agency.

Goal 1

- a. Goal: Develop a plan to evaluate all management personnel for their effectiveness in achieving affirmative action objectives as a key consideration of their performance.
- b. Outcome: To measure how effective managers are in their efforts to create a welcoming environment of diversity, equity, inclusion and belonging.
- c. Measures
 - i. Quarterly evaluation process will be developed along with sample questions
 - ii. Training will be provided on how to conduct the evaluations and post in Workday
 - iii. Data will be gathered, analyzed and discussed with all managers
- d. Implementation
 - i. Human Resources, Affirmative Action Representative
 - ii. Track progress by reviewing Workday and develop quarterly report
 - iii. Leadership responsibilities include approval of process and receiving data from Workday to determine effectiveness of process/procedures
 - iv. All managers and supervisors will be evaluated by their superior quarterly, which will include a question about what they are doing to achieve affirmative action objectives
 - v. The Affirmative Action Representative will determine who will pull the information off Workday and develop the report to be shared with leadership

Strategies:

- a. Evaluation questions
 - i. What activities and training have they participated in
 - ii. How have they helped their employees feel valued
- b. Data
 - i. Check Workday to see how many managers have received their evaluations
 - ii. Leadership review reports and determine action

Goal 2

- a. Goal: Nurture an inclusive workplace culture that promotes equitable management/HR practices and where everyone feels comfortable to be their authentic self.

- b. Outcome: Create an environment that is inclusive, accepting, and respectful of differences, including gender, ethnic, cultural, generational, sexual orientation and life experience which will help retain and hire new employees into a comfortable workplace.
- c. Measures
 - i. Annual Gallup Poll will be used to determine how employees are feeling about the workplace culture. Questions asked in the most recent November 2023 survey included: 1. My agency is committed to fostering diversity, equity, and inclusion; 2. The leadership of my agency always treats me with respect; 3. I have a good understanding of our agency's values; 4. I feel free to express my thoughts, feelings, and disagreements to my manager. Questions will be reviewed to determine if any changes need to be made. Continue to have the staff-led DEIB Team to help advise and implement actions and activities to create a more welcoming, engaged and supportive organization.
 - ii. Survey results will be reviewed and analyzed to determine success and what additional activities and work that needs to continue or be strengthened
- d. Implementation
 - i. Affirmative Action Representative, DEIB Team, and Wellness Committee
 - ii. Annual Surveys
 - iii. Executive staff members will review survey reports
 - iv. Managers and supervisors review surveys and reports and plan time for more discussion and planning for possible changes
 - v. Affirmative Action Representative and DEIB Team will help with development of survey questions and analysis

Strategies:

- a. Survey
 - i. Develop questions that let employees be honest
 - ii. Survey results compiled and analyzed and reviewed by leadership
 - iii. More planning after each survey
- b. Employee Engagement
 - i. DEIB Team
 - ii. OLCC quarterly all-staff meetings
 - iii. Wellness committee

Goal 3

- a. Goal 3 - Educate all managers and employees at OLCC about affirmative action, diversity, equity, inclusion and how this is incorporated into the recruitment process.
- b. Outcome: The workforce is reflective of the diversity of the state and the recruitment process is inclusive and allows the diversity of each candidate to be valued.

- c. Measures
 - i. Procedures to be developed that explain recruitment and interview processes, including a list of sample DEI interview questions, agency demographics. Recruitment and interview panelist training to be developed to understand the role of panelist.
 - ii. Recruiting and interview process is understood and used by all managers and panel members are more comfortable understanding their role in the interview process and how to deal with personal biases.
- d. Implementation
 - i. Human Resources, recruiters, training team, DEIB Team
 - ii. Track agency demographics quarterly
 - iii. Executive team will support and communicate changes in process
 - iv. Managers and supervisors will use new processes and give feedback. Employees who have serviced on interview panels will also give feedback on panelist training effectiveness
 - v. Affirmative action representative will partner with HR and track and report progress

Strategies:

- a. Procedures developed for recruiting
 - i. Recruiting such as equitable ways to describe job duties
 - ii. Outreach to underrepresented communities
- b. Interviewing
 - i. Training for managers and employees on interview panels
 - ii. Discussions during training about personal biases and what to do about them
 - iii. How to use scoring matrix

Goal 4

- a. Goal: Promote equitable access to services, programs and resources for alcohol, cannabis licensees and partner businesses.
- b. Outcome: Have more licensees and business partners who are successful from underserved communities, including geographic (rural vs. urban) and ethnicity across the state.
- c. Measures
 - i. The OLCC will continue to hold open meetings to gather feedback from the cannabis industry on how we can improve our compliance policies, including services through the Cannabis Tracking System. OLCC travels around the state to hold listening sessions to get feedback from the alcohol and cannabis industries. Distilled Spirits Representatives and Liquor Store agents are frequently invited to OLCC for matters regarding future policy, legislative concepts, listings decisions, among others. OLCC's administration is very committed to our business partners and including them in the administrative process. Also, in accordance with ORS 182.164 and 182.166, develop and implement

agency policy and training that promotes positive government-to-government relations between the OLCC and Oregon Tribal nations.

ii. Collect demographic data for all license and permit types. Review data and plan and implement additional measures as necessary to increase number of licensees and business partners from underserved communities.

d. Implementation

i. Compliance & Regulatory Director, collaboration with business partners and others from under-represented communities will help update and communicate rules, policies and procedures for being a licensee or business partner.

ii. New in 2024, collecting demographic data, will continue to collect and analyze on a regular basis.

iii. Meetings with staff, licensees from underrepresented communities and other business partners for feedback on how OLCC services and resources can be more accessible to all interested parties and partner businesses.

iv. Executive Team will support and help communicate changes

v. Managers will oversee outreach to a variety of organizations and under-represented communities across Oregon.

vi. Affirmative Action Representative will assist with analysis of demographic data to see how many underserved communities are added and retained.

Strategies:

a. Use data to determine most underrepresented geographic areas or ethnicities of licensees to begin targeted outreach

i. Geographic areas where the lowest numbers of licensees and business partners are located and that licensed activities are allowed by the jurisdictions.

ii. Use data to determine underrepresented ethnicity of licensees and business partners

b. Training and outreach

i. Provide training around the state, especially in geographic locations where the numbers of licensees and business partners is lowest and that licensed activities are allowed.

ii. Send out information to underrepresented organizations

Goal 5

a. Goal: Improve licensing processes including resolving ambiguity and reducing complexity in OLCC regulatory framework to enhance fairness, equity and transparency.

b. Outcome: Ensuring our licensing and regulations are clearly defined will help alcohol, cannabis and related service industries and small businesses be successful.

c. Measures

i. As listed in our OLCC Strategic Plan, we will continue to review and establish or update criteria and processes for a marijuana license and assess and update as needed the Liquor Store Operation application and temporary assignment processes for equitable

opportunities. Conduct a multi-year review and revision of our rules structure and language, which will continue to be evaluated from the perspective of historically under-represented communities. OLCC will continue meet with licensees and business partners from the alcohol and cannabis industries to provide policy updates and to hear about their ideas for modification and challenges with OLCC policies and procedures. Updating on-line resources to improve clarity and accessibility of information on existing regulations and pending changes for both internal and external users.

ii. Information from the reviews and meetings with staff, licensees, partner agencies and organizations and the legislature will be compiled and reviewed by OLCC leadership with plans made to continue to make improvements.

d. Implementation

i. Compliance & Regulatory Director with information from business partners and others from under-represented communities will help simplify the process for getting a liquor license.

ii. Compliance & Regulatory Director with information from business partners and others from under-represented communities will determine how to reassign expired cannabis licenses to those who have been unable to enter the regulated market, or unable to grow businesses within the market due to continuing moratoriums on licensing.

iii. Meetings with staff, licensees from underrepresented communities and other business partners will help us determine how to upgrade our licensing process and other education-related services.

iv. Executive Team will be informed of information from reviews and other feedback from licensees and help communicate changes to improve licensing procedures

v. Managers will oversee attaining feedback from licensees and business partners and the development of changes to licensing procedures.

v. Affirmative Action Representative will be involved in analyzing information from the reviews to determine what geographical areas and underrepresented communities will be impacted by the improved licensing procedures.

Strategies:

a. Receive feedback from staff, licensees and business partners about what makes it difficult to obtain a license, especially for underrepresented communities.

i. Listening sessions with cannabis and liquor industry

ii. Meetings with staff, licensees and others to get feedback about challenges of getting a license

b. Analysis

i. What challenges are geographic, ethnicity-related or complexity of licensing procedures

- ii. Determine ways to make licensing simpler, but still effective to maintain all licensees and business partners comply with laws and regulations.

Complaint Options

At OLCC, we take discrimination and harassment seriously. If an employee believes they have witnessed or experienced any type of discrimination or harassment, they are encouraged to inform their immediate manager, another manager, Human Resources, the Executive Director or the Commission Chair. Employees will also retain the right to file a complaint through the union grievance process and/or by going to the Civil Rights Division of the Bureau of Labor and Industries (BOLI) or the Equal Employment Opportunity Commission (EEOC). DAS policy [50.010.03](#) Maintaining a Professional Workplace, addresses actions to be taken.

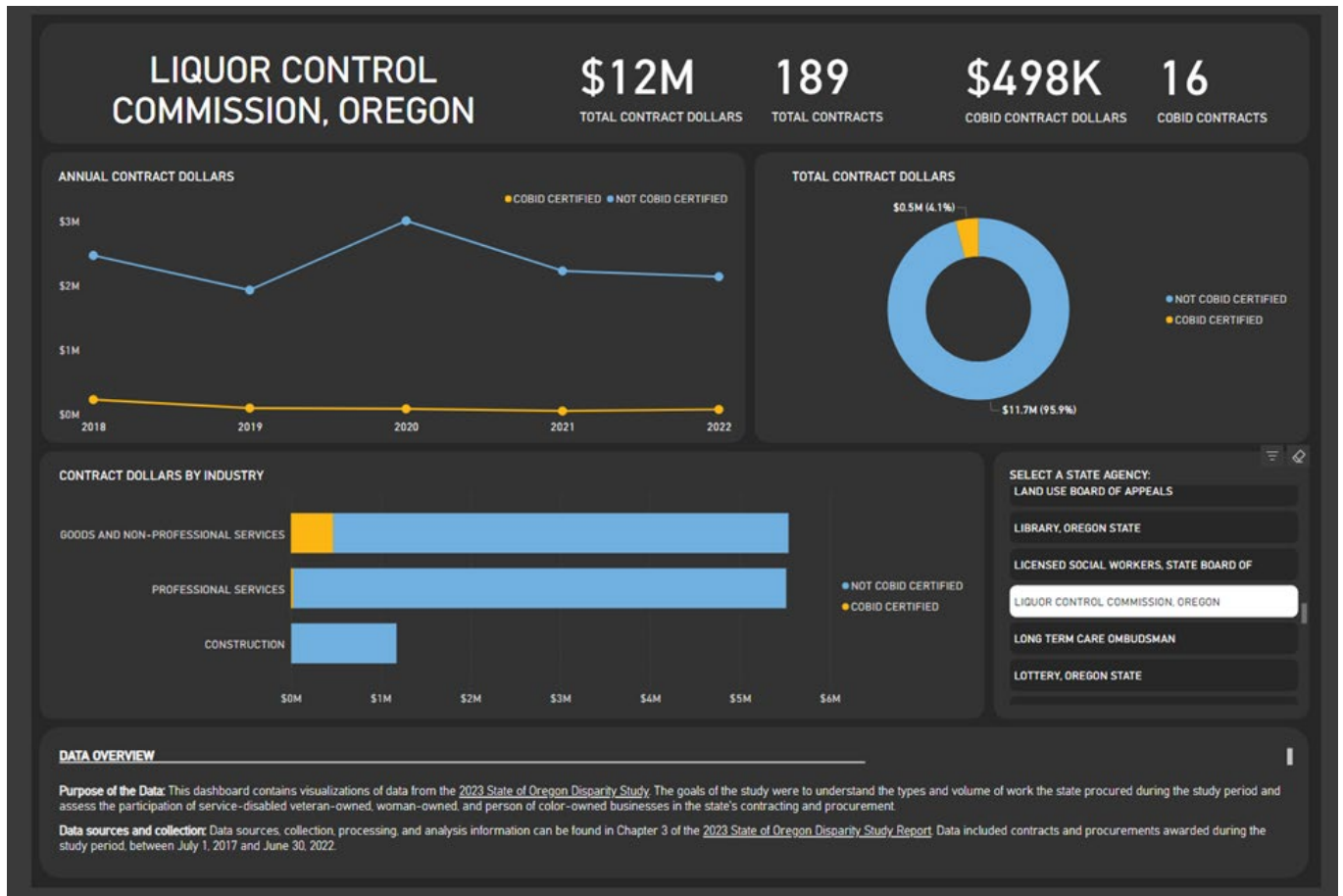
If a staff member needs to file a complaint about an OLCC Executive that they feel is violating a policy, they will follow the procedure in [DAS Policy 40.35.01](#), Unclassified Service Employment, Investigation and Termination, which is handled at DAS, the Chief Human Resources Office, not the Human Resource office at OLCC.

Succession Plan

Maintaining a skilled workforce requires the agency to develop each person to achieve their maximum potential. The agency completed a succession plan and submitted it to DAS in 2023 which will assist us in developing and recruiting individuals to meet the labor needs of the agency and our licensees and business partners. We will continue to update our plan each year.

Contracting

State of Oregon contracting (2017 – 2022)



- There were \$12 million in total contacts from 2017 to 2022, \$498 thousand were COBID-certified contracts (4.2 percent of all contracts).
- The largest industry to use COBID-certified contacts was goods and nonprofessional services.
- There hasn't been much difference from 2018 to 2022, but 2018 saw the highest percent of COBID-certified contracts.

From July 1, 2022, to July 2024, OLCC has awarded a total \$65,430 in contracts to COBID-certified firms. Our 2025-27 affirmative action strategies include proposed actions to build upon our current contracting successes in awarding to COBID-certified firms.

COBID Report as of July 2024 (Fiscal Year 2024-25 still in progress)

Fiscal Year	Number of Contracts	Sum of Purchase Order Total Amount	Average COBID Amount
2022-23	8	\$20,295	\$2,537
2023-24	22	\$38,647	\$1,757
2024-25 (FY still in progress)	2	\$ 6,488	\$3,244
Grand Total	32	\$65,430	\$2,045

OLCC has selected JE Dunn to be the Construction Manager as a General Contractor (CM/GC) to build the new distilled spirits distribution center in Canby, OR. With more than 20 opportunities for subcontractors throughout the project, JE Dunn has a strong record of past performance when it comes to Minority, Women, and Emerging Small Business Enterprise (MWESB). Their diversity and inclusion, preconstruction, operations and administrative departments are structured to encourage MWESB business participation on projects by providing support from the pre-qualification process through close-out. They have dedicated diversity managers across the country, but activities include all levels of JE Dunn staff so that it extends beyond the efforts of a few individuals and becomes part of the culture. This effort is built around their diversity and inclusion program that is comprised of outreach, training and mentorship, internal development, understanding Trade Partner (subcontractor) capacity, and fostering trade partner relationships. JE Dunn has a dedicated Senior Diversity & Inclusion manager who is a dedicated resource in the areas of diversity, equity, and inclusion, and helps support their projects. The JE Dunn team has personal relationships with individuals throughout the local MWESB community which helps them to easily connect with opportunities like the OLCC project. Some organizations include the National Association of Minority Contractors, Oregon Association of Minority Entrepreneurs, National Association of Women in Construction, and the Professional Business Development Group.

As of October 2024, OLCC is in contract negotiations Accenture, Inc. to implement the Distilled Spirits Supply Chain software solution. Accenture frequently engages and subcontracts with diverse businesses to be part of our Supplier Inclusion & Diversity program. In general, Accenture places a high value on diversity, as evidenced by ongoing programs to attract, retain, and advance women and minorities. As part of this commitment, they have created a formal Supplier Inclusion and Diversity Program in 2002. Accenture’s Supplier Inclusion & Diversity program has been ranked Number 3 on Refinitiv (formerly Thomson Reuters) Diversity & Inclusion Index. At Accenture, they verify that the marketplace practices regarding suppliers

allow for equal access for diverse businesses to share in the creation of value for Accenture clients and shareholders. As part of the overall procurement strategy, the program identifies, tracks, and reports on the percentage of their procurement dollars being spent with these diverse businesses. To that end, Accenture’s Supplier Diversity Program is intentional and deliberate in instilling processes and monitoring progress toward the program goals and in building supplier relationships. Details of the program can be accessed at: <https://www.accenture.com/us-en/about/company/accenture-supplier-inclusion-sustainability>.

Appendix A – State Policy Documentation

- [ADA and Reasonable Accommodation Policy](#) (Statewide policy 50.020.10)
- [Discrimination and Harassment Free Workplace](#) (Statewide policy 50.010.01)
- [Statewide Employee Training](#) (Statewide policy 10.040.01) (Pending final approval for Statewide Workforce Learning and Development)
- [Duties of Administrator](#) (ORS 240.145)
- [Rules Applicable to Management Services](#) (ORS 240.250)
- [Recruitment and Selection](#) (Statewide policy 40.010.02)
- [Candidate Preference in Employment \(40-055-04\)](#)
- [Veterans Preference in Public Employment](#) (ORS 408.230)
- [Equal Opportunity and Affirmative Action Rule](#) (105.040.0001)
- [Executive Order 22-11](#)

Appendix B – Federal Documentation

- [Age Discrimination in Employment Act of 1967 \(ADEA\)](#)
- [Disability Discrimination Title I of the Americans with Disability Act of 1990](#)
- [Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 \(GINA\)](#)
- [Equal Pay and Compensation Discrimination Equal Pay Act of 1963](#)
- [Title VII of the Civil Rights Act of 1964](#)
 - National Origin discrimination
 - Discrimination
 - Race/color discrimination
 - Religious Discrimination
 - Sex-Based Discrimination
 - Sexual Harassment
- [Retaliation Title VII of the Civil Agency Affirmative Action Policy](#)

Appendix C – OLCC Resources

- All of the OLCC policies and procedures are available and accessible to employees on the internal website.
- [OLCC Strategic Plan](#)
- [OLCC Succession Plan](#)
- [Diversity Equity Inclusion and Belonging \(DEIB\) Team Charter](#)