

CERTIFICATION

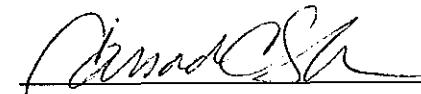
I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the accuracy of all numerical information has been verified.

Oregon Liquor Control Commission

9079 SE McLoughlin Blvd., Milwaukie, Oregon

AGENCY NAME

AGENCY ADDRESS



Cassandra Skinner – Commission Chairwoman

SIGNATURE

TITLE

Notice: Requests of those agencies headed by a board or commission must be approved by those bodies of official action 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 OLCC Agency Summary Budget Page

**OREGON LIQUOR CONTROL COMMISSION
2013-2015 GOVERNORS BALANCED BUDGET INDEX**

CERTIFICATION

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BUDGET NARRATIVE

LEGISLATIVE ACTION

Enrolled Senate Bill 5701

Printed pursuant to Senate Interim Rule 213.28 by order of the President of the Senate in conformance with pre-session filing rules, indicating neither advocacy nor opposition on the part of the President (at the request of Joint Interim Committee on Ways and Means)

CHAPTER

AN ACT

Relating to state financial administration; creating new provisions; amending section 5, chapter 20, Oregon Laws 2011; repealing section 5, chapter 339, Oregon Laws 2011, section 12, chapter 496, Oregon Laws 2011, section 6, chapter 577, Oregon Laws 2011, section 5, chapter 590, Oregon Laws 2011, section 52, chapter 600, Oregon Laws 2011, section 12, chapter 609, Oregon Laws 2011, section 5, chapter 621, Oregon Laws 2011, and section 4, chapter 666, Oregon Laws 2011; appropriating money; limiting expenditures; and declaring an emergency.

Be It Enacted by the People of the State of Oregon:

SECTION 1. Notwithstanding any other law limiting expenditures, the amount of \$1,712,451 is established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, and including reimbursements from federal service agreements, but excluding lottery funds and federal funds, collected or received by the Judicial Department, for specialty courts.

SECTION 2. Notwithstanding any other law limiting expenditures, the amount of \$413,449 is established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Department of Corrections, for capital improvements.

SECTION 3. Notwithstanding any other law limiting expenditures, the amount of \$200,000 is established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds, federal funds and those funds described in section 7, chapter 616, Oregon Laws 2011, collected or received by the Department of Community Colleges and Workforce Development, for debt service on outstanding general obligation bonds sold pursuant to Article XI-G of the Oregon Constitution.

SECTION 4. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2011, out of the General Fund, the amount of \$3,500,000, to be allocated to the Public Defense Services Commission for trial level public defense.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2012, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 5. In addition to and not in lieu of any other appropriation, there is appropriated to the Department of State Lands, for the biennium beginning July 1, 2011, out of the General Fund, the amount of \$681,266, which may be expended for payment of expenses related to the Portland Harbor Superfund project.

SECTION 6. Notwithstanding any other provision of law, the General Fund appropriation made to the Emergency Board by section 1, chapter 600, Oregon Laws 2011, for the biennium beginning July 1, 2011, is decreased by \$681,266.

SECTION 7. Notwithstanding any other provision of law, the General Fund appropriation made to the Emergency Board by section 6, chapter 537, Oregon Laws 2011, for the biennium beginning July 1, 2011, for allocation to the State Forestry Department for fire suppression costs, is decreased by \$2,120,017.

SECTION 8. Notwithstanding any other law limiting expenditures, the amount of \$1 is established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Office of the Governor from the Governor's Office Operating Fund.

SECTION 9. Notwithstanding any other law limiting expenditures, the amount of \$140,000 is established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses for capital improvement from federal funds received by the State Department of Fish and Wildlife.

SECTION 10. Notwithstanding any other law limiting expenditures, the amount of \$85,455 is established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses from federal funds received by the Teacher Standards and Practices Commission.

SECTION 11. Notwithstanding any other law limiting expenditures, the amount of \$3,932,550 is established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses for construction and maintenance of court facilities from bond proceeds collected or received by the Oregon Department of Administrative Services.

SECTION 12. (1) Notwithstanding any other law limiting expenditures, the amount of \$134,361,683 is established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses from federal funds collected or received by the Employment Department under the Child Care and Development Block Grant Act of 1990 (42 U.S.C. 9858 et seq.) and section 418 of the Social Security Act (42 U.S.C. 618), as amended.

(2) Notwithstanding any other law limiting expenditures, the amount of \$158,066,704 is established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses from federal funds other than those described in section 3, chapter 339, Oregon Laws 2011, or subsection (1) of this section collected or received by the Employment Department.

SECTION 13. Notwithstanding any other law limiting expenditures, the amount of \$97,460 is established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses for capital improvement from fees, moneys or other revenues, including Miscellaneous Receipts, and including reimbursements from federal service agreements, but excluding lottery funds and federal funds other than those described in this section, collected or received by the Judicial Department.

SECTION 14. In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2011, out of the General Fund, the amount of \$2,900,000 for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 15. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2011, out of the General Fund, the amount of \$60,000,000 for:

(a) Supplemental allocations to state agencies for restoration of targeted programs if the Oregon Department of Administrative Services reduces allotments under ORS 291.261;

- (b) Home foreclosure issues; or
- (c) Human services caseload increases.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2012, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 16. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2011, out of the General Fund, the amount of \$10,000,000, to be allocated for the preservation of education programs as described in subsection (2) of this section.

(2) If the Oregon Department of Administrative Services reduces allotments under ORS 291.261, a state agency administering a program appropriation described in this subsection may request allocations of moneys from the Emergency Board in a total amount that does not exceed the total amount of the allotment reduction applicable to the appropriation. This subsection applies to:

(a) The appropriation made to the Oregon Department of Administrative Services by section 1, chapter 582, Oregon Laws 2011;

(b) The appropriation made to the Department of Community Colleges and Workforce Development by section 1 (2), chapter 616, Oregon Laws 2011; and

(c) The appropriation made to the Department of Education by section 2, chapter 619, Oregon Laws 2011.

(3) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2012, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 17. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2011, out of the General Fund, the amount of \$1,084,432, to be allocated to the Judicial Department for court operations.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2012, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 18. Section 5, chapter 339, Oregon Laws 2011, section 12, chapter 496, Oregon Laws 2011, section 6, chapter 577, Oregon Laws 2011, section 5, chapter 590, Oregon Laws 2011, section 52, chapter 600, Oregon Laws 2011, section 12, chapter 609, Oregon Laws 2011, section 5, chapter 621, Oregon Laws 2011, and section 4, chapter 666, Oregon Laws 2011, are repealed.

SECTION 19. Notwithstanding any other provision of law, the authorized appropriations and expenditure limitations for the biennium beginning July 1, 2011, for the following agencies and programs are changed by the amounts specified:

(1) ADMINISTRATIVE.

Agency/Program/Funds	2011 Oregon Laws Chapter/ Section	Adjustment
Oregon Department of Administrative Services: Operating expenses		

Other funds	Ch. 571 2(1)	-\$6,307,494
Mill Creek debt service		
General Fund	Ch. 571 1(2)	+29,427
Go Oregon debt service		
General Fund	Ch. 571 1(3)	+209,061
Debt service on lottery bonds		
Oregon Public Broadcasting		
Lottery funds	Ch. 571 3(1)	+65,729
Pendleton Round-Up		
Lottery funds	Ch. 571 3(2)	+3,054
Port of Morrow		
Lottery funds	Ch. 571 3(3)	+6,110
Port of Newport-NOAA		
Lottery funds	Ch. 571 3(4)	+108,960
Judicial Department		
court facilities		
Lottery funds	Ch. 571 3(5)	+34,444
Tillamook FEMA match		
Lottery funds	Ch. 571 3(6)	+46,550
Lane Transit District EmX		
Lottery funds	Ch. 571 3(7)	+24,276
Coos Bay railroad		
Lottery funds	Ch. 571 3(8)	+10,854
SAGE Center		
Lottery funds	Ch. 600 39(2)(a)	+6,310
Eastern Oregon Trade Center		
Lottery funds	Ch. 600 39(2)(b)	+12,560
Milton-Freewater		
flood control		
Lottery funds	Ch. 600 39(2)(c)	+5,720
Oregon Historical Society		
Lottery funds	Ch. 600 39(2)(d)	+8,165
State Treasurer:		
Other funds	Ch. 627 1(1)	+250,000
Public Employees Retirement		
System:		
Other funds	Ch. 495 1(1)	-750,000
Secretary of State:		
Executive Office, Business		
Services Division, Information		
Systems Division and Human		
Resources Division		
General Fund	Ch. 411 1(1)	-128,891
Elections Division		
General Fund	Ch. 411 1(2)	-4,006
Archives Division		
General Fund	Ch. 411 1(3)	-423
Oregon Liquor Control		
Commission:		
Other funds	Ch. 578 1(1)	+507,973
Department of Revenue:		

General Fund	Ch. 623 1(2)	+36,891
Emergency management		
General Fund	Ch. 623 1(3)	+4,379,103
Other funds	Ch. 623 2(3)	+4,000,000
Community support		
Other funds	Ch. 623 2(4)	+118,339
Capital debt service and related costs		
General Fund	Ch. 623 1(5)	-71,937
Other funds	Ch. 623 2(5)	+548,167
Department of Public Safety		
Standards and Training:		
General Fund	Ch. 586 1	+315,518
Other funds	Ch. 586 2	-873,897
Oregon Youth Authority:		
Operations		
General Fund	Ch. 590 1(1)	-1,605,977
Debt service		
General Fund	Ch. 590 1(2)	+186,988

(10) TRANSPORTATION.

Agency/Program/Funds	2011 Oregon Laws Chapter/ Section	Adjustment
Department of Transportation:		
Debt service - Oregon		
Wireless Interoperability		
Network (OWIN)		
General Fund	Ch. 542 1	-\$15,416,043
Maintenance and emergency		
relief programs		
Other funds	Ch. 542 2(2)	+9,211,366
Driver and motor vehicle		
services		
Other funds	Ch. 542 2(9)	+500,000
Debt service		
Other funds	Ch. 542 2(17)	+15,970,871
Lottery funds	Ch. 542 4	+2,914,388

SECTION 20. In addition to and not in lieu of any other appropriation, there is appropriated to the Department of Land Conservation and Development, for the biennium beginning July 1, 2011, out of the General Fund, the amount of \$200,000, which may be expended for payment of expenses related to regional land use planning activities.

SECTION 21. In addition to and not in lieu of any other appropriation, there is appropriated to the State Forestry Department, for the biennium beginning July 1, 2011, out of the

General Fund, the amount of \$200,000, which may be expended for payment of expenses related to forest policy.

SECTION 22. In addition to and not in lieu of any other appropriation, there is appropriated to the Department of Land Conservation and Development, for the biennium beginning July 1, 2011, out of the General Fund, the amount of \$350,000, for grants to Jackson, Josephine and Douglas counties for expenses related to regional land use planning activities.

SECTION 23. Section 5, chapter 20, Oregon Laws 2011, as amended by section 21, chapter 496, Oregon Laws 2011, and section 47, chapter 600, Oregon Laws 2011, is amended to read:

Sec. 5. (1) The Department of Education may not spend more than \$2,928,830,000 from the State School Fund for the fiscal year beginning July 1, 2011.

(2) The Department of Education may not spend more than [\$2,842,830,000] \$2,845,330,000 from the State School Fund for the fiscal year beginning July 1, 2012.

SECTION 24. This 2012 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2012 Act takes effect on its passage.

Passed by Senate March 5, 2012

.....
Robert Taylor, Secretary of Senate

.....
Peter Courtney, President of Senate

Passed by House March 5, 2012

.....
Bruce Hanna, Speaker of House

.....
Arnie Roblan, Speaker of House

Received by Governor:

.....M....., 2012

Approved:

.....M....., 2012

.....
John Kitzhaber, Governor

Filed in Office of Secretary of State:

.....M....., 2012

.....
Kate Brown, Secretary of State

OLCC Legislative Action
Governors Balanced Budget
Budget Page -6

Enrolled
Senate Bill 5522

Printed pursuant to Senate Interim Rule 213.28 by order of the President of the Senate in conformance with pre-session filing rules, indicating neither advocacy nor opposition on the part of the President (at the request of Budget and Management Division, Oregon Department of Administrative Services)

CHAPTER

AN ACT

Relating to the financial administration of the Oregon Liquor Control Commission; limiting expenditures; and declaring an emergency.

Be It Enacted by the People of the State of Oregon:

SECTION 1. Notwithstanding any other law limiting expenditures, the following amounts are established for the biennium beginning July 1, 2011, as the maximum limits for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Liquor Control Commission, for the following purposes:

- (1) Administrative expenses..... \$ 51,747,312
- (2) Agents' compensation \$ 81,706,000
- (3) Capital improvements..... \$ 208,406

SECTION 2. For the biennium beginning July 1, 2011, expenditures by the Oregon Liquor Control Commission for liquor purchases are not limited.

SECTION 3. This 2011 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2011 Act takes effect on July 1, 2011.

OLCC Legislative Action
Governors Balanced Budget
Budget Page -7

Passed by Senate June 9, 2011

.....
Robert Taylor, Secretary of Senate

.....
Peter Courtney, President of Senate

Passed by House June 16, 2011

.....
Bruce Hanna, Speaker of House

.....
Arnie Roblan, Speaker of House

Received by Governor:

.....M,....., 2011

Approved:

.....M,....., 2011

.....
John Kitzhaber, Governor

Filed in Office of Secretary of State:

.....M,....., 2011

.....
Kate Brown, Secretary of State

**OLCC Legislative Action
Governors Balanced Budget
Budget Page -8**

76th OREGON LEGISLATIVE ASSEMBLY – 2011 Regular Session
BUDGET REPORT AND MEASURE SUMMARY

MEASURE: SB 5522-A

JOINT COMMITTEE ON WAYS AND MEANS

Carrier – House: Rep. Beyer
Carrier – Senate: Sen. Nelson

Action: Do Pass as Amended and as Printed A-Engrossed

Vote: 18 – 6 – 1

House – Yeas: Beyer, Buckley, Cowan, Garrard, Komp, Kotek, Nathanson, Nolan, G. Smith, Thatcher, Whisnant
– Nays: Freeman, McLane
– Exc: Richardson

Senate – Yeas: Bates, Devlin, Edwards, Monroe, Nelson, Verger, Winters
– Nays: Girod, Johnson, Thomsen, Whitsett
– Exc:

Prepared By: Art Ayre, Department of Administrative Services

Reviewed By: Michelle Deister, Legislative Fiscal Office

Meeting Date: June 3, 2011

Agency

Oregon Liquor Control Commission

Budget Page

I-13

LFO Analysis Page

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Biennium

2011-13

Budget Summary*

	2009-11	2011-13	2011-13	2011-13	Committee Change from	
	Legislatively Approved Budget (1)	Current Service Level	Governor's Budget	Committee Recommendation	\$ change	% change
Other Funds	\$ 134,069,502	\$ 138,314,512	\$ 44,721,499	\$ 133,453,312	-616,190	-0.5%
Other Funds Capital Improvement	\$ 215,965	\$ 221,148	\$ 215,965	\$ 208,406	-7,559	-3.5%
Other Funds Nonlimited	\$ 0	\$ 0	\$ 90,688,426	\$ 0	0	0.0%
Total	\$ 134,285,467	\$ 138,535,660	\$ 135,625,890	\$ 133,661,718	-616,190	-0.5%

Position Summary

Authorized Positions	238	237	239	239	1
Full-time Equivalent (FTE) Positions	230.72	229.72	231.72	231.72	1.00

(1) Includes adjustments through March 2011.

* Excludes Capital Construction expenditures

Summary of Revenue Changes

The Oregon Liquor Control Commission (OLCC) is financed entirely with Other Fund revenues. After subtracting the cost of liquor, freight, current liabilities, encumbrances, and the agency's operating expenditures, surplus proceeds from sales, taxes, fees, and fines are allocated as follows:

Privilege tax on beer and wine sales: \$0.02 per gallon of wine tax is distributed to the Wine Advisory Board. The remaining balance is allocated 50 percent to the Department of Human Services Office of Alcohol and Drug Abuse Programs, and the other 50 percent is distributed with the other revenues.

Revenues from liquor sales, license fees, civil penalties and fines, miscellaneous revenues, and the balance of the privilege taxes are allocated 56 percent to the General Fund, 20 percent to cities, 10 percent to counties, and 14 percent to city revenue sharing.

The budget approved by the subcommittee is projected to result in "regular" liquor sales of \$891.4 million, with an estimated \$190 million available for distribution to the General Fund. The budget also includes expenditure limitation associated with the continuation of a \$0.50 per bottle surcharge imposed by the agency through the 2011-13 biennium, which is projected to generate \$29 million in additional gross revenue, with \$2.55 million being distributed to liquor agents for sales commission. The estimated distribution to other entities is as follows: \$654,000 for the Oregon Wine Board; \$19 million for the Mental Health Alcoholism and Drug Services Account in the General Fund; \$67.7 million for cities; \$47.4 million for city revenue sharing; and \$33.9 million for counties.

Summary of Subcommittee Action

OLCC works to effectively regulate the sale, distribution, and responsible use of alcoholic beverages in order to protect Oregon's public health, safety, and community livability. Oregon is one of 18 states (besides two counties in Maryland that are control districts) that sell hard liquor through state-controlled stores. Private agents contract with the Commission to operate more than 240 liquor stores in the state. The subcommittee approved a budget of \$133,661,718 Other Funds and 239 positions (231.72 FTE) for the agency. This is a 0.5 percent decrease from the 2009-11 Legislatively Approved Budget and a 3.5 percent decrease from the 2011-13 Current Service Level. The decrease is tied to expenditure reduction actions taken in the budget to increase the agency's distribution of funds to the state General Fund.

The subcommittee approved reduction packages (Package 801 and Package 819) targeted at General Fund expenditures. While OLCC's budget is Other Funds, every dollar expended by the agency for operations impacts the amount of revenue available to the statutory distribution formula between the state General Fund, cities, and counties. Therefore, some of OLCC's expenditures are subject to these adjustments.

The subcommittee approved the following budget note:

Budget Note:

The Oregon Liquor Control Commission is directed to utilize available expenditure limitation in a way which maximizes revenue generation without unduly jeopardizing public safety. Reductions in expenditure limitation attributable to amounts resulting from the reduction to services and supplies, and the supplemental ending balance hold back (in policy option packages 801 and 819) are not to be applied to bank card fees, wholesale services, store operating expenses, or enforcement and compliance services. Further, the Oregon Liquor Control Commission is directed to report on a quarterly basis to the Legislative Fiscal Office and the interim Joint Committee on Ways and Means or the Emergency Board regarding revenue and expenditures compared to projections of gross sales, quarterly allotment allocations, and expenditure limitation by program; whether additional expenditure limitation for agents' compensation is anticipated to be required to maintain an average compensation rate of 8.88 percent of sales on a consistent quarterly basis; and whether additional expenditure limitation is anticipated to be required to enable the continued utilization of bank cards in liquor stores.

Distilled Spirits Program

The Distilled Spirits Program regulates the sale of bottled distilled spirits while producing revenue in support of state and local governments. The Subcommittee approved a budget of \$18,784,804 Other Funds and 71 positions (67.42 FTE).

The Subcommittee approved Package 086, Eliminate Inflation. This package is used on a statewide basis to eliminate standard and Attorney General inflation, and to adjust State Government Service Charges. The package reduces Other Funds expenditure limitation by \$257,761.

The Subcommittee approved Package 087, Personal Service Adjustments. This package reflects a 5.5 percent across-the-board reduction in total personal services from the Current Service Level budget. The recommended reduction is not specific to an account or reduction strategy. Final personal services decisions will be determined by policy decisions and future labor negotiations. The standard reduction was not applied to

Services and Supplies amounts attributable to bank card fees or wholesale services. The package reduces Other Funds expenditure limitation by \$513,891.

The Subcommittee approved Package 801, Targeted Statewide Adjustments. This package implements a statewide reduction action included in the Co-Chairs' Budget, which is a 6.5 percent reduction from total General Fund Services and Supplies expenditures included in the Governor's Recommended Budget. This package reduces Other Funds expenditure limitation by \$29,861. This is in addition to Package 086, which eliminates most services & supplies inflation originally built into the budget.

The Subcommittee approved Package 819, Supplemental Statewide Ending Balance. This package includes, per the Co-Chairs' budget plan, a supplemental statewide ending balance hold back adjustment. The result is about a 3.5 percent across-the-board reduction to an agency's total biennial General Fund and/or Lottery Funds budget or approximately 7 percent to be taken from the second year of the budget. This adjustment was not applied to Services and Supplies amounts attributable to bank card fees or wholesale services. The package reduces Other Funds expenditure limitation by \$96,136.

Public Safety Services Program

The Public Safety Services Program regulates the manufacture, distribution, and sale of alcoholic beverages. The Subcommittee approved a budget of \$18,983,314 Other Funds and 108 positions (105.00 FTE).

The Subcommittee approved Package 086, Eliminate Inflation. This package is used on a statewide basis to eliminate standard and Attorney General inflation, and to adjust State Government Service Charges. The package reduces Other Funds expenditure limitation by \$95,267.

The Subcommittee approved Package 087, Personal Service Adjustments. This package reflects a 5.5 percent across-the-board reduction in total Personal Services from the Current Service Level budget. The recommended reduction is not specific to an account or reduction strategy. Final personal services decisions will be determined by policy decisions and future labor negotiations. The package reduces Other Funds expenditure limitation by \$966,476.

The Subcommittee approved Package 201, Improve Licensing Infrastructure, as modified. This package increases resources for licensing activities to improve licensing service levels in the face of increasing numbers of license applications and lengthening application processing times. The package includes a limited duration information systems specialist position to facilitate completion of an automated licensing and enforcement data system, and a limited duration licensing investigator position to address additional workload. Technological efficiencies are expected to be realized by the completed IT system, rendering this position unnecessary in subsequent biennia. The Subcommittee approved the reclassification of an existing full-time Principle Executive Manager B position to a Principle Executive Manager C position and the reclassification of an existing full-time Office Specialist 1 position to an Office Specialist 2 position, but without additional funding for either reclassification. The package's personal services costs were reduced by 5.5 percent to match the reduction in Package 087. The resulting package increases Other Funds expenditure limitation by \$308,746 and adds two limited duration positions (2.00 FTE).

The Subcommittee approved Package 801, Targeted Statewide Adjustments. This package implements a statewide reduction action included in the Co-Chairs' Budget, which is a 6.5 percent reduction from total General Fund Services and Supplies expenditures included in the Governor's Recommended Budget. This adjustment was not applied to Enforcement and Compliance services. This package reduces Other Funds expenditure limitation by \$32,271. This is in addition to Package 086, which eliminates most services & supplies inflation originally built into the budget.

The Subcommittee approved Package 819, Supplemental Statewide Ending Balance. This package includes, per the Co-Chairs' budget plan, a supplemental statewide ending balance hold back adjustment. The result is about a 3.5 percent across-the-board reduction to an agency's total biennial General Fund and/or Lottery Funds budget or approximately 7 percent to be taken from the second year of the budget. This adjustment was not applied to Enforcement and Compliance services. The package reduces Other Funds expenditure limitation by \$273,923.

Administration and Support

The Administration and Support program provides support and administrative services for all agency staff. The Subcommittee approved a budget of \$13,979,195 Other Funds and 60 positions (59.30 FTE).

The Subcommittee approved Package 086, Eliminate Inflation. This package is used on a statewide basis to eliminate standard and Attorney General inflation, and to adjust State Government Service Charges. The package reduces Other Funds expenditure limitation by \$151,409.

The Subcommittee approved Package 087, Personal Service Adjustments. This package reflects a 5.5 percent across-the-board reduction in total Personal Services from the Current Service Level budget. The recommended reduction is not specific to an account or reduction strategy. Final personal services decisions will be determined by policy decisions and future labor negotiations. The package reduces Other Funds expenditure limitation by \$626,469.

The Subcommittee approved Package 801, Targeted Statewide Adjustments. This package implements a statewide reduction action included in the Co-Chairs' Budget, which is a 6.5 percent reduction from total General Fund and Lottery Funds services & supplies expenditures included in the Governor's Recommended Budget. This package reduces Other Funds expenditure limitation by \$1,007,063. This is in addition to Package 086, which eliminates most Services and Supplies inflation originally built into the budget.

The Subcommittee approved Package 819, Supplemental Statewide Ending Balance. This package includes, per the Co-Chairs' budget plan, a supplemental statewide ending balance hold back adjustment. The result is about a 3.5 percent across-the-board reduction to an agency's total biennial General Fund and/or Lottery Funds budget or approximately 7 percent to be taken from the second year of the budget. The package reduces Other Funds expenditure limitation by \$507,018.

Store Operating Expenses

The Store Operating Expense program contains the funds to pay agents for their retailing services for the state. This payment serves as the agents' take-home pay and the dollars they use to operate the liquor stores. The Subcommittee approved a budget of \$81,706,000 Other Funds for this program. This budget equates to an average compensation rate of 8.88 percent of assumed sales of \$920.4 million.

The Subcommittee approved Package 091, Revenue Solutions. This package recognizes expenditures related to agent's compensation from the continuation of the per-bottle surcharge on liquor. It is tied to Package 091 in Agency-Wide Consolidation. The package increases Other Funds expenditure limitation by \$2,552,000.

Capital Improvements

The Capital Improvements program provides the preventive maintenance and repairs of the agency's building and grounds. The Subcommittee approved a budget of \$208,406 Other Funds for this program.

The Subcommittee approved Package 086, Eliminate Inflation. This package is used on a statewide basis to eliminate standard and Attorney General inflation, and to adjust State Government Service Charges. The package reduces Other Funds expenditure limitation by \$5,183.

The Subcommittee approved Package 819, Supplemental Statewide Ending Balance. This package includes, per the Co-Chairs' budget plan, a supplemental statewide ending balance hold back adjustment. The result is about a 3.5 percent across-the-board reduction to an agency's total biennial General Fund and/or Lottery Funds budget or approximately seven percent to be taken from the second year of the budget. The package reduces Other Funds expenditure limitation by \$7,559.

The recommended budget for this agency includes a reduction of General and Lottery Funds for a supplemental ending balance. The reduction is intended to be applied against spending levels in the second year of the biennium and to not affect program delivery in the first year. To reinforce that intent, the agency's budget bill includes specific language allowing the agency to expend up to 54 percent of its total biennial General Fund appropriation in the first year of the biennium.

The amount of the reduction for the supplemental ending balance may be restored during the February 2012 session to the agency for the second year of the biennium depending on economic conditions. Therefore, the Co-Chairs of the Joint Committee on Ways and Means expect the agency director to closely monitor the quarterly revenue forecast and other economic indicators to gauge adequacy of funding in the second year and manage the budget accordingly.

Summary of Performance Measure Action

See attached Legislatively Adopted 2011-13 Key Performance Measures form.

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

SB 5522-A

Oregon Liquor Control Commission
 Art Ayre -- (503) 378-3108

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
2009-11 Legislatively Approved Budget at March 2011 *	\$ 0	\$ 0	\$ 134,285,467	\$ 0	\$ 0	\$ 0	\$ 134,285,467	238	230.72
2011-13 ORBITS printed Current Service Level (CSL)*	\$ 0	\$ 0	\$ 138,535,660	\$ 0	\$ 0	\$ 0	\$ 138,535,660	237	229.72
2011-13 Governor's Recommended Budget*	\$ 0	\$ 0	\$ 44,937,464	\$ 90,688,426	\$ 0	\$ 0	\$ 135,625,890	239	231.72
<u>SUBCOMMITTEE ADJUSTMENTS (from GRB)</u>									
<u>Distilled Spirits Program</u>									
Package 106: Ensure Bank Card Services Services and Supplies	\$ 0	\$ 0	\$ 8,982,426	\$ (8,982,426)	\$ 0	\$ 0	\$ 0	0	0.00
Package 801: Targeted Statewide Adjustments Services and Supplies	\$ 0	\$ 0	\$ (29,861)	\$ 0	\$ 0	\$ 0	\$ (29,861)	0	0.00
Package 819: Supplemental Statewide Ending Balance Personal Services	\$ 0	\$ 0	\$ (44,950)	\$ 0	\$ 0	\$ 0	\$ (44,950)	0	0.00
Services and Supplies	\$ 0	\$ 0	\$ (51,186)	\$ 0	\$ 0	\$ 0	\$ (51,186)	0	0.00
<u>Public Safety Services Program</u>									
Package 201: Improve Licensing Infrastructure Personal Services - Limited Duration	\$ 0	\$ 0	\$ (10,340)	\$ 0	\$ 0	\$ 0	\$ (10,340)	0	0.00
Package 801: Targeted Statewide Adjustments Services and Supplies	\$ 0	\$ 0	\$ (32,271)	\$ 0	\$ 0	\$ 0	\$ (32,271)	0	0.00
Package 819: Supplemental Statewide Ending Balance Personal Services	\$ 0	\$ 0	\$ (239,949)	\$ 0	\$ 0	\$ 0	\$ (239,949)	0	0.00
Services and Supplies	\$ 0	\$ 0	\$ (33,974)	\$ 0	\$ 0	\$ 0	\$ (33,974)	0	0.00
<u>Administration and Support</u>									
Package 801: Targeted Statewide Adjustments Services and Supplies	\$ 0	\$ 0	\$ (1,007,063)	\$ 0	\$ 0	\$ 0	\$ (1,007,063)	0	0.00
Package 819: Supplemental Statewide Ending Balance Personal Services	\$ 0	\$ 0	\$ (352,197)	\$ 0	\$ 0	\$ 0	\$ (352,197)	0	0.00
Services and Supplies	\$ 0	\$ 0	\$ (150,616)	\$ 0	\$ 0	\$ 0	\$ (150,616)	0	0.00
Capital Outlay	\$ 0	\$ 0	\$ (4,206)	\$ 0	\$ 0	\$ 0	\$ (4,206)	0	0.00

*Excludes Capital Construction Expenditures

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
<u>Store Operating Expenses</u>									
Package 091: Revenue Solutions									
Services and Supplies	\$ 0	\$ 0	\$ 2,552,000	\$ (2,552,000)	\$ 0	\$ 0	\$ 0	0	0.00
Package 104: Respond to Variable Store Business Costs									
Services and Supplies - Professional Services	\$ 0	\$ 0	\$ 79,154,000	\$ (79,154,000)	\$ 0	\$ 0	\$ 0	0	0.00
<u>Capital Improvements</u>									
Package 819: Supplemental Statewide Ending Balance									
Capital Outlay	\$ 0	\$ 0	\$ (7,559)	\$ 0	\$ 0	\$ 0	\$ (7,559)	0	0.00
TOTAL ADJUSTMENTS	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 88,724,254</u>	<u>\$ (90,688,426)</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ (1,964,172)</u>	<u>0</u>	<u>0.00</u>
SUBCOMMITTEE RECOMMENDATION *	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 133,661,718</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 133,661,718</u>	<u>239</u>	<u>231.72</u>
% Change from 2009-11 Leg Approved Budget	0.0%	0.0%	-0.5%	0.0%	0.0%	0.0%	-0.5%	0.4%	0.4%
% Change from 2011-13 Current Service Level	0.0%	0.0%	-3.5%	0.0%	0.0%	0.0%	-3.5%	0.8%	0.9%
% Change from 2011-13 Gov's Recommended Budget	0.0%	0.0%	197.4%	-100.0%	0.0%	0.0%	-1.4%	0.0%	0.0%

*Excludes Capital Construction Expenditures

Legislatively Proposed 2011-2013 Key Performance Measures

Agency: LIQUOR CONTROL COMMISSION, OREGON

Mission: To promote the public interest through the responsible sale and service of alcoholic beverages.

Legislatively Proposed KPMs	Customer Service Category	Agency Request	Most Current Result	Target 2012	Target 2013
1 - Sales to Minors – Percentage of licensees who refuse to sell to minor decoys.		Approved KPM	80.00	80.00	80.00
2 - RATE OF SECOND VIOLATION – Percentage of licensees detected to have violated a liquor law in a second, separate, incident occurring within 2 years after the year of the first violation.		Approved KPM	17.60	19.50	19.50
3 - Licensing Time – Average days from application receipt to license issuance.		Approved KPM	90.30	90.00	90.00
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.	Accuracy	Approved KPM	81.80	80.00	80.00
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.	Availability of Information	Approved KPM	76.00	80.00	80.00
4 - CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.	Expertise	Approved KPM	85.40	80.00	80.00
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.	Helpfulness	Approved KPM	86.90	80.00	80.00
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.	Overall	Approved KPM	81.60	80.00	80.00

Agency: LIQUOR CONTROL COMMISSION, OREGON

Mission: To promote the public interest through the responsible sale and service of alcoholic beverages.

Legislatively Proposed KPMs	Customer Service Category	Agency Request	Most Current Result	Target 2012	Target 2013
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.	Timeliness	Approved KPM	76.70	80.00	80.00
5 - OLCC Rate of Return - Net OLCC distribution divided by actual expenses.		Approved KPM	2.72	2.70	2.70
6 - Best Practices: Percent of total best practices met by the Board.		Approved KPM	99.00	100.00	100.00

LFO Recommendation:

The Legislative Fiscal Office recommends approval of the Key Performance Measures and targets as proposed by the Oregon Liquor Control Commission.

Sub-Committee Action:

Print Date: 5/3/2011

**REVENUE IMPACT OF
PROPOSED LEGISLATION**
Seventy-Sixth Oregon Legislative
Assembly 2011 Regular Session
Legislative Revenue Office

Bill Number: SB 5522 - A
Revenue Area: OLCC Revenues
Economist: Mazen Malik
Date: 06/06/2011

Measure Description:

Limits biennial expenditures from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by Oregon Liquor Control Commission.

Revenue Impact: \$2.2 million increase in the OLCC General Fund transfer and \$1.7 million to local governments (\$1.34 to cities, and \$0.39 to counties) in the 2011-13 biennium. An additional \$26.5 million in bottle surcharge revenue is also a product of this bill.

Impact Explanation:

The budget of \$133,661,718 Other Funds and 239 positions (231.72 FTE) for the OLCC is a \$3.93 million decrease from the 2011-13 Current Service Level assumed in the May forecast. The decrease in agency expenditure leaves additional transfer amounts of 56% (of the savings) to the general fund 34% to cities and 10% to counties. The budget also includes expenditure limitation associated with the continuation of a \$0.50 per bottle surcharge through the 2011-13 biennium, which is projected to generate \$29 million in additional gross revenue, with \$2.55 million being distributed to liquor agents' sales commission. The balance of the money (\$26.5) is expected to be directed to the general fund in the program change bill. When that occurs, it will be considered as new General Fund revenue.

Creates, Extends, or Expands Tax Expenditure: Yes No

OLCC Legislative Action
Governors Balanced Budget
Budget Page -19

76th OREGON LEGISLATIVE ASSEMBLY – 2011 Regular Session
BUDGET REPORT AND MEASURE SUMMARY

MEASURE: SB 5508-A

Carrier – House: Rep. Richardson
Carrier – Senate: Sen. Devlin

JOINT COMMITTEE ON WAYS AND MEANS

Action: Do Pass as Amended and as Printed A-Engrossed

Vote: 24 – 0 – 1

House – Yeas: Beyer, Buckley, Cowan, Freeman, Garrard, Komp, Kotek, McLane, Nathanson, Nolan, Richardson, G. Smith, Thatcher, Whisnant
– Nays:
– Exc:

Senate – Yeas: Bates, Devlin, Edwards, Girod, Johnson, Monroe, Nelson, Thomsen, Whitsett, Winters
– Nays:
– Exc: Verger

Prepared By: Sheila Baker, Legislative Fiscal Office

Reviewed By: Daron Hill, Legislative Fiscal Office

Meeting Date: June 29, 2011

<u>Agency</u>	<u>Budget Page</u>	<u>LFO Analysis Page</u>	<u>Biennium</u>
Emergency Board	L-1	263	2011-13
Various Agencies			2009-11

SENATE BILL 5508-A
ATTACHMENT A: 2011-13 Agency Adjustments

Agency Name	Appropriation Description	Bill Number	Section/ Sub	Fund	General Fund	Lottery Funds	Other Funds	Federal Funds
ADMINISTRATION								
ADVOCACY COMMISSIONS OFFICE	Operating Expenses	HB 5001	01	GF	(229)	-	-	-
DEPT OF ADMIN SERVICES	Mill Creek Debt Service	SB 5502	01-02	GF	(114,267)	-	-	-
DEPT OF ADMIN SERVICES	Operating Expenses	SB 5502	02-01	OF	-	-	(1,039,691)	-
DEPT OF ADMIN SERVICES	Debt Service (Other)	SB 5502	02-05	OF	-	-	(625,330)	-
DEPT OF ADMIN SERVICES	Debt Service - OPB	SB 5502	03-01	LF	-	(311,063)	-	-
DEPT OF ADMIN SERVICES	Debt Service - Tillamook FEMA Match	SB 5502	03-06	LF	-	(559,068)	-	-
DEPT OF ADMIN SERVICES	Debt Service - Lane Transit District EmX	SB 5502	03-07	LF	-	238,158	-	-
OREGON STATE TREASURY	Administrative Expenses - Operations	HB 5048	01-01	OF	-	-	(92,844)	-
OREGON STATE TREASURY	Administrative Expenses - College Savings	HB 5048	01-02	OF	-	-	(3,362)	-
RACING COMMISSION	Operating Expenses	SB 5543	01	OF	-	-	(48,788)	-
PUB EMPLOYEES RETIREMNT SYSTEM	Administrative and operating expenses	HB 5039	01-01	OF	-	-	(34,511)	-
SECRETARY OF STATE	Executive Office, BSD, ISD, HRD	HB 5041	01-01	GF	(249)	-	-	-
SECRETARY OF STATE	Elections Division	HB 5041	01-02	GF	(6,360)	-	-	-
SECRETARY OF STATE	Archives Division	HB 5041	01-03	GF	(404)	-	-	-
SECRETARY OF STATE	Executive Office, BSD, ISD, HRD	HB 5041	02-01	OF	-	-	(2,390)	-
SECRETARY OF STATE	Audits Division	HB 5041	02-03	OF	-	-	(4,419)	-
SECRETARY OF STATE	Archives Division	HB 5041	02-04	OF	-	-	(122)	-
SECRETARY OF STATE	Corporation Division	HB 5041	02-05	OF	-	-	10,191	-
SECRETARY OF STATE	Help America Vote Act	HB 5041	03	FF	-	-	-	(45)
LIQUOR CONTROL COMMISSION	Administrative expenses	SB 5522	01-01	OF	-	-	6,755	-
DEPT OF REVENUE	Administrative Expenses	HB 5040	01	GF	(259,006)	-	-	-
DEPT OF REVENUE	Operating Expenses	HB 5040	02	OF	-	-	(56,229)	-
EMPLOYMENT RELATIONS BOARD	Assessments of agencies transferred to DAS	SB 5510	03	OF	-	-	(1,811)	-
OFFICE OF THE GOVERNOR	Operating Expenses	HB 5025	01	GF	(8,746)	-	-	-
OFFICE OF THE GOVERNOR	Economic Revitalization Team	HB 5025	03	LF	-	(943)	-	-
OFFICE OF THE GOVERNOR	Operating Expenses	HB 5025	04	OF	-	-	(862)	-
GOVERNMENT ETHICS COMMISSION	Other Funds	HB 5024	01	OF	-	-	(1,354)	-
OREGON STATE LIBRARY	Operating Expenses	SB 5521	01	GF	(1,859)	-	-	-
OREGON STATE LIBRARY	Operating Expenses - Assessments	SB 5521	03	OF	-	-	(2,711)	-
OREGON STATE LIBRARY	Operating Expenses - Non-Assessment	SB 5521	02	OF	-	-	(71)	-
OREGON STATE LIBRARY	Operating Expenses	SB 5521	04	FF	-	-	-	(1,776)
CONSUMER AND BUSINESS SERVICES								
STATE BOARD OF ACCOUNTANCY	Operating Expenses	SB 5501	01	OF	-	-	(9,129)	-
TAX PRACTITIONERS BOARD	Operating Expenses	HB 5044	01	OF	-	-	(3,095)	-
CONSTRUCTION CONTRACTOR BOARD	Operating Expenses	HB 5012	01	OF	-	-	(10,154)	-
COUNSELORS AND THERAPISTS BRD	Operating Expenses	HB 5015	01	OF	-	-	1,195	-
PSYCHOLOGISTS EXAMINERS BOARD	Operating Expenses	HB 5038	01	OF	-	-	(42,775)	-
CHIROPRACTIC EXAMINERS BOARD	Operating Expenses	HB 5007	01	OF	-	-	3,255	-
CLINICAL SOCIAL WORKERS BOARD	Operating Expenses	HB 5008	01	OF	-	-	(441)	-
OREGON BOARD OF DENTISTRY	Operating Expenses	HB 5017	01	OF	-	-	(7,473)	-
HEALTH RELATED LICENSING BRDS	State Mortuary and Cemetery Board	HB 5028	02	OF	-	-	10,034	-
HEALTH RELATED LICENSING BRDS	Board of Naturopathic Examiners	HB 5028	03	OF	-	-	11,028	-
HEALTH RELATED LICENSING BRDS	Occupational Therapy Licensing Board	HB 5028	04	OF	-	-	(207)	-
HEALTH RELATED LICENSING BRDS	Board of Medical Imaging	HB 5028	05	OF	-	-	(4,822)	-
HEALTH RELATED LICENSING BRDS	State Board of Examiners for Speech-Language Pathology and Audiology	HB 5028	06	OF	-	-	1,452	-

BUDGET NARRATIVE

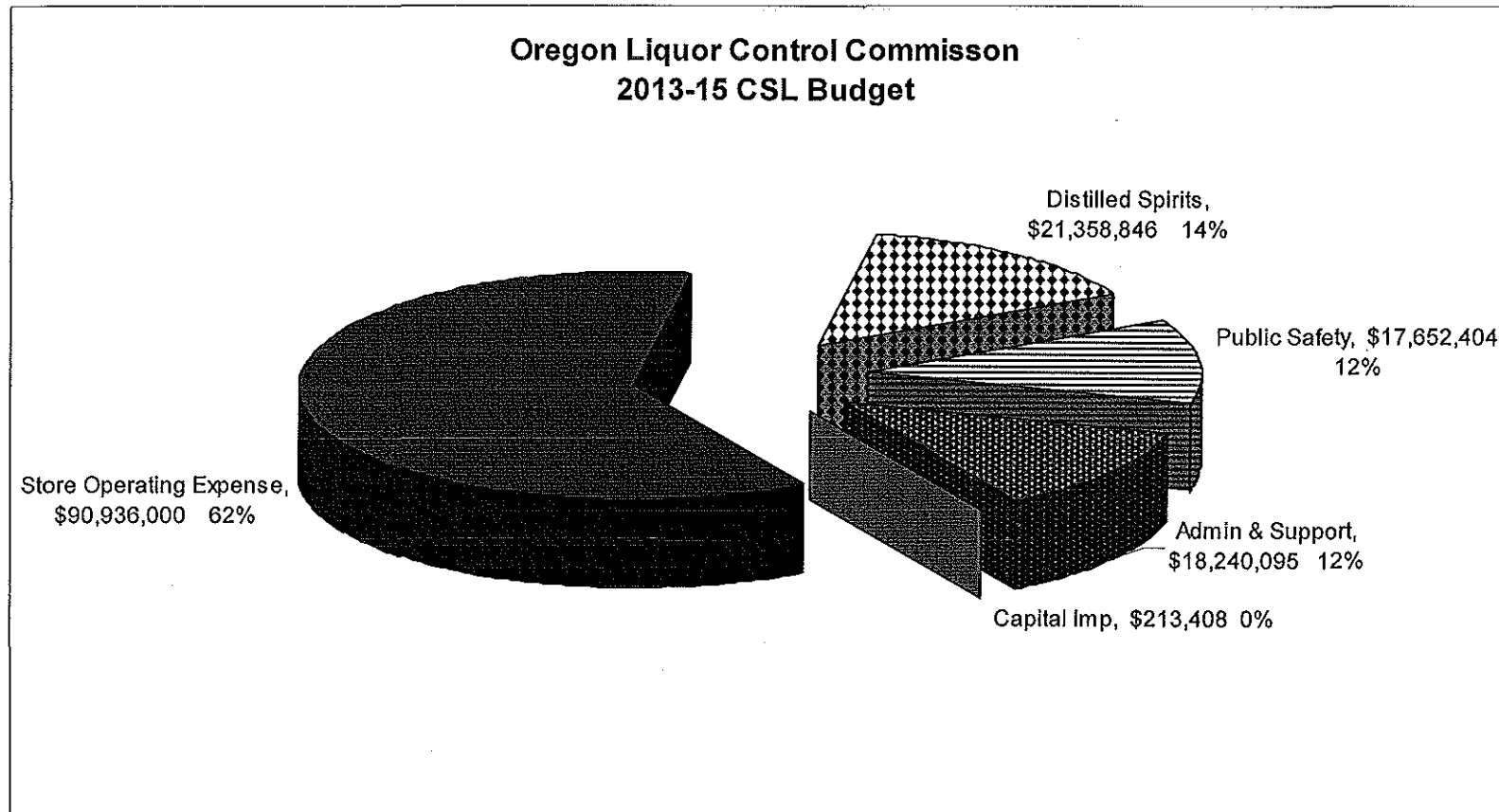
AGENCY SUMMARY

BUDGET NARRATIVE

Oregon Liquor Control Commission

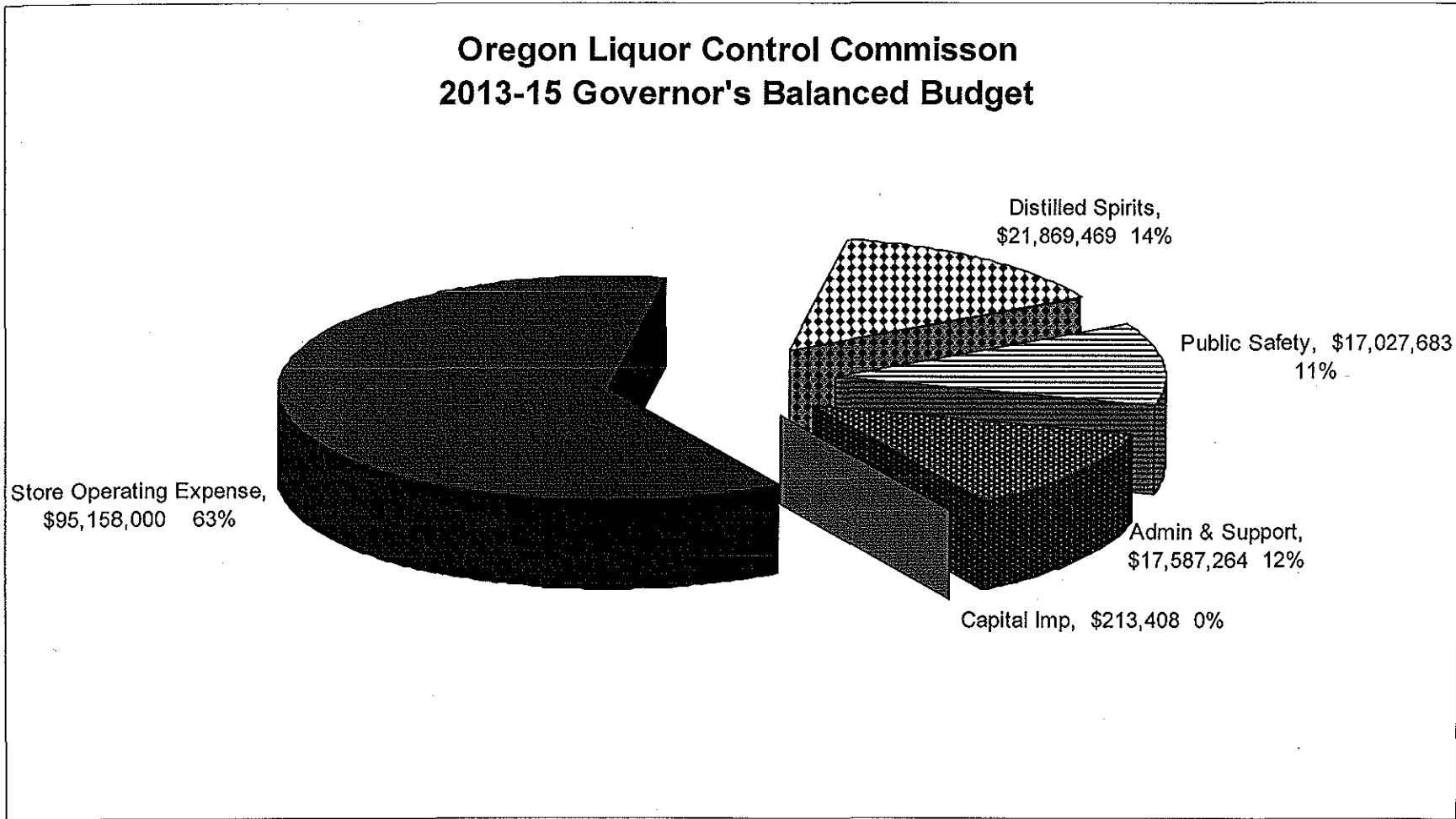
AGENCY SUMMARY 2013-15 Governor's Balanced Budget

A. BUDGET SUMMARY GRAPHICS



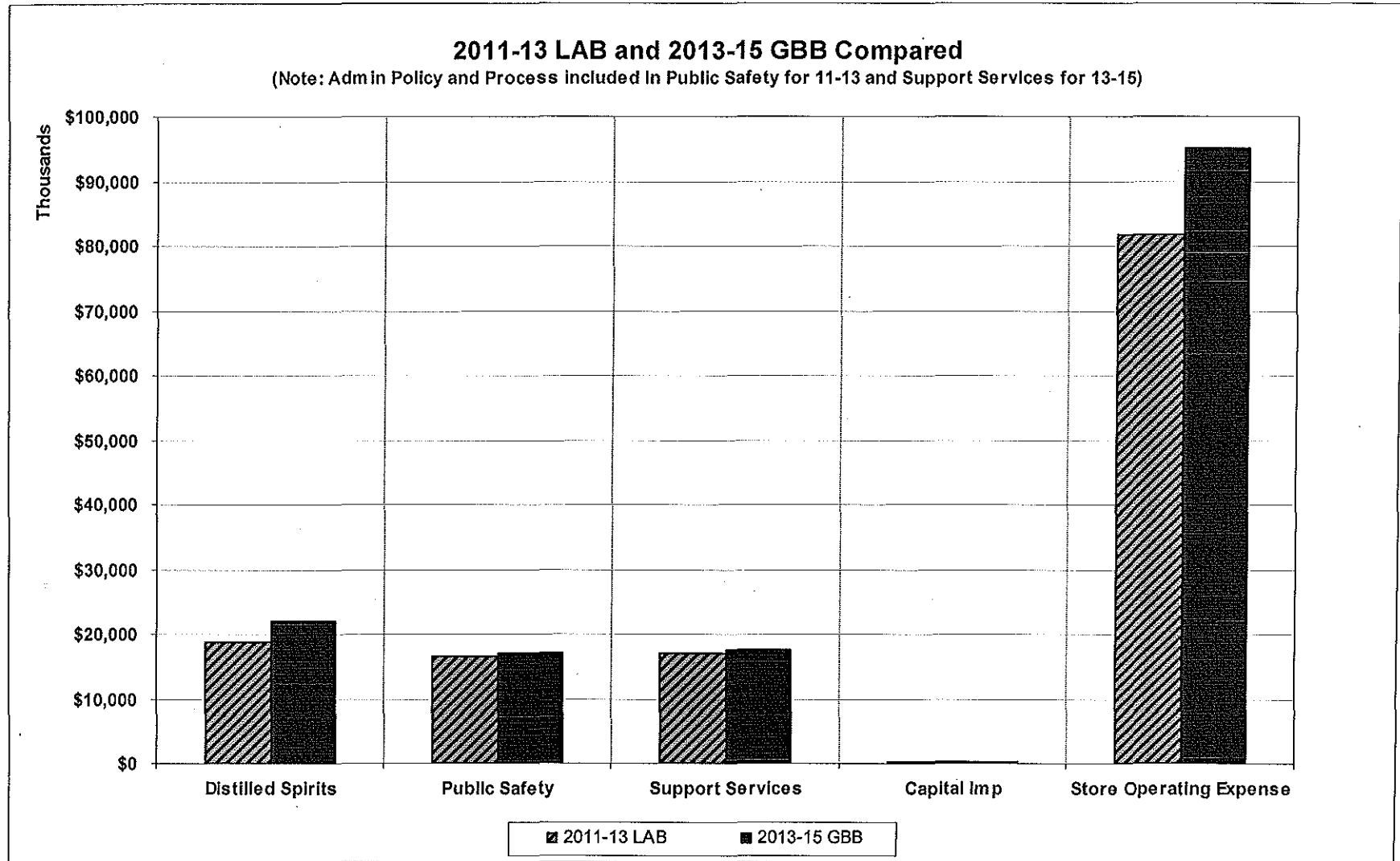
BUDGET NARRATIVE

BUDGET SUMMARY GRAPHICS Continued:



BUDGET NARRATIVE

BUDGET SUMMARY GRAPHICS Continued:



BUDGET NARRATIVE

B. MISSION STATEMENT AND STATUTORY AUTHORITY

The mission of the Oregon Liquor Control Commission (OLCC) is to promote the public interest through the responsible sale and service of alcoholic beverages.

The OLCC values managing the alcoholic beverage control system intelligently, ensuring that any growth or change is socially responsible and responsive to citizens' needs.

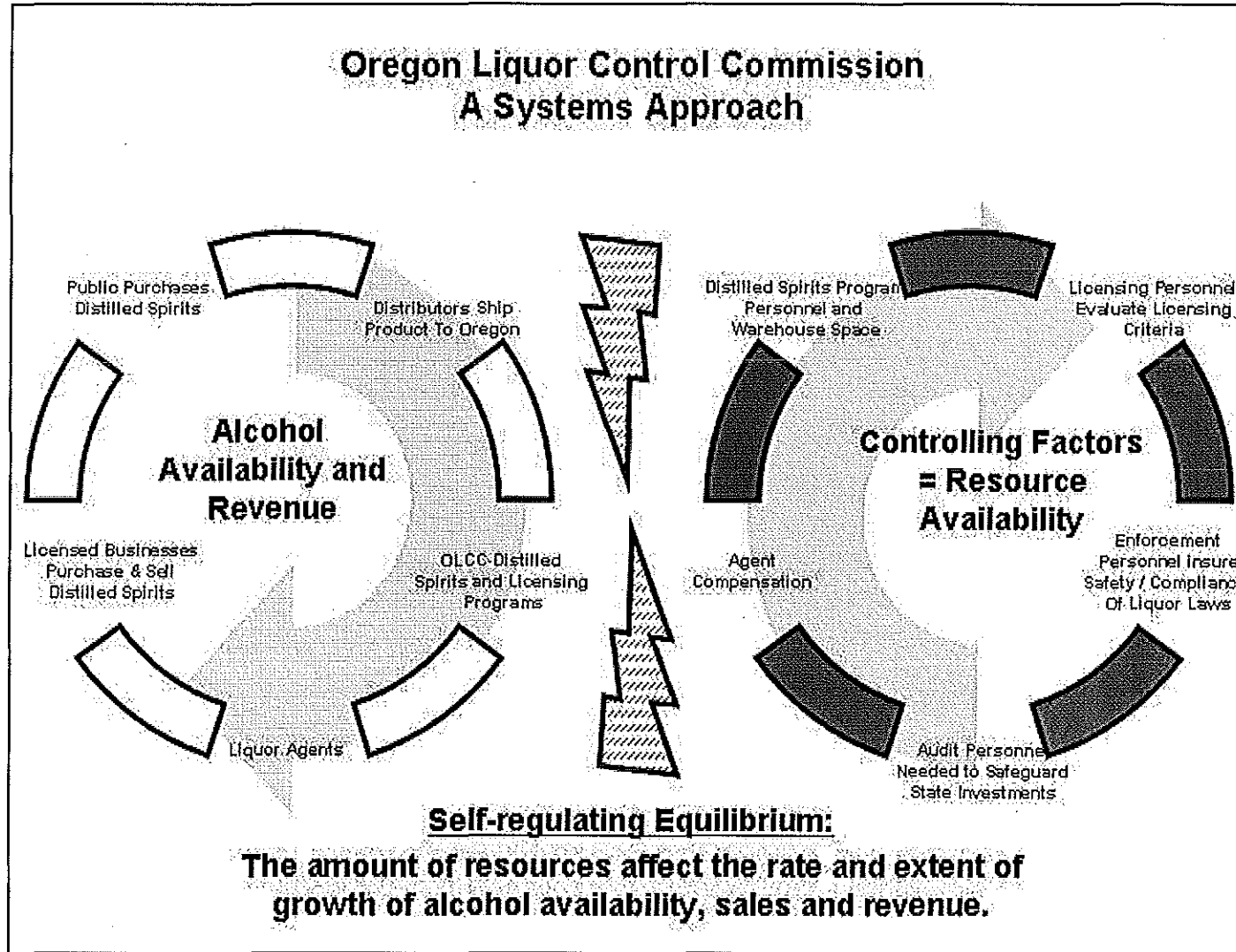
The OLCC administers Oregon's Liquor Control Act. The OLCC's authority is derived from Oregon Revised Statutes Chapters 471, Alcoholic Liquor Generally; 473, Wine, Cider and Malt Beverage Privilege Tax; 474, Trade Practices Related to Malt Beverages; 459A.700 to 740, Beverages Containers; the Bottle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

C. AGENCY PLANS & CRITERIA FOR 2013-15 BUDGET DEVELOPMENT

The OLCC envisions itself as an agency that serves as a model of social responsibility in liquor law administration, public safety and community livability. It envisions itself as socially responsible, responsive to citizens' needs, and adaptable to the changing marketplace of the 21st century. OLCC sees itself as an integral part a greater alcohol beverage system. Using a systems approach, the OLCC sees that its policies and practices can either serve as friction or facilitation for meeting public needs and/or sustaining healthy growth. OLCC's level of resources, and how it uses those resources, determines its role in today's society and marketplace. The OLCC plan *Strategic Plan for 2007 and Beyond*, adopted by the liquor commissioners in February 2007, provides a framework for OLCC public safety, economic development, and stewardship goals and strategies.

In the past, the OLCC's programs were seen as a marriage of compromises between two unlikely partners – one partner making alcohol available; another restricting its availability. The OLCC of today understands itself differently; it sees itself as a system comprising its different functions and programs. It also sees itself as an important part of the greater alcohol beverage system. This system includes the stakeholders and communities affected by alcohol purchase and consumption. The greater system includes public safety, the safety of Oregon's roads, community livability, employment, business and industry viability, local government revenue, consumer satisfaction, the well-being of our youth, Oregonians' health, accidents and other aspects affected by alcohol sales and consumption. OLCC's vision aligns itself with the Governor's Budget outcome strategies for the Economy and Jobs program by focusing on business development, economic resiliency and the effectiveness of operations.

BUDGET NARRATIVE



BUDGET NARRATIVE

Before the last decade, the alcoholic beverage system was relatively stable – and so was the liquor sales level. But, the cultural, demographic and marketing environments have evolved significantly over the last ten to 15 years. OLCC’s policies and operations affect the overall alcoholic beverage system – by supporting its growth or inhibiting it. The OLCC’s long-term plan is to manage growth within its values and mission. OLCC actively is planning how to be responsive to the changing demographics and marketplace, while promoting only socially responsible alcohol sales and service.

Socially responsible growth has two major elements. First, OLCC’s policy will have public safety considerations guide growth. By continuing to create and strengthen partnerships with local law enforcement, moderation groups and others, OLCC can make well-informed policy decisions and resource allocations.

Second, OLCC’s policy and operational decisions will support economic viability, business/employment growth for Oregonians and the state’s revenue base. Business people applying for new or renewed licenses often have their own livelihoods at stake. So do service permittee applicants. Liquor licensees are important parts of the state’s hospitality, tourism and alcoholic beverage industries. They employ large numbers of people, creating economic viability for thousands. The state of Oregon heavily relies on income tax as a revenue base for its services and education. High employment creates a solid base for the state to provide services to its citizens.

However, OLCC needs to license only people who can operate safe businesses that contribute to their surrounding communities’ livability. OLCC needs resources to ensure that applicants meet appropriate criteria. OLCC needs resources to ensure that licensees and permittees know, understand, and apply liquor laws so they sell and serve alcohol responsibly.

The OLCC recognizes that as the environment changes, OLCC and its stakeholders will benefit from the OLCC’s responsiveness to those changes. The OLCC’s long-term planning includes gaining budget flexibility similar to other entities which sell product and make a profit. Greater flexibility will ensure that resources can be funded from OLCC profits to manage continued, responsible growth in a timely fashion to the marketplace.

The OLCC recognizes that responding to changing demographics and environments can take several years to develop and implement. In 2013-15, OLCC will focus on coordinating activities with the Governor’s leadership Team to anticipate future needs and develop a ten-year plan. This will help it to make long-term improvements and be responsive to the citizens of Oregon, the state’s alcohol beverage-related industries, and the people who visit the state.

BUDGET NARRATIVE

Two-year Plan for 2013-15

OLCC plans to continue to focus on being socially responsible and responsive to stakeholders needs in a changing environment. OLCC wants to understand and plan how to meet stakeholders' needs in the most efficient and effective ways possible. In 2013-15, OLCC will continue its focus on outreach to stakeholders, building relationships, anticipating and exploring long-term needs, evaluating its practices, and updating policies and processes. In 2013-15, OLCC will also focus on responsible stewardship of state resources, developing long-term plans, and optimizing and modernizing its processes and practices. OLCC will focus on strategies for public safety, stewardship, and economic development through:

- Strengthening OLCC's effective use of its existing line resources
- Strengthening OLCC's foundation and infrastructure
- Meeting growing consumer interests most effectively and efficiently

The OLCC programs carry out the agency mission to promote the public interest through the responsible sale and service of alcoholic beverages. The programs are as follows.

OLCC Programs

Functionally, the Oregon Liquor Control Commission manages and makes packaged distilled spirits available to adults over 21; regulates all individuals and businesses that manufacture, wholesale, retail, import, export or serve alcoholic beverage to ensure compliance with state liquor laws; educates and trains liquor licensees, the public and other groups; investigates and takes compliance action when necessary against those who violate liquor laws; provides due process in contested cases; and provides revenues for cities, counties and the state general fund.

A five-member, part-time citizen board of commissioners administers the Liquor Control Act. The OLCC carries out its mission through three operational program units: Distilled Spirits, Public Safety Services and Administration/Support Services. The OLCC administrative budget fund comprises these three program units. Additionally, the Store Operating Expenses Program fund provides funds for the OLCC to pay independent, contracted liquor store agents for their services operating liquor stores. The Capital Improvement Program fund contains dollars to support the infrastructure of the Milwaukie office complex, two warehouses and grounds owned by the OLCC. The OLCC's programs are funded through OLCC-generated revenue, such as from the sale of bottled distilled spirits, collection of privilege taxes on beer and wine, and from liquor license and permit fees and fines.

BUDGET NARRATIVE

Distilled Spirits Program 001

The Distilled Spirits Program enables the socially responsible availability of distilled spirits in Oregon. Oregon's liquor system promotes public safety and livable communities, and generates revenue by making alcohol available in a managed environment. The program makes distilled spirits available for sale by the bottle through liquor stores run by independent, contracted business people (liquor agents), appointed by the liquor commissioners in a competitive process. The program regulates legal and responsible sales through the liquor stores. The Distilled Spirits Program comprises the wholesale operations' distribution center and purchasing divisions, and the Retail Services Division. The program centrally purchases, warehouses, and distributes distilled spirits to Oregon's liquor stores. It oversees the liquor agents. Under this system, the OLCC can provide a varied and balanced inventory of distilled spirit brands to the public. Customers throughout the state have a wide choice of distilled spirits available in their communities or within a reasonable distance from them at consistent prices. Through oversight of retail operations, the program ensures responsible sales in the liquor stores. Liquor agents and their customers; distillers and their representatives and licensees purchasing spirits from liquor stores are stakeholders of this program and serve as its partners.

Public Safety Services Program 002

The Public Safety Services Program protects the public safety, supports livable communities and enables economic development through administering and enforcing liquor laws. The program regulates the manufacture, distribution and sale of alcoholic beverages. It builds partnerships with local law enforcement, moderation groups and licensees. The program comprises three divisions: the License Services Division, the Enforcement and Compliance Division and the Alcohol Education Division. Note that in prior biennia the Administrative Policy and Process Division was included in Public Safety Services, but as of July, 2011 it was moved to the Support Services Program to better reflect the support role that it plays for the hearing process. The Public Safety Services divisions work to license only qualified people and businesses to sell and serve alcoholic beverages, and to ensure their compliance with liquor laws. Program staff work extensively with licensees to help them understand and comply with the laws that govern them. They also work with neighborhood, civic and business groups, the general public, schools, and local governments to educate them about liquor laws and to gain their perspective on a variety of issues. Additionally, the program ensures that people who sell or serve alcohol by the drink take the mandatory alcohol server education course and that the curriculum taught is effective, accurate and reflects current laws and policies. The hospitality industry (including restaurants, taverns and other businesses selling and serving alcohol at the retail level); beer and wine wholesalers and distributors; and the alcoholic beverage industry are customers of this program. Neighborhoods, communities, local law enforcement, moderation groups and local government also have interest in this program and serve as its partners.

BUDGET NARRATIVE

Administration and Support Services Program 003

The Administration and Support Services Program (usually called the *Support Services Program* for ease) provides the infrastructure to fulfill the liquor commissioners' policy direction, and for OLCC programs to provide services to its customers and stakeholders. The program provides a means to communicate and collaborate with external stakeholders. The program provides the OLCC with an internal infrastructure to create and implement organizational structure; ensure accountability and stewardship; and provide the tools and supplies for an efficient and safe workplace. Functions include setting and implementing policy; representing the Commission in administrative hearings, providing public information, internal and external communications; providing fiscal accountability and recordkeeping; administering privilege tax collection; providing information technology services, stewardship of facilities, business continuity, internal auditing, staff training, labor relations, commodity purchasing, personal property control, building and equipment leasing, motor pool management, physical plant and building maintenance, mailroom services, and central supplies. OLCC's internal users of these services are the program's customers. Additionally, external stakeholders are customers -- including law makers, local governments, law enforcement, and the alcoholic beverage and hospitality industries. The media is also a customer of this program. Note that as of July 1, 2012 the Administrative Policy and Process Division is also included in the Support Services Program.

Store Operating Expenses Program 005

The OLCC contracts with individual, private business people to operate the 249 liquor stores around the state, making distilled spirits available in a managed and socially responsible manner. These independent contractors (called *liquor agents*) receive funds from which they pay all store expenses, including rent, utilities, and staffing expenses. From the net, they fund their own salary and any benefits or retirement savings. The Store Operating Expenses Program fund contains the dollars the OLCC distributes to liquor agents to operate the stores. Both the shopping public and businesspeople with licenses to sell distilled spirits by the drink are customers of the liquor stores.

Capital Improvements Program 088

Through OLCC's Capital Improvements Program, the agency provides effective stewardship of OLCC-owned building and grounds. The OLCC owns its Milwaukie office and warehouse complex, which includes the distribution center for all bottled distilled liquor and

BUDGET NARRATIVE

which typically houses about 185 employees. The distribution center comprises two warehouse facilities in Milwaukie. Each biennium, the OLCC completes regular maintenance and repairs per its ten-year plan, and does major projects as provided for by the Legislatively Adopted Budget.

OLCC Program	2013-15 Governor's Budget Other Funds	2013-15 Governor's Budget FTE	2013-15 Governor's Budget Positions	Caseload/Workload
Distilled Spirits	\$ 21,869,469	68.00	71.00	Number of cases of distilled spirits sold in liquor stores 6,142,000 Oversight of agents for 249 stores Spirits product items purchased and wholesaled by OLCC 2,000
Public Safety Services	\$ 17,027,683	92.00	94.00	Retailers (restaurants, bars, supermarkets, etc.) with liquor licenses 11,750 All active licenses 17,300 Active service permittees 151,000 Criminal citations 300 per year Administrative violations 800 per year
Administration & Support Services	\$ 17,587,264	67.63	68.00	Media contacts: 200 news releases/biennium Audit liquor stores inventories: average 1.5 times a year each.
Store Operating Expenses	\$ 95,158,000	0.00	0.00	Distilled spirits dollar sales in liquor stores \$1,071 million per biennium, including \$32 million from OLCC extended surcharge.
Capital Improvements	\$ 213,408	0.00	0.00	Milwaukie and Milport facilities – Office space - 53,000 sq. ft. Warehouse space - 229,000 sq. ft.

BUDGET NARRATIVE

Environmental factors

Before the recent economic recession took hold, the national distilled spirits industry had experienced a strong growth curve for a decade. As of the 2009-11 biennium, due to the recession, that trend leveled off. While people continued to buy distilled spirits, they switched to purchasing brands and products that cost less than their previous choices. By 2011, and continuing into 2012, OLCC has seen a return to a strong sales growth curve. This national, growing sales trend is expected to continue over the coming decade. The drinking population numbers will continue to grow.

Over the last several years, the Distilled Spirits Council of the U.S. (DISCUS) has observed that while *per capita* consumption of all alcoholic beverage types -- *combined* -- remained flat nationally, distilled spirits has captured more of the alcoholic beverage market share. This shift continued in 2011-13. Cultural factors for this shift include spirits (rather than their parents' beer) attracting the emerging generation of drinkers. Younger people's desire to distinguish themselves from parents; distillers' increased national marketing and advertising; and distillers offering many new spirits choices contribute to the new sales trend. New flavored spirits (including "pink goods" geared towards women) have been successful. The industry continues to develop new flavored products. Customers especially women, who used to prefer wine or beer now choose flavored spirits.

Oregon distilled spirits sales are affected by demographic and market forces similar to those in the national environment. Oregon case sales will continue to increase in 2013-15. With the approval of Policy Option Package 103 "*Sortation*", the OLCC expected a growth rate of 3.90 percent per year in case sales during the 2013-15 biennium. In 2009-11, people were "buying down"; that is, buying less expensive brands than in the recent past. For 2011-13, OLCC has seen a shift back to higher priced products as the worst effects of the recession continue to diminish. With the approval of Policy Option Package 103, OLCC assumed dollar sales would grow at 5.90 percent in 2013-15. Dollar sales for the first year of 2013-15 are projected at 5.70 percent. Sales in the second year of 2013-15 are expected to grow by approximately 6.20 percent. Without the infrastructure improvements proposed in the *Sortation* package, OLCC expected that case sales growth would be 1.10 percent instead of 3.90 percent and dollar sales growth of only 3.10 percent. *The Governor's Balanced Budget has not approved the expenditures for infrastructure improvements in POP 103, but does assume the increase in revenue will be achieved. The associated agent's compensation in POP 103 was also adopted in the Governor's Budget.*

A major issue facing the OLCC's distilled spirits program is how to manage resources and gain efficiencies to keep pace with the changing, growing marketplace while within the state budget framework. The OLCC has applied several strategies to this challenge and sales performance shows the strategies' success. Spirits sales revenues in Oregon have grown an average of 6.15 percent over ten years, even including the recession years. Customers' special orders for products outside the regular product line have increased by more than 200 percent in the last few years.

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The Oregon wine industry, like the national distilled spirits industry over the last several years, is actively competing for market share. Other business people wanting Oregon liquor licenses are exploring new venues to compete in the marketplace. Businesses' innovative and creative marketing, selling and product development challenge OLCC to be responsive but careful in applying policy and practices to the ever changing marketplace.

Oregon continues to experience significant increases in: total population, the number of tourists, service permittees, and outlets licensed to sell alcoholic beverages. Tourism spending for 2010 continued to increase over prior years. People continue to move to Oregon from outside the state. Many of them are professionals, and as consumers, they arrive with sophisticated expectations about the marketplace. Demand has grown for customer-convenient retail locations to serve more complex, densely populated communities. Also, prime retail locations price-per-square-foot rent has grown more expensive over the years. OLCC is committed to continuing to being responsive to the changing marketplace while meeting its social responsibilities.

Underage drinking continues to be a major problem across the nation and especially in Oregon. The OLCC's number one public safety issue is underage drinking. The OLCC realizes it cannot alone adequately address the problem, but can be a major part in the solution by ensuring alcohol is not available to minors from licensed premises.

The Public Safety Services Program works in partnership with a variety of entities to increase communication between agencies and public. The program staff have been active on the Governor's Advisory Committee on DUII, the Governor's Alcohol and Drug Policy Committee; National Liquor Law Enforcement Association; Oregon Chief of Police Association; Office of Mental Health and Addiction Services Department; Oregon Lottery, local law enforcement agencies, State Police, and city and county government agencies.

As of June 30, 2011, the Public Safety Services Program has 15,154 active liquor licensees. Of these, more than 11,100 are retail businesses such as restaurants or convenience stores that serve or sell alcohol directly to the public. In addition to working with licensees, Public Safety Services staff annually processes more than 32,000 alcohol service permit applications; issues approximately 5,000 special licenses; investigates more than 2,300 complaints of liquor law violations; issues more than 275 criminal citations for liquor law violations; and issues more than 750 administrative tickets to licensees or permittees. The majority of all licenses are in the five largest urban counties: Clackamas, Lane, Marion, Multnomah, and Washington.

In Oregon, people serving alcohol by the drink must hold a valid server permit issued by the OLCC. As of June 30, 2011, there were more than 134,000 holders of server permits. The agency's server permit section processes 33,000 applications a year. The OLCC denies permits to one-fifth of the applicants due to the applicants' failure to complete a mandatory server education requirement. Independent server education providers instructed 28,800 applicants annually in fiscal year 2011, up from about 20,458 annually in fiscal year 2000. The OLCC monitors the private education providers, numbering 25 in 2011.

BUDGET NARRATIVE

Between 1990 and 2005, while the number of licensed businesses increased by over 37 percent, there was an 17 percent reduction in agency FTE and a 15 percent reduction in Public Safety Services Program FTE, despite additional positions authorized by the 2001 Legislature. The net decrease was due mainly to Measure 5 budget reductions and legislatively authorized reductions for 2003-05 biennium due to the statewide revenue shortfalls. During the same period, citizens, law enforcement, and local government have been asking the OLCC to provide stronger enforcement, more education, and to expedite issuing licenses to get businesses up and running in a reasonable period of time. The 2007 Legislature approved additional line positions for OLCC, such as inspectors and distribution center warehouse workers. The 2009 Legislature continued to help OLCC support economic development in the state. It continued a limited duration license investigator and provided more distribution center workers for OLCC for 2009-11. The 2011 Legislature continued the limited duration license investigator and approved a limited duration ISS 7 position to provide support for IT infrastructure. These positions will expire as of June 30, 2013.

Agency Initiatives & Criteria for 2013-15 Budget Development

The Governor's Balanced Budget includes resources to improve the diversity within the Liquor Agent Community to better reflect the changing demographics within the State of Oregon and to provide opportunities for minority communities to compete for available liquor agencies.

Another of OLCC's roles is to enable business people to be viable in their sale of alcohol, and support the Oregon economy. The future of Oregon depends on its ability to strategically invest in human capital and infrastructure to facilitate the growth of business and jobs. The state needs a positive business climate. The OLCC licenses, permits, and appoints people to sell and serve alcohol when they meet certain criteria. They must consistently comply with the law to keep the privilege, so Oregon's communities can be safe. The OLCC needs a certain level of resources to manage growth and regulate the industry responsibly. In order to keep barriers at a minimum and provide good service levels, the agency also focuses on streamlining and automating processes as much as possible. This also is consistent with the priority to reduce barriers for business, including regulatory barriers.

The OLCC also takes seriously its charge to safeguard state assets, provide responsible stewardship and increase partnership with business, community, public safety and other partners. Another principle is that state government must be a responsible steward of the public's money. This means we must work in a cooperative and coordinated manner with our partners in the private sector and with local government. We serve the same constituency and they must know that our mutual goal is to provide them with superior customer services.

BUDGET NARRATIVE

The 2013-15 Governor's Balanced Budget includes the following policy option packages for OLCC (listed in priority order):

Sortation

Policy option package 103, 0 FTE \$4,222,000

OLCC's distribution center handles more cases of spirits each year, as population grows and customers' preferences shift to a more diverse spirits product line. Case movement will increase to 6.1 million in the 2013-15 biennium. The distribution centers needs more sophisticated conveyor and software sorting equipment to meet customers demand, within the physical constraints of the center. The total cost to implement sortation is \$4,480,515. Store Operating expenses will require an additional \$4,222,000 to compensate agents for the \$47.5 million increase in sales revenue and bank card fess will need an additional \$481,300.

Note - The Governor's Budget recommendation includes the additional revenue projected in POP 103 "Sortation" as an addition to the OLCC's Agency Request revenue estimates for 2013-15, but excludes any expenditures for the implementation of the infrastructure improvements. The Governor's Budget includes DAS's Budget and Management Division's assumption that the OLCC liquor commissioners will choose to extend the 50-cents per bottle surcharge through 2013-15. This would generate an additional \$32.4 million in spirits revenue for distribution to the General Fund and other entities. Such a surcharge would require liquor commission approval.

Agents Affirmative Apprenticeship Program

Policy option package 104, 0 FTE \$1,000,000

The Oregon Liquor Control Commission (OLCC) contracts with independent business people to operate 249 liquor stores on behalf of the state of Oregon. The Commission proposes to implement an apprenticeship program for candidates from under-represented populations to train in store operations. The goal is to provide opportunities for those apprentices that complete the training to compete for future liquor agency openings.

D. CRITERIA FOR 2013-15 BUDGET DEVELOPMENT

Criteria discussion appears above in the Agency Plans and Agency Initiatives sections. The major criteria are to:

- Manage the alcoholic beverage system growth intelligently in Oregon.
- Meet the potential customer demand, but to do so in a socially responsible manner.
- Align with the principle that public safety is essential Oregon's citizens.
- Enable business people to be viable in their sale of alcohol, and support the Oregon economy.
- Align with the principle that Oregon "focus on sustainable business development and long-term economic prosperity and resiliency".
- Streamline and automate processes as much as possible to reduce barriers for business, including regulatory barriers.
- Safeguard state assets, provide responsible stewardship.

BUDGET NARRATIVE

- Increase partnership with business, community, public safety and other partners.

The OLCC used the following criteria to develop its policy option packages for 2013-15 and their priority ranking:

1. **Balance.** Will an approved package strengthen OLCC's ability to use its existing line resources most effectively?

Background -- OLCC wants to make sure Liquor Agents carrying out primary merchandising functions have the necessary support to make them most effective.

2. **Consumer interests.** Will an approved package contribute to meeting growing consumer interests more effectively and efficiently?

Background -- Oregon's growing population, tourism and consumer trends increase the demand for OLCC's services. OLCC wants to best meet consumer interests while protecting the public safety.

3. **Economic development.** Will an approved package contribute to a sustainable base for economic growth.

Background -- OLCC wants to support the growth of community based, independent businesses that will provide a stable, long term opportunity for economic development of retail entities. OLCC wants to support the growth of businesses that will keep economic resources in the state of Oregon.

E. PERFORMANCE MEASUREMENT

Performance measurement documents appear at the end of the agency summary.

F. MAJOR INFORMATION TECHNOLOGY PROJECTS

The OLCC focuses on using information technology to continue to centralize and streamline processes and minimize needing more staff to keep up with the growing industry and state population.

OLCC's Information Systems initiatives concerning network and infrastructure, Distilled Spirits operations and Public Safety operations collectively align with the 2007-2011 Oregon Enterprise IRM Strategy. Specifically, these initiatives directly support Strategic Goals 2

Agency Request	<input checked="" type="checkbox"/>	Governor's Budget	<input type="checkbox"/>	Legislatively Adopted	<input type="checkbox"/>	OLCC Agency Summary	Budget Page	15
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BUDGET NARRATIVE

and 3, Objectives 2.3, 3.2, 3.4, 3.5 and 3.6. These initiatives support Oregon's strategic objectives by securely publishing OLCC information through industry standard Web technologies for use by OLCC business partners, stakeholders and sister agencies; providing online access to government services for citizens of Oregon; helping ensure the continuity of OLCC's operations; securing and protecting the confidentiality of information resources; and helping OLCC to continually improve the use of IT for programs and services through the availability of historical processing data and detailed management metrics.

Relevant IRM Strategic Goals & Objectives:

Goal 2 Ensure adequate state government management information and decision support capabilities
Objective 2.3 Enable system integration and data sharing across agency and jurisdictional boundaries

Goal 3 Optimize the efficiency and cost effectiveness of government infrastructure and services
Objective 3.2 Provide cost effective and reliable on-line government services
Objective 3.4 Ensure the continuity of state government operations in the event of a disaster or other business interruption
Objective 3.5 Secure and protect the confidentiality, integrity, and availability of state information resources
Objective 3.6 Continuously improve the use of IT in support of state government programs and services

OLCC Initiative Alignment with Strategic Objectives

Network Modernization and Server Virtualization: Objectives 3.2, 3.4, 3.5

3.2 Increased bandwidth coupled with high availability load-balance and failover for critical online systems
3.4 High availability load-balance and failover for network and server systems that enable mission critical operations
3.5 Updated security systems including new firewall and intrusion detection system

MBS COBOL Migration: Objectives 3.2, 3.4, 3.6

3.2 Migration to Java based platform will enable future development of web services for online information sharing with business partners
3.4 Migration to RDMBS and Java platforms will ensure MBS is consistent with other OLCC applications and; therefore, disaster recovery efforts. Simplifies disaster recovery by eliminating a server and platform
3.6 Enables better decision-making and continuous improvement through the availability of online historical data and improved metrics

License System Replacement: Objectives 2.3, 3.2, 3.5, 3.6

2.3 J2EE based system will provide sister agencies with secured web services access to OLCC regulatory data
3.2 System is greenfield design that emphasizes online capability. For example, online license application and renewal submission, as well as future incorporation of additional OLCC licenses and permits such as Server Permits

BUDGET NARRATIVE

3.5 System is greenfield design that emphasizes security through end-to-end encryption and authorization-based redaction of sensitive data

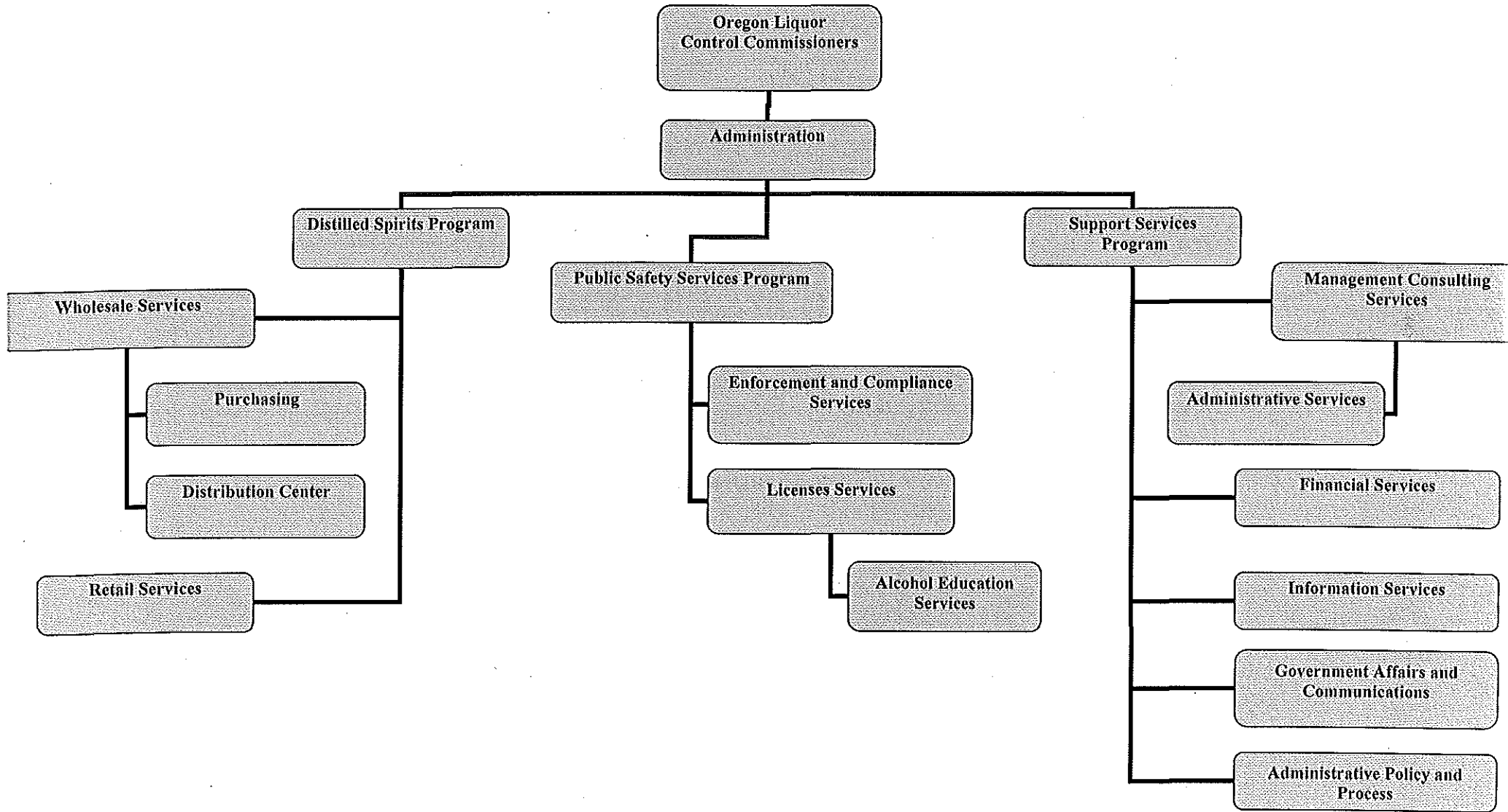
3.6 System will enable better decision-making, resource management and continuous improvement through availability of detailed processing metrics

G. Other Considerations

Regulatory streamlining has been a high priority for the OLCC for several biennia. Efforts have focused on streamlining internal processes for greater efficiency, restructuring organizational units and workflow processing, and implementing major technological projects for end consumers to have more ease in access OLCC systems. Rewriting rules and proposing statute changes also have high priority. For 2013-15, OLCC will continue these efforts. Forms, materials and processes will continue to be moved towards electronic formats. Changing processes to speed services to applicants and licensees have the highest priority.

BUDGET NARRATIVE

AGENCY SUMMARY NARRATIVE: AGENCY ORGANIZATION CHART



PROGRAM PRIORITIZATION FOR 2013-15

Agency Name: Oregon Liquor Control Commission		Agency Number: 84500																			
2013-15 Biennium		Fund 001																			
Program/Division Priorities for 2013-16 Biennium																					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL Included in Agency Request	
	Agcy	Prgm/Div		Distilled Spirits Program - The Distilled Spirits Program makes distilled spirits by the bottle available for purchase through liquor stores throughout the state. The program oversees the liquor agents that OLCC contracts with to operate retail liquor stores.	845-4 "Customer Service", 845-5 "OLCC Rate of Return"	6															
11		1	001-030	Wholesale Services Distribution				7,601,981				\$ 7,601,981	59	56.00	N	Y	C				POP 103 would have provided resources to enhance the shipping capability of the physical facility increasing the physical flow of goods through retail system. Expenditures were not approved in the Governor's budget
12		2	001-040	Retail Services				2,727,678				\$ 2,727,678	8	8.00	N	Y	C				POP 104 will provide funding for an apprenticeship program in liquor agencies for under-represented populations in the retail business
13		3	001-020	Purchasing				1,248,323				\$ 1,248,323	4	4.00	N	N	C				
14		4	001-042	Liquor Sales Support				34,064				\$ 34,064	0	0.00	N	Y	C				
15		5	001-024	Bank Card Fees				10,257,423				\$ 10,257,423	0	0.00	N	Y	C				POP 102 would have made bank card fees non-limited, recognizing that the expenditures are directly related to sales volume. This POP was not approved in the Governor's budget
												\$ -									
												\$ -									
												\$ -									
								21,669,469				\$ 21,669,469	71	68.00							

7. Primary Purpose Program/Activity Exists

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

19. Legal Requirement Code

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

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

Document criteria used to prioritize activities:

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. Two hundred forty-nine 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 Store Operating Expense 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 is a policy option package to increase resources so that the OLCC will be able to continue to meet consumer demand, thus increasing the amount of revenue returned to the state after paying all operating expenses.

PROGRAM PRIORITIZATION FOR 2013-15

Agency Name: Oregon Liquor Control Commission		Agency Number: 84500																			
2013-15 Biennium		Fund 001																			
Program/Division Priorities for 2013-15 Biennium																					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL Included in Agency Request	
	Agcy	Prgm/ Div	Agcy	Prgm/ Div	Public Safety Services Program - The Public Safety Services Program administers and enforces the state liquor laws. The program investigates, monitors, and inspects licensed businesses for liquor law compliance. This program assures only qualified people obtain and retain liquor licenses.	845-1 "Sales to Minors", 845-2 "Rate of Second Violation", 845-3 "Licensing Times", 845-4 "Customer Service"															
					5																
8	1		002-047	Enforcement & Compliance Services					11,669,963			\$ 11,669,963	68	66.00	N	Y	C				
9	2		002-045	License Services					4,782,343			\$ 4,782,343	23	23.00	N	Y	C				
10	3		002-046	Alcohol Education					575,377			\$ 575,377	3	3.00	N	Y	C				
												\$ -									
												\$ -									
												\$ -									
												\$ -									
									17,027,683			\$ 17,027,683	94	92.00							

7. Primary Purpose Program/Activity Exists

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

19. Legal Requirement Code

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

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

Document criteria used to prioritize activities:

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 Enforcement and Compliance Services Division assuring licensees comply with liquor laws. Keeping alcohol from underage drinkers and keeping visibly intoxicated persons from being served preserves public safety by reducing drunk-driving, alcohol-related accidents and other associated problems, such as our youths health and safety. The OLCC Public Safety Program works to fulfill the Governor's principle of public safety.

PROGRAM PRIORITIZATION FOR 2013-15

Agency Name:		Oregon Liquor Control Commission																		Agency Number:		64500	
2013-15 Biennium		Fund 001																		Program/Division Priorities for 2013-15 Biennium			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22		
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL Included in Agency Request			
			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 "Customer Service", 845-6 "Best Practices"	4															OLCC has been delegated the duty distribute, enforce and educate the activities related to the importation, manufacture, distribution and sale of alcohol.			
1	1		003-010 Administration					2,670,438				\$ 2,670,438	6	6.00	N	Y	C						
2	2		003-011 Communications/Govt Affairs					686,052				\$ 686,052	4	4.00	N	Y	C						
3	3		003-016 Administrative Services					2,098,507				\$ 2,098,507	8	8.00	N	Y	C						
4	4		003-016 Management Consulting					632,208				\$ 632,208	3	3.00	N	Y	C						
5	5		003-025 Financial Services					4,466,467				\$ 4,466,467	22	21.83	N	Y	C						
6	6		003-026 Information Services					4,580,982				\$ 4,580,982	15	15.00	N	Y	C						
7	7		002-055 Administrative Policy and Process					2,101,572				\$ 2,101,572	10	10.00	N	Y	C						
16	8		003-075 Motor Pool					294,395				\$ 294,395	0	0.00	N	Y	C						
17	9		003-060 Supply Center					56,643				\$ 56,643	0	0.00	N	Y	C						
								17,587,264				\$ 17,587,264	68	67.63									

7. Primary Purpose Program/Activity Exists

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

19. Legal Requirement Code

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

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

Document criteria used to prioritize activities:

The Support Services Program operates in conjunction with the Distilled Spirits and Public Safety 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 two operating programs of the OLCC meet both principles of public safety and economic development.

PROGRAM PRIORITIZATION FOR 2013-15

Agency Name: Oregon Liquor Control Commission		Agency Number: 84500																			
2013-15 Biennium		Fund 002																			
Program/Division Priorities for 2013-15 Biennium																					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL Included in Agency Request	
				STORE OPERATING EXPENSES 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-S "OLCC Rate of Return"																
	Agcy	Prgm/Div																			
1	1		005-072	Store Operating Expenses				95,158,000				\$ 95,158,000	0	0.00	N	Y	C				POP 101 proposed moving store expenses to a non-limited item, recognizing that the expenditures are directly related to sales volume. This POP was not approved in the Governor's budget.
												\$ -									
												\$ -									
												\$ -									
												\$ -									
												\$ -									
												\$ -									
								95,158,000				\$ 95,158,000	0	0.00							

7. Primary Purpose Program/Activity Exists

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

19. Legal Requirement Code

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

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

Document criteria used to prioritize activities:

The Store Operating Expense Program manifests the Governor's principles by supporting economic development within the state of Oregon. This program provides the operating income for 249 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 \$1.071 billion dollars of sales in the 13-15 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 2013-15

Agency Name:		Oregon Liquor Control Commission																		Agency Number:	84500	
2013-15 Biennium		Fund 003																		Program/Division Priorities for 2013-16 Biennium		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request		
Agcy	Prgm/Div			CAPITAL IMPROVEMENTS PROGRAM - Provides the preventive maintenance and repairs to the OLCC's buildings and grounds.		4															OLCC has been delegated the duty distribute, enforce and educate the activities related to the importation, manufacture, distribution and sale of alcohol.	
1	1		088-088	Capital Improvements				213,408				\$ 213,408	0	0.00	N	Y	C					
												\$ -										
												\$ -										
												\$ -										
												\$ -										
												\$ -										
								213,408				\$ 213,408	0	0.00								

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

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

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

Document criteria used to prioritize activities:

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

PROGRAM PRIORITIZATION FOR 2013-15

Agency Name: Oregon Liquor Control Commission		Agency Number: 84500																			
2013-15 Biennium		Agency-Wide Priorities for 2013-15 Biennium																			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)	Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL Included in Agency Request	
Agcy	Prgm/ Div																				
1	1	003-010	Administration	845-4, 845-8	4			2,670,438				\$ 2,670,438	6	6.00	N	Y	C		OLCC has been delegated the duty distribute, enforce and educate the activities related to the importation, manufacture, distribution and sale of alcohol.		
2	2	003-011	Communications/Govt. Affairs	845-4, 845-6	4			688,052				\$ 688,052	4	4.00	N	Y	C				
3	3	003-015	Administrative Services	845-4, 845-6	4			2,098,507				\$ 2,098,507	8	8.00	N	Y	C				
4	4	003-016	Management Consulting	845-4, 845-6	4			832,208				\$ 832,208	3	3.00	N	Y	C				
5	5	003-025	Financial Services	845-4, 845-6	4			4,468,487				\$ 4,468,487	22	21.83	N	Y	C				
6	6	003-026	Information Services	845-4, 845-6	4			4,580,882				\$ 4,580,882	15	15.00	N	Y	C				
7	7	002-055	Administrative Policy and Process	845-1, 845-2, 845-3, 845-4	5			2,101,572				\$ 2,101,572	10	10.00	N	Y	C				
8	1	002-047	Enforcement & Compliance Services	845-1, 845-2, 845-3, 845-4	5			11,668,983				\$ 11,668,983	68	68.00	N	Y	C				
9	2	002-045	License Services	845-1, 845-2, 845-3, 845-4	5			4,782,343				\$ 4,782,343	29	23.00	N	Y	C				
10	3	002-043	Alcohol Education	845-1, 845-2, 845-3, 845-4	5			575,377				\$ 575,377	3	3.00	N	Y	C				
11	1	001-030	Wholesale Services Distribution	845-4, 845-5	6			7,601,981				\$ 7,601,981	69	69.00	N	Y	C		POP 103 would have provided resources to enhance the shipping capability of the physical facility increasing the physical flow of goods through retail system. Expenditures were not approved in the Governor's budget.		
12	2	001-040	Retail Services	845-4, 845-5	6			2,727,678				\$ 2,727,678	8	8.00	N	Y	C		POP 104 will provide funding for an apprenticeship program in liquor agencies for under-represented populations in the retail business.		
13	3	001-020	Purchasing	845-4, 845-5	6			1,248,323				\$ 1,248,323	4	4.00	N	N	C				
14	4	001-042	Liquor Sales Support	845-4, 845-5	6			34,064				\$ 34,064	0	0.00	N	Y	C				
15	5	001-024	Bank Card Fees	845-4, 845-5	6			10,257,423				\$ 10,257,423	0	0.00	N	Y	C		POP 102 would have made bank card fees non-limited, recognizing that the expenditures are directly related to sales volume. This POP was not approved in the Governor's budget.		
16	7	003-075	Motor Pool		4			294,395				\$ 294,395	0	0.00	N	Y	C				
17	8	003-060	Supply Center		4			58,643				\$ 58,643	0	0.00	N	Y	C				
1	1	005-072	Store Operating Expenses	845-5	6			95,158,000				\$ 95,158,000	0	0.00	N	Y	C		POP 101 proposed moving store expenses to a non-limited item, recognizing that the expenditures are directly related to sales volume. This POP was not approved in the Governor's budget.		
1	1	088-688	Capital Improvements		4			213,408				\$ 213,408	0	0.00	N	Y	C				
								151,855,824				\$ 151,855,824	233	227.63							

7. Primary Purpose Program/Activity Exists

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

10. Legal Requirement Code

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

Prioritize each program activity for the Agency as a whole

Document criteria used to prioritize activities:

OLCC's policies and operational decisions has two major elements, consistent with the Governor's priorities and budgeting principles. First, OLCC's policies will have public safety considerations guide growth. Second, OLCC's policies will support economic viability for Oregonians and the state's revenue base. The OLCC recognizes that responding to changing demographics and environments can take several years to develop and implement. In 2011-13, OLCC will focus on anticipating future needs and developing a ten-year map. 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.

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

Oregon Liquor Control Comm
2013-15 Biennium

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

<i>Source</i>	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
Other Funds						
Privilege Taxes	32,957,892	38,020,000	38,020,000	36,284,000	36,284,000	-
Business Lic and Fees	8,216,151	8,100,000	8,100,000	9,429,000	9,429,000	-
Charges for Services	5,720	6,000	6,000	6,000	6,000	-
Fines and Forfeitures	1,078,769	1,100,000	1,100,000	1,042,000	1,042,000	-
Sales Income	699,144	575,000	575,000	650,000	650,000	-
Liquor Sales	869,268,547	920,369,100	920,877,073	1,071,596,000	1,071,596,000	-
Liquor Cost of Goods Sold	(423,055,087)	(437,108,812)	(437,108,812)	(511,678,841)	(511,678,841)	-
Cost of Goods Sold	(10,843,921)	(12,398,190)	(12,398,190)	(14,430,880)	(14,430,880)	-
Other Revenues	26,602	25,000	25,000	25,000	25,000	-
Transfer In - Intrafund	128,101,562	133,668,473	134,176,446	47,326,877	146,863,648	-
Transfer Out - Intrafund	(128,101,562)	(133,668,473)	(134,176,446)	(148,630,577)	(146,863,648)	-
Transfer to Other	(570,000)	(654,000)	(654,000)	(638,000)	(638,000)	-
Transfer to General Fund	(198,570,000)	(217,341,170)	(217,341,170)	(247,033,217)	(250,169,346)	-
Transfer to Cities	(61,279,463)	(67,264,703)	(67,264,703)	(76,642,577)	(78,275,584)	-
Transfer to Counties	(30,656,807)	(33,632,352)	(33,632,352)	(38,321,288)	(39,137,791)	-
Tsfr To Human Svcs, Dept of	(16,256,455)	-	-	-	-	-
Tsfr To Administrative Svcs	(42,919,530)	(47,444,400)	(47,444,400)	(53,649,805)	(54,792,909)	-
Tsfr To Oregon Health Authority	-	(18,683,000)	(18,683,000)	(17,823,000)	(17,823,000)	-
Total Other Funds	\$128,101,562	\$133,668,473	\$134,176,446	\$57,510,692	\$152,086,649	-
Nonlimited Other Funds						
Transfer In - Intrafund	-	-	-	101,303,700	-	-
Total Nonlimited Other Funds	-	-	-	\$101,303,700	-	-

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

Oregon Liquor Control Comm
2013-15 Biennium

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

<i>Source</i>	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
Other Funds						
Liquor Sales	-	-	-	43,326,000	43,326,000	-
Liquor Cost of Goods Sold	-	-	-	(22,704,100)	(22,704,100)	-
Cost of Goods Sold	-	-	-	(641,890)	(641,890)	-
Transfer In - Intrafund	17,484,034	18,784,804	18,784,804	10,991,146	20,869,469	-
Transfer to General Fund	-	-	-	(8,482,157)	(10,628,806)	-
Transfer to Cities	-	-	-	(2,516,381)	(3,796,002)	-
Transfer to Counties	-	-	-	(1,258,190)	(1,898,001)	-
Tsfr To Administrative Svcs	-	-	-	(1,761,467)	(2,657,201)	-
Total Other Funds	\$17,484,034	\$18,784,804	\$18,784,804	\$16,952,961	\$21,869,469	-
Nonlimited Other Funds						
Transfer In - Intrafund	-	-	-	10,367,700	-	-
Total Nonlimited Other Funds	-	-	-	\$10,367,700	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
 Oregon Liquor Control Comm
 2013-15 Biennium

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

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2011-13 Leg Adopted Budget	239	231.72	133,668,473	-	-	133,668,473	-	-	-
2011-13 Emergency Boards	-	-	507,973	-	-	507,973	-	-	-
2011-13 Leg Approved Budget	239	231.72	134,176,446	-	-	134,176,446	-	-	-
2013-15 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(5)	(3.09)	3,496,112	-	-	3,496,112	-	-	-
Estimated Cost of Merit Increase	-	-	-	-	-	-	-	-	-
Base Debt Service Adjustment	-	-	-	-	-	-	-	-	-
Base Nonlimited Adjustment	-	-	-	-	-	-	-	-	-
Capital Construction	-	-	-	-	-	-	-	-	-
Subtotal 2013-15 Base Budget	234	228.63	137,672,558	-	-	137,672,558	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(45,752)	-	-	(45,752)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	144,844	-	-	144,844	-	-	-
Subtotal	-	-	99,092	-	-	99,092	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-In	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(2,566,450)	-	-	(2,566,450)	-	-	-
Subtotal	-	-	(2,566,450)	-	-	(2,566,450)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	13,486,489	-	-	13,486,489	-	-	-
State Gov't & Services Charges Increase/(Decrease)	-	-	(335,810)	-	-	(335,810)	-	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
 Oregon Liquor Control Comm
 2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	13,150,879	-	-	13,150,879	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2013-15 Current Service Level	234	228.63	148,355,879	-	-	148,355,879	-	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
 Oregon Liquor Control Comm
 2013-15 Biennium

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

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2013-15 Current Service Level	234	228.63	148,355,879	-	-	148,355,879	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2013-15 Current Service Level	234	228.63	148,355,879	-	-	148,355,879	-	-	-
080 - E-Boards									
081 - May 2012 E-Board	(1)	(1.00)	(228,722)	-	-	(228,722)	-	-	-
082 - September 2012 E-Board	-	-	-	-	-	-	-	-	-
083 - December 2012 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	(1)	(1.00)	(228,722)	-	-	(228,722)	-	-	-
Policy Packages									
090 - Analyst Adjustments	-	-	4,222,000	-	-	4,222,000	-	-	-
091 - Statewide Administrative Savings	-	-	(634,829)	-	-	(634,829)	-	-	-
092 - PERS Taxation Policy	-	-	(95,280)	-	-	(95,280)	-	-	-
093 - Other PERS Adjustments	-	-	(763,224)	-	-	(763,224)	-	-	-
101 - Respond to Variable Store Business Costs	-	-	-	-	-	-	-	-	-
102 - Ensure Bank Card Services	-	-	-	-	-	-	-	-	-
103 - Sortation	-	-	-	-	-	-	-	-	-
104 - Agents Affirmative Apprenticeship Program	-	-	1,000,000	-	-	1,000,000	-	-	-
Subtotal Policy Packages	-	-	3,728,667	-	-	3,728,667	-	-	-
Total 2013-15 Governor's Budget	233	227.63	151,855,824	-	-	151,855,824	-	-	-
Percentage Change From 2011-13 Leg Approved Budget	-2.50%	-1.80%	13.20%	-	-	13.20%	-	-	-

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Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
 Oregon Liquor Control Comm
 2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Percentage Change From 2013-15 Current Service Level	-0.40%	-0.40%	2.40%	-	-	2.40%	-	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
 Distilled Spirits Program
 2013-15 Biennium

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

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2011-13 Leg Adopted Budget	71	67.42	18,784,804	-	-	18,784,804	-	-	-
2011-13 Emergency Boards	-	-	-	-	-	-	-	-	-
2011-13 Leg Approved Budget	71	67.42	18,784,804	-	-	18,784,804	-	-	-
2013-15 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	0.58	1,023,294	-	-	1,023,294	-	-	-
Estimated Cost of Merit Increase	-	-	-	-	-	-	-	-	-
Base Debt Service Adjustment	-	-	-	-	-	-	-	-	-
Base Nonlimited Adjustment	-	-	-	-	-	-	-	-	-
Capital Construction	-	-	-	-	-	-	-	-	-
Subtotal 2013-15 Base Budget	71	68.00	19,808,098	-	-	19,808,098	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(30,944)	-	-	(30,944)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	45,341	-	-	45,341	-	-	-
Subtotal	-	-	14,397	-	-	14,397	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-In	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	1,620,629	-	-	1,620,629	-	-	-
State Gov't & Services Charges Increase/(Decrease)	-	-	(131,947)	-	-	(131,947)	-	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
 Distilled Spirits Program
 2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	1,488,682	-	-	1,488,682	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2013-15 Current Service Level	71	68.00	21,311,177	-	-	21,311,177	-	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
 Distilled Spirits Program
 2013-15 Blennium

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

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2013-15 Current Service Level	71	68.00	21,311,177	-	-	21,311,177	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2013-15 Current Service Level	71	68.00	21,311,177	-	-	21,311,177	-	-	-
080 - E-Boards									
081 - May 2012 E-Board	-	-	-	-	-	-	-	-	-
082 - September 2012 E-Board	-	-	-	-	-	-	-	-	-
083 - December 2012 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
091 - Statewide Administrative Savings	-	-	(236,246)	-	-	(236,246)	-	-	-
092 - PERS Taxation Policy	-	-	(22,803)	-	-	(22,803)	-	-	-
093 - Other PERS Adjustments	-	-	(182,659)	-	-	(182,659)	-	-	-
101 - Respond to Variable Store Business Costs	-	-	-	-	-	-	-	-	-
102 - Ensure Bank Card Services	-	-	-	-	-	-	-	-	-
103 - Sortation	-	-	-	-	-	-	-	-	-
104 - Agents Affirmative Apprenticeship Program	-	-	1,000,000	-	-	1,000,000	-	-	-
Subtotal Policy Packages	-	-	558,292	-	-	558,292	-	-	-
Total 2013-15 Governor's Budget	71	68.00	21,869,469	-	-	21,869,469	-	-	-
Percentage Change From 2011-13 Leg Approved Budget	-	0.90%	16.40%	-	-	16.40%	-	-	-

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Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
 Distilled Spirits Program
 2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Percentage Change From 2013-15 Current Service Level	-	-	2.60%	-	-	2.60%	-	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
Public Safety Services Program
2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2011-13 Leg Adopted Budget	108	105.00	19,044,781	-	-	19,044,781	-	-	-
2011-13 Emergency Boards	-	-	(200,000)	-	-	(200,000)	-	-	-
2011-13 Leg Approved Budget	108	105.00	18,844,781	-	-	18,844,781	-	-	-
2013-15 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(13)	(12.00)	(187,446)	-	-	(187,446)	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2013-15 Base Budget	95	93.00	18,657,335	-	-	18,657,335	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(8,992)	-	-	(8,992)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	(5,543)	-	-	(5,543)	-	-	-
Subtotal	-	-	(14,535)	-	-	(14,535)	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-In	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(14,450)	-	-	(14,450)	-	-	-
Subtotal	-	-	(14,450)	-	-	(14,450)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	46,691	-	-	46,691	-	-	-
State Gov't & Services Charges Increase/(Decrease)			(170,735)	-	-	(170,735)	-	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
Public Safety Services Program
2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	(124,044)	-	-	(124,044)	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	(701,327)	-	-	(701,327)	-	-	-
Subtotal: 2013-15 Current Service Level	95	93.00	17,802,979	-	-	17,802,979	-	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
Public Safety Services Program
2013-15 Biennium

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

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2013-15 Current Service Level	95	93.00	17,802,979	-	-	17,802,979	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2013-15 Current Service Level	95	93.00	17,802,979	-	-	17,802,979	-	-	-
080 - E-Boards									
081 - May 2012 E-Board	(1)	(1.00)	(228,722)	-	-	(228,722)	-	-	-
082 - September 2012 E-Board	-	-	-	-	-	-	-	-	-
083 - December 2012 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	(1)	(1.00)	(228,722)	-	-	(228,722)	-	-	-
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
091 - Statewide Administrative Savings	-	-	(197,757)	-	-	(197,757)	-	-	-
092 - PERS Taxation Policy	-	-	(38,713)	-	-	(38,713)	-	-	-
093 - Other PERS Adjustments	-	-	(310,104)	-	-	(310,104)	-	-	-
101 - Respond to Variable Store Business Costs	-	-	-	-	-	-	-	-	-
102 - Ensure Bank Card Services	-	-	-	-	-	-	-	-	-
103 - Sortation	-	-	-	-	-	-	-	-	-
104 - Agents Affirmative Apprenticeship Program	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	(546,574)	-	-	(546,574)	-	-	-
Total 2013-15 Governor's Budget	94	92.00	17,027,683	-	-	17,027,683	-	-	-
Percentage Change From 2011-13 Leg Approved Budget	-13.00%	-12.40%	-9.60%	-	-	-9.60%	-	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
 Public Safety Services Program
 2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Percentage Change From 2013-15 Current Service Level	-1.10%	-1.10%	-4.40%	-	-	-4.40%	-	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
Administration and Support
2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2011-13 Leg Adopted Budget	60	59.30	13,924,482	-	-	13,924,482	-	-	-
2011-13 Emergency Boards	-	-	707,973	-	-	707,973	-	-	-
2011-13 Leg Approved Budget	60	59.30	14,632,455	-	-	14,632,455	-	-	-
2013-15 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	8	8.33	2,660,264	-	-	2,660,264	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2013-15 Base Budget	68	67.63	17,292,719	-	-	17,292,719	-	-	-
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	(5,816)	-	-	(5,816)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	105,046	-	-	105,046	-	-	-
Subtotal	-	-	99,230	-	-	99,230	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	32,167	-	-	32,167	-	-	-
State Gov't & Services Charges Increase/(Decrease)			(33,128)	-	-	(33,128)	-	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
Administration and Support
2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal	-	-	(961)	-	-	(961)	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	701,327	-	-	701,327	-	-	-
Subtotal: 2013-15 Current Service Level	68	67.63	18,092,315	-	-	18,092,315	-	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
Administration and Support
2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2013-15 Current Service Level	68	67.63	18,092,315	-	-	18,092,315	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2013-15 Current Service Level	68	67.63	18,092,315	-	-	18,092,315	-	-	-
080 - E-Boards									
081 - May 2012 E-Board	-	-	-	-	-	-	-	-	-
082 - September 2012 E-Board	-	-	-	-	-	-	-	-	-
083 - December 2012 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
091 - Statewide Administrative Savings	-	-	(200,826)	-	-	(200,826)	-	-	-
092 - PERS Taxation Policy	-	-	(33,764)	-	-	(33,764)	-	-	-
093 - Other PERS Adjustments	-	-	(270,461)	-	-	(270,461)	-	-	-
101 - Respond to Variable Store Business Costs	-	-	-	-	-	-	-	-	-
102 - Ensure Bank Card Services	-	-	-	-	-	-	-	-	-
103 - Sortation	-	-	-	-	-	-	-	-	-
104 - Agents Affirmative Apprenticeship Program	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	(505,051)	-	-	(505,051)	-	-	-
Total 2013-15 Governor's Budget	68	67.63	17,587,264	-	-	17,587,264	-	-	-
Percentage Change From 2011-13 Leg Approved Budget	13.30%	14.00%	20.20%	-	-	20.20%	-	-	-

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Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
Administration and Support
2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Percentage Change From 2013-15 Current Service Level	-	-	-2.80%	-	-	-	-2.80%	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
Store Operating Expenses
2013-15 Biennium

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

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2011-13 Leg Adopted Budget	-	-	81,706,000	-	-	81,706,000	-	-	-
2011-13 Emergency Boards	-	-	-	-	-	-	-	-	-
2011-13 Leg Approved Budget	-	-	81,706,000	-	-	81,706,000	-	-	-
2013-15 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase	-	-	-	-	-	-	-	-	-
Base Debt Service Adjustment	-	-	-	-	-	-	-	-	-
Base Nonlimited Adjustment	-	-	-	-	-	-	-	-	-
Capital Construction	-	-	-	-	-	-	-	-	-
Subtotal 2013-15 Base Budget	-	-	81,706,000	-	-	81,706,000	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-In	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(2,552,000)	-	-	(2,552,000)	-	-	-
Subtotal	-	-	(2,552,000)	-	-	(2,552,000)	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	11,782,000	-	-	11,782,000	-	-	-
Subtotal	-	-	11,782,000	-	-	11,782,000	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
 Store Operating Expenses
 2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2013-15 Current Service Level	-	-	90,936,000	-	-	90,936,000	-	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
Store Operating Expenses
2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Subtotal: 2013-15 Current Service Level	-	-	90,936,000	-	-	90,936,000	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2013-15 Current Service Level	-	-	90,936,000	-	-	90,936,000	-	-	-
080 - E-Boards									
081 - May 2012 E-Board	-	-	-	-	-	-	-	-	-
082 - September 2012 E-Board	-	-	-	-	-	-	-	-	-
083 - December 2012 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
090 - Analyst Adjustments	-	-	4,222,000	-	-	4,222,000	-	-	-
091 - Statewide Administrative Savings	-	-	-	-	-	-	-	-	-
092 - PERS Taxation Policy	-	-	-	-	-	-	-	-	-
093 - Other PERS Adjustments	-	-	-	-	-	-	-	-	-
101 - Respond to Variable Store Business Costs	-	-	-	-	-	-	-	-	-
102 - Ensure Bank Card Services	-	-	-	-	-	-	-	-	-
103 - Sortation	-	-	-	-	-	-	-	-	-
104 - Agents Affirmative Apprenticeship Program	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	4,222,000	-	-	4,222,000	-	-	-
Total 2013-15 Governor's Budget	-	-	95,158,000	-	-	95,158,000	-	-	-
Percentage Change From 2011-13 Leg Approved Budget	-	-	16.50%	-	-	16.50%	-	-	-

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Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
 Store Operating Expenses
 2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
Percentage Change From 2013-15 Current Service Level	-	-	4.60%	-	-	4.60%	-	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
 Capital Improvements
 2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
2011-13 Leg Adopted Budget	-	-	208,406	-	-	208,406	-	-	-
2011-13 Emergency Boards	-	-	-	-	-	-	-	-	-
2011-13 Leg Approved Budget	-	-	208,406	-	-	208,406	-	-	-
2013-15 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase	-	-	-	-	-	-	-	-	-
Base Debt Service Adjustment	-	-	-	-	-	-	-	-	-
Base Nonlimited Adjustment	-	-	-	-	-	-	-	-	-
Capital Construction	-	-	-	-	-	-	-	-	-
Subtotal 2013-15 Base Budget	-	-	208,406	-	-	208,406	-	-	-
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	5,002	-	-	5,002	-	-	-
Subtotal	-	-	5,002	-	-	5,002	-	-	-
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

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Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
 Capital Improvements
 2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2013-15 Current Service Level	-	-	213,408	-	-	213,408	-	-	-

Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
 Capital Improvements
 2013-15 Biennium

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

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2013-15 Current Service Level	-	-	213,408	-	-	213,408	-	-	-
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2013-15 Current Service Level	-	-	213,408	-	-	213,408	-	-	-
080 - E-Boards									
081 - May 2012 E-Board	-	-	-	-	-	-	-	-	-
082 - September 2012 E-Board	-	-	-	-	-	-	-	-	-
083 - December 2012 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	-	-	-	-	-	-	-	-	-
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
091 - Statewide Administrative Savings	-	-	-	-	-	-	-	-	-
092 - PERS Taxation Policy	-	-	-	-	-	-	-	-	-
093 - Other PERS Adjustments	-	-	-	-	-	-	-	-	-
101 - Respond to Variable Store Business Costs	-	-	-	-	-	-	-	-	-
102 - Ensure Bank Card Services	-	-	-	-	-	-	-	-	-
103 - Sortation	-	-	-	-	-	-	-	-	-
104 - Agents Affirmative Apprenticeship Program	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	-	-	-	-	-	-	-	-	-
Total 2013-15 Governor's Budget	-	-	213,408	-	-	213,408	-	-	-
Percentage Change From 2011-13 Leg Approved Budget	-	-	2.40%	-	-	2.40%	-	-	-

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Summary of 2013-15 Biennium Budget

Oregon Liquor Control Comm
 Capital Improvements
 2013-15 Biennium

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

<i>Description</i>	<i>Positions</i>	<i>Full-Time Equivalent (FTE)</i>	<i>ALL FUNDS</i>	<i>General Fund</i>	<i>Lottery Funds</i>	<i>Other Funds</i>	<i>Federal Funds</i>	<i>Nonlimited Other Funds</i>	<i>Nonlimited Federal Funds</i>
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Percentage Change From 2013-15 Current Service Level

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
LIMITED BUDGET (Excluding Packages)						
Other Funds	127,885,746	133,460,067	133,968,040	137,634,027	137,464,152	-
AUTHORIZED POSITIONS	237	239	239	234	234	-
AUTHORIZED FTE	230.18	231.72	231.72	228.63	228.63	-
LIMITED BUDGET (Essential Packages)						
010-NON-PICS PSNL SVC / VACANCY FACTOR						
Other Funds	-	-	-	99,153	99,092	-
022-PHASE-OUT PGM & ONE-TIME COSTS						
Other Funds	-	-	-	(2,566,450)	(2,566,450)	-
031-STANDARD INFLATION						
Other Funds	-	-	-	1,982,861	1,878,099	-
032-ABOVE STANDARD INFLATION						
Other Funds	-	-	-	11,267,578	11,267,578	-
TOTAL LIMITED BUDGET (Essential Packages)						
Other Funds	-	-	-	10,783,142	10,678,319	-
LIMITED BUDGET (Current Service Level)						
Other Funds	127,885,746	133,460,067	133,968,040	148,417,169	148,142,471	-
AUTHORIZED POSITIONS	237	239	239	234	234	-
AUTHORIZED FTE	230.18	231.72	231.72	228.63	228.63	-
LIMITED BUDGET (Policy Packages)						
081-MAY 2012 E-BOARD- RANK 0 - 002-00-00-00000						
Other Funds	-	-	-	(229,824)	(228,722)	-
Authorized Positions	-	-	-	(1)	(1)	-
Authorized FTE	-	-	-	(1.00)	(1.00)	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
090-ANALYST ADJUSTMENTS- RANK 0 - 005-00-00-00000						
Other Funds	-	-	-	-	4,222,000	-
091-STATEWIDE ADMINISTRATIVE SAVINGS- RANK 0 - 001-00-00-00000						
Other Funds	-	-	-	-	(236,246)	-
091-STATEWIDE ADMINISTRATIVE SAVINGS- RANK 0 - 002-00-00-00000						
Other Funds	-	-	-	-	(197,757)	-
091-STATEWIDE ADMINISTRATIVE SAVINGS- RANK 0 - 003-00-00-00000						
Other Funds	-	-	-	-	(200,826)	-
092-PERS TAXATION POLICY- RANK 0 - 001-00-00-00000						
Other Funds	-	-	-	-	(22,803)	-
092-PERS TAXATION POLICY- RANK 0 - 002-00-00-00000						
Other Funds	-	-	-	-	(38,713)	-
092-PERS TAXATION POLICY- RANK 0 - 003-00-00-00000						
Other Funds	-	-	-	-	(33,764)	-
093-OTHER PERS ADJUSTMENTS- RANK 0 - 001-00-00-00000						
Other Funds	-	-	-	-	(182,659)	-
093-OTHER PERS ADJUSTMENTS- RANK 0 - 002-00-00-00000						
Other Funds	-	-	-	-	(310,104)	-
093-OTHER PERS ADJUSTMENTS- RANK 0 - 003-00-00-00000						
Other Funds	-	-	-	-	(270,461)	-
101-RESPOND TO VARIABLE STORE BUSINESS COSTS- RANK 0 - 005-00-00-00000						
Other Funds	-	-	-	(90,936,000)	-	-
102-ENSURE BANK CARD SERVICES- RANK 0 - 001-00-00-00000						
Other Funds	-	-	-	(10,367,700)	-	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
103-SORTATION- RANK 0 - 001-00-00-00000						
Other Funds	-	-	-	4,961,815	-	-
103-SORTATION- RANK 0 - 005-00-00-00000						
Other Funds	-	-	-	4,222,000	-	-
104-AGENTS AFFIRMATIVE APPRENTICESHIP PROGRAM- RANK 0 - 001-00-00-00000						
Other Funds	-	-	-	1,000,000	1,000,000	-
TOTAL LIMITED BUDGET (Policy Packages)						
Other Funds	-	-	-	(91,349,709)	3,499,945	-
AUTHORIZED POSITIONS	-	-	-	(1)	(1)	-
AUTHORIZED FTE	-	-	-	(1.00)	(1.00)	-
TOTAL LIMITED BUDGET (Including Packages)						
Other Funds	127,885,746	133,460,067	133,968,040	57,067,460	151,642,416	-
AUTHORIZED POSITIONS	237	239	239	233	233	-
AUTHORIZED FTE	230.18	231.72	231.72	227.63	227.63	-
NONLIMITED BUDGET (Policy Packages)						
101-RESPOND TO VARIABLE STORE BUSINESS COSTS- RANK 0 - 005-00-00-00000						
Other Funds	-	-	-	90,936,000	-	-
102-ENSURE BANK CARD SERVICES- RANK 0 - 001-00-00-00000						
Other Funds	-	-	-	10,367,700	-	-
TOTAL NONLIMITED BUDGET (Policy Packages)						
Other Funds	-	-	-	101,303,700	-	-
TOTAL NONLIMITED BUDGET (Including Packages)						
Other Funds	-	-	-	101,303,700	-	-
OPERATING BUDGET (Excluding Packages)						

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
Other Funds	127,885,746	133,460,067	133,968,040	137,634,027	137,464,152	-
AUTHORIZED POSITIONS	237	239	239	234	234	-
AUTHORIZED FTE	230.18	231.72	231.72	228.63	228.63	-
OPERATING BUDGET (Essential Packages)						
010-NON-PICS PSNL SVC / VACANCY FACTOR						
Other Funds	-	-	-	99,153	99,092	-
022-PHASE-OUT PGM & ONE-TIME COSTS						
Other Funds	-	-	-	(2,566,450)	(2,566,450)	-
031-STANDARD INFLATION						
Other Funds	-	-	-	1,982,861	1,878,099	-
032-ABOVE STANDARD INFLATION						
Other Funds	-	-	-	11,267,578	11,267,578	-
TOTAL OPERATING BUDGET (Essential Packages)						
Other Funds	-	-	-	10,783,142	10,678,319	-
OPERATING BUDGET (Current Service Level)						
Other Funds	127,885,746	133,460,067	133,968,040	148,417,169	148,142,471	-
AUTHORIZED POSITIONS	237	239	239	234	234	-
AUTHORIZED FTE	230.18	231.72	231.72	228.63	228.63	-
OPERATING BUDGET (Policy Packages)						
081-MAY 2012 E-BOARD- RANK 0 - 002-00-00-00000						
Other Funds	-	-	-	(229,824)	(228,722)	-
Authorized Positions	-	-	-	(1)	(1)	-
Authorized FTE	-	-	-	(1.00)	(1.00)	-
090-ANALYST ADJUSTMENTS- RANK 0 - 005-00-00-00000						

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
Other Funds	-	-	-	-	4,222,000	-
091-STATEWIDE ADMINISTRATIVE SAVINGS- RANK 0 - 001-00-00-00000						
Other Funds	-	-	-	-	(236,246)	-
091-STATEWIDE ADMINISTRATIVE SAVINGS- RANK 0 - 002-00-00-00000						
Other Funds	-	-	-	-	(197,757)	-
091-STATEWIDE ADMINISTRATIVE SAVINGS- RANK 0 - 003-00-00-00000						
Other Funds	-	-	-	-	(200,826)	-
092-PERS TAXATION POLICY- RANK 0 - 001-00-00-00000						
Other Funds	-	-	-	-	(22,803)	-
092-PERS TAXATION POLICY- RANK 0 - 002-00-00-00000						
Other Funds	-	-	-	-	(38,713)	-
092-PERS TAXATION POLICY- RANK 0 - 003-00-00-00000						
Other Funds	-	-	-	-	(33,764)	-
093-OTHER PERS ADJUSTMENTS- RANK 0 - 001-00-00-00000						
Other Funds	-	-	-	-	(182,659)	-
093-OTHER PERS ADJUSTMENTS- RANK 0 - 002-00-00-00000						
Other Funds	-	-	-	-	(310,104)	-
093-OTHER PERS ADJUSTMENTS- RANK 0 - 003-00-00-00000						
Other Funds	-	-	-	-	(270,461)	-
103-SORTATION- RANK 0 - 001-00-00-00000						
Other Funds	-	-	-	4,961,815	-	-
103-SORTATION- RANK 0 - 005-00-00-00000						
Other Funds	-	-	-	4,222,000	-	-
104-AGENTS AFFIRMATIVE APPRENTICESHIP PROGRAM- RANK 0 - 001-00-00-00000						

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
Other Funds	-	-	-	1,000,000	1,000,000	-
TOTAL OPERATING BUDGET (Policy Packages)						
Other Funds	-	-	-	9,953,991	3,499,945	-
AUTHORIZED POSITIONS	-	-	-	(1)	(1)	-
AUTHORIZED FTE	-	-	-	(1.00)	(1.00)	-
TOTAL OPERATING BUDGET (Including Packages)						
Other Funds	127,885,746	133,460,067	133,968,040	158,371,160	151,642,416	-
AUTHORIZED POSITIONS	237	239	239	233	233	-
AUTHORIZED FTE	230.18	231.72	231.72	227.63	227.63	-
CAPITAL IMPROVEMENT (Excluding Packages)						
Other Funds	215,816	208,406	208,406	208,406	208,406	-
CAPITAL IMPROVEMENT (Essential Packages)						
031-STANDARD INFLATION						
Other Funds	-	-	-	5,002	5,002	-
TOTAL CAPITAL IMPROVEMENT (Essential Packages)						
Other Funds	-	-	-	5,002	5,002	-
CAPITAL IMPROVEMENT (Current Service Level)						
Other Funds	215,816	208,406	208,406	213,408	213,408	-
TOTAL CAPITAL IMPROVEMENT (Including Packages)						
Other Funds	215,816	208,406	208,406	213,408	213,408	-
TOTAL BUDGET (Excluding Packages)						
Other Funds	128,101,562	133,668,473	134,176,446	137,842,433	137,672,558	-
AUTHORIZED POSITIONS	237	239	239	234	234	-
AUTHORIZED FTE	230.18	231.72	231.72	228.63	228.63	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
TOTAL BUDGET (Essential Packages)						
010-NON-PICS PSNL SVC / VACANCY FACTOR						
Other Funds	-	-	-	99,153	99,092	-
022-PHASE-OUT PGM & ONE-TIME COSTS						
Other Funds	-	-	-	(2,566,450)	(2,566,450)	-
031-STANDARD INFLATION						
Other Funds	-	-	-	1,987,863	1,883,101	-
032-ABOVE STANDARD INFLATION						
Other Funds	-	-	-	11,267,578	11,267,578	-
TOTAL BUDGET (Essential Packages)						
Other Funds	-	-	-	10,788,144	10,683,321	-
TOTAL BUDGET (Current Service Level)						
Other Funds	128,101,562	133,668,473	134,176,446	148,630,577	148,355,879	-
AUTHORIZED POSITIONS	237	239	239	234	234	-
AUTHORIZED FTE	230.18	231.72	231.72	228.63	228.63	-
TOTAL BUDGET (Policy Packages)						
081-MAY 2012 E-BOARD- RANK 0 - 002-00-00-00000						
Other Funds	-	-	-	(229,824)	(228,722)	-
Authorized Positions	-	-	-	(1)	(1)	-
Authorized FTE	-	-	-	(1.00)	(1.00)	-
090-ANALYST ADJUSTMENTS- RANK 0 - 005-00-00-00000						
Other Funds	-	-	-	-	4,222,000	-
091-STATEWIDE ADMINISTRATIVE SAVINGS- RANK 0 - 001-00-00-00000						
Other Funds	-	-	-	-	(236,246)	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
091-STATEWIDE ADMINISTRATIVE SAVINGS- RANK 0 - 002-00-00-00000						
Other Funds	-	-	-	-	(197,757)	-
091-STATEWIDE ADMINISTRATIVE SAVINGS- RANK 0 - 003-00-00-00000						
Other Funds	-	-	-	-	(200,826)	-
092-PERS TAXATION POLICY- RANK 0 - 001-00-00-00000						
Other Funds	-	-	-	-	(22,803)	-
092-PERS TAXATION POLICY- RANK 0 - 002-00-00-00000						
Other Funds	-	-	-	-	(38,713)	-
092-PERS TAXATION POLICY- RANK 0 - 003-00-00-00000						
Other Funds	-	-	-	-	(33,764)	-
093-OTHER PERS ADJUSTMENTS- RANK 0 - 001-00-00-00000						
Other Funds	-	-	-	-	(182,659)	-
093-OTHER PERS ADJUSTMENTS- RANK 0 - 002-00-00-00000						
Other Funds	-	-	-	-	(310,104)	-
093-OTHER PERS ADJUSTMENTS- RANK 0 - 003-00-00-00000						
Other Funds	-	-	-	-	(270,461)	-
103-SORTATION- RANK 0 - 001-00-00-00000						
Other Funds	-	-	-	4,961,815	-	-
103-SORTATION- RANK 0 - 005-00-00-00000						
Other Funds	-	-	-	4,222,000	-	-
104-AGENTS AFFIRMATIVE APPRENTICESHIP PROGRAM- RANK 0 - 001-00-00-00000						
Other Funds	-	-	-	1,000,000	1,000,000	-
TOTAL BUDGET (Policy Packages)						
Other Funds	-	-	-	9,953,991	3,499,945	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
AUTHORIZED POSITIONS	-	-	-	(1)	(1)	-
AUTHORIZED FTE	-	-	-	(1.00)	(1.00)	-
TOTAL BUDGET (Including Packages)						
Other Funds	128,101,562	133,668,473	134,176,446	158,584,568	151,855,824	-
AUTHORIZED POSITIONS	237	239	239	233	233	-
AUTHORIZED FTE	230.18	231.72	231.72	227.63	227.63	-

Summary Cross Reference Number	Cross Reference Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
001-00-00-00000	Distilled Spirits Program						
	Other Funds	17,484,034	18,784,804	18,784,804	27,320,661	21,869,469	-
002-00-00-00000	Public Safety Services Program						
	Other Funds	17,620,518	19,044,781	18,844,781	17,652,404	17,027,683	-
003-00-00-00000	Administration and Support						
	Other Funds	15,732,203	13,924,482	14,632,455	18,240,095	17,587,264	-
005-00-00-00000	Store Operating Expenses						
	Other Funds	77,048,991	81,706,000	81,706,000	95,158,000	95,158,000	-
088-00-00-00000	Capital Improvements						
	Other Funds	215,816	208,406	208,406	213,408	213,408	-
TOTAL AGENCY							
	Other Funds	128,101,562	133,668,473	134,176,446	158,584,568	151,855,824	-

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C0103	AA OFFICE SPECIALIST 1	1	1.00	24.00	2,240.00		53,760			53,760
000	AL	C0104	AA OFFICE SPECIALIST 2	11	9.00	216.00	2,761.45		591,336			591,336
000	AL	C0107	AA ADMINISTRATIVE SPECIALIST 1	16	16.00	384.00	3,042.93		1,168,488			1,168,488
000	AL	C0108	AA ADMINISTRATIVE SPECIALIST 2	6	6.00	144.00	3,367.00		484,848			484,848
000	AL	C0211	AA ACCOUNTING TECHNICIAN 2	5	4.63	111.20	2,811.40		314,893			314,893
000	AL	C0212	AA ACCOUNTING TECHNICIAN 3	1	1.00	24.00	3,032.00		72,768			72,768
000	AL	C0323	AA PUBLIC SERVICE REP 3	1	1.00	24.00	2,371.00		56,904			56,904
000	AL	C0758	AA SUPPLY SPECIALIST 1	1	1.00	24.00	2,554.00		61,296			61,296
000	AL	C0759	AA SUPPLY SPECIALIST 2	1	1.00	24.00	3,837.00		92,088			92,088
000	AL	C0861	AA PROGRAM ANALYST 2	6	6.00	144.00	5,087.33		732,576			732,576
000	AL	C0864	AA PUBLIC AFFAIRS SPECIALIST 1	1	1.00	24.00	4,211.00		101,064			101,064
000	AL	C0865	AA PUBLIC AFFAIRS SPECIALIST 2	1	1.00	24.00	5,874.00		140,976			140,976
000	AL	C0871	AA OPERATIONS & POLICY ANALYST 2	2	2.00	48.00	5,604.00		268,992			268,992
000	AL	C1215	AA ACCOUNTANT 1	3	3.00	72.00	3,839.00		276,408			276,408
000	AL	C1216	AA ACCOUNTANT 2	1	1.00	24.00	3,333.00		79,992			79,992
000	AL	C1217	AA ACCOUNTANT 3	2	2.00	48.00	4,977.00		238,896			238,896
000	AL	C1244	AA FISCAL ANALYST 2	1	1.00	24.00	5,604.00		134,496			134,496
000	AL	C1339	AA TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	5,604.00		134,496			134,496
000	AL	C1483	IA INFO SYSTEMS SPECIALIST 3	3	3.00	72.00	4,069.33		292,992			292,992
000	AL	C1485	IA INFO SYSTEMS SPECIALIST 5	3	3.00	72.00	5,699.66		410,376			410,376
000	AL	C1486	IA INFO SYSTEMS SPECIALIST 6	4	4.00	96.00	5,900.25		566,424			566,424
000	AL	C1487	IA INFO SYSTEMS SPECIALIST 7	2	2.00	48.00	6,490.50		311,544			311,544
000	AL	C1488	IA INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	7,587.00		182,088			182,088
000	AL	C4033	AA FACILITY ENERGY TECHNICIAN 2	2	2.00	48.00	4,020.00		192,960			192,960
000	AL	C4110	AA GROUNDS MAINTENANCE WORKER 2	1	1.00	24.00	3,487.00		83,688			83,688

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C4137	AA LIQUOR DISTRIBUTION WORKER 1	23	20.00	480.00	2,517.30		1,218,840			1,218,840
000	AL	C4138	AA LIQUOR DISTRIBUTION WORKER 2	15	15.00	360.00	3,105.26		1,117,896			1,117,896
000	AL	C4139	AA LIQUOR DISTRIBUTION EQUIP OPER	12	12.00	288.00	2,595.50		747,504			747,504
000	AL	C4409	AA GENERAL MAINTENANCE MECHANIC	1	1.00	24.00	3,571.00		85,704			85,704
000	AL	C5246	AA COMPLIANCE SPECIALIST 1	1	1.00	24.00	4,020.00		96,480			96,480
000	AL	C5247	AA COMPLIANCE SPECIALIST 2	1	1.00	24.00	5,098.00		122,352			122,352
000	AL	C5248	AA COMPLIANCE SPECIALIST 3	8	8.00	192.00	5,609.12		1,076,952			1,076,952
000	AL	C5641	AA FISCAL AUDITOR 1	5	5.00	120.00	4,232.20		507,864			507,864
000	AL	C5723	AA LIQUOR REGULATORY SPECIALIST	57	57.00	1368.00	4,300.12		5,882,568			5,882,568
000	B	Y7500	AE BOARD AND COMMISSION MEMBER		.00	.00	0.00		24,000			24,000
000	MEAHZ	7014	HA PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	11,697.00		280,728			280,728
000	MENNZ	0119	AA EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	3,970.00		95,280			95,280
000	MESNZ	7008	AA PRINCIPAL EXECUTIVE/MANAGER E	5	5.00	120.00	7,332.00		879,840			879,840
000	MESNZ	7010	AA PRINCIPAL EXECUTIVE/MANAGER F	3	3.00	72.00	7,786.66		560,640			560,640
000	MESNZ	7012	AA PRINCIPAL EXECUTIVE/MANAGER G	2	2.00	48.00	9,955.00		477,840			477,840
000	MMC	X1319	AA HUMAN RESOURCE ASSISTANT	1	1.00	24.00	3,781.00		90,744			90,744
000	MMN	X0108	AA ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	3,426.00		82,224			82,224
000	MMN	X0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	6,760.00		162,240			162,240
000	MMN	X1118	AA RESEARCH ANALYST 4	1	1.00	24.00	5,567.00		133,608			133,608
000	MMN	X1322	AA HUMAN RESOURCE ANALYST 3	1	1.00	24.00	5,567.00		133,608			133,608
000	MMS	X7000	AA PRINCIPAL EXECUTIVE/MANAGER A	2	2.00	48.00	3,970.00		190,560			190,560
000	MMS	X7002	AA PRINCIPAL EXECUTIVE/MANAGER B	1	1.00	24.00	4,580.00		109,920			109,920
000	MMS	X7004	AA PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	6,134.00		147,216			147,216
000	MMS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	10	10.00	240.00	6,418.16		1,539,552			1,539,552
000	MMS	X7006	IA PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	8,206.00		196,944			196,944

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMS	X7008	IA PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	9,035.00		216,840			216,840
				233	227.63	5463.20	4,138.55		23,222,293			23,222,293

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				233	227.63	5463.20	4,138.55		23,222,293			23,222,293

10% REDUCTIONS OPTIONS (ORS 291.216)

ACTIVITY OR PROGRAM (WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	DESCRIBE REDUCTION (DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2011-13 AND 2013-15)	AMOUNT AND FUND TYPE (GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	RANK AND JUSTIFICATION (RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
1. Distilled Spirits Program – Bank Card Fee Limitation	Reduce bank card fees by 10% for the purchase of liquor	(OF) \$1,085,000	1. The OLCC does not have the ability to control the use of bank cards by consumers wishing to purchase distilled spirits. A reduction in the amount of limitation needed to pay for bank card fees will require the OLCC to limit the agency outlets authorized to accept bank cards. Only the largest class of stores would be allowed to accept bank cards with the potential of OLCC withdrawing even their authority at the end of the biennium if use is higher than projected. This would create dissatisfaction among consumers and liquor agents by establishing a two-tier system for customer service. In the 2003-05 biennium, bank fees were a non-limited item.
2. Distilled Spirits Program – Retail Services Division	Eliminate 1 Program Analyst 2 FTE in Retail Services and related service & supplies expenditures in Liquor Sales Support	(OF) \$172,000	2. OLCC would be providing less oversight for liquor stores at a time it believes it should be increasing services to agents instead. Reducing staff means fewer contacts with liquor agents and fewer visits to stores across the state. This cut would reduce OLCC support of store agents regarding store operations, applying the retail operations manual, customer service,

10% REDUCTIONS OPTIONS (ORS 291.216)

			<p>inventory control of the state's investment in distilled spirits stock, and liquor law compliance issues. It would affect the timely tracking of damages, claims and inventory adjustments. Would slow down inter-store transfers. Workload would shift to remaining staff, but they would not be able to provide same level of service to each agent. Possible negative impact on agents' viability, store sales and revenue distribution. Negatively impact the ability of the Commission to explore new retailing models and siting of new outlets.</p>
<p>3. Distilled Spirits Program – Distribution Center</p>	<p>Eliminate 6.0 Liquor Dist. Worker FTE, 1 Liquor Distribution Worker 2 FTE and 1 Liquor Equip Operator FTE in the Distribution Center</p>	<p>(OF) \$902,000</p>	<p>3. This staff reduction would eliminate the distribution center's ability to fill liquor store orders for partial cases or special orders. Liquor stores would have to order full cases, or none, of slower-moving products. If stores choose to order full cases, unnecessary state dollars will be invested in higher inventory quantities. If stores do not order the product due to storage or inventory goal restraints, they may lose sales and customers would not find their desired products as dependably. Special orders would have to be dramatically curtailed impacting the ability to meet consumer demand for varieties of products. In either case, state general fund revenue is lost, either by extra inventory investment or lost</p>

10% REDUCTIONS OPTIONS (ORS 291.216)

			sales. Some smaller volume distilled spirits suppliers income would also be affected, as well as agents' compensation which is determined by sales.
4. Public Safety Program -- Alcohol Education	Eliminate .50 Admin Specialist FTE in Alcohol Education	(OF) \$56,000	4. The reduction of 0.50 FTE from the Alcohol Server Education unit will lessen the Commission's ability to monitor and enforce statewide training and testing obligations for 25,000 servers each year. The unit's objectives are to equip servers with the knowledge and procedures to stop sales to minors and visibly intoxicated persons.
5. Public Safety Program -- License Services	Eliminate 3 support FTE, 1 Liquor Regulatory Specialist FTE in License Services	(OF) \$532,000	5. The Commission continues to experience significant increased workloads from businesses wishing to start or renew licenses in the tourism, hospitality, and craft beer, wine, and distilled spirits industries. The licensing function contributes to the economic livelihood of many Oregonians. The loss of 4 FTE will increase the total time to issue liquor licenses substantially from our current performance levels of 72 days (2011 KPM); in the Portland metro area licensing times may increase to between 90 and 120 days. Investigatory and clerical duties currently assigned to these lost FTEs would need to be assumed by other employees, which would add to an already overburdened staff.

10% REDUCTIONS OPTIONS (ORS 291.216)

Administrative Fund – First 5% Total		(OF) <u>\$2,747,000</u>	
6. Public Safety Program – Enforcement and Compliance Services	Reduce 1.0 PEM F, 1.0 PEM D, and 5.0 Liquor Regulatory Specialists from Enforcement staff. Eliminate the Salem office and related expenditures.	(OF) \$1,351,000	6. This reduction seriously lessens OLCC's ability to enforce liquor laws and protect the public safety in a large area of the state. Regulatory Managers and Regulatory Specialists are stationed in field and district offices throughout the state, servicing license applicants and licensee holders directly. This reduction would eliminate 2 Enforcement Management positions, 5 staff positions and close the Salem field office, requiring the Portland and Eugene offices to provide coverage. Enforcement activity in Portland, Salem and Eugene would be reduced to minimal coverage for only the most serious situations. Salem liquor license applications would have to be sent to other offices for processing. In addition, private sector jobs in the hospitality industry would be affected by applicants waiting longer for licenses and licensees receiving less OLCC support in learning how to comply with liquor laws effectively. Public safety and economic sustainability would be affected.
7. Support Services Program – Administrative Policy and Process	Eliminate 1.00 Office Specialist FTE and 1 Compliance Specialist 3 in Administrative Policy and Process.	(OF) \$276,000	7. Reductions in the Division will reduce the effectiveness and efficiency of completing tasks such as scheduling and reporting on advisory committee

10% REDUCTIONS OPTIONS (ORS 291.216)

			meetings, and rulemaking hearings. The formal rule making process would be delayed, significantly bottle-necking the agency's rulemaking efforts. Reductions will significantly delay issuance of charge documents for violations, license refusals and restrictions and agent contract/audit issues. Contested case prosecutions and case resolution by settlement will be delayed significantly. OLCC will lose the deterrent effect of the timely enforcement of laws and businesses will be subject to prolonged uncertainty.
8. Support Services Program - Administration	Eliminate 1.00 Training Specialist FTE in Human Resources	(OF) \$225,000	8. Eliminates all external employee training including workplace harassment, violence awareness/prevention and Executive Orders. Reduces/eliminates the opportunity for career development, succession planning and new employee orientation.
9. Support Services Program – Administrative Services Division	Eliminate Supply Specialist 2 position – 1.0 FTE	(OF) \$208,000	9. Eliminate Supply Specialist 2 position. Shifts property management functions to MCS managers (assigning, controlling, and reporting of property tagged equipment and management, documentation and disposal of surplus property). Also shifts custodial coordination and coordination of off-site copying services to MCS managers. Requires decentralized receiving of goods and services and

10% REDUCTIONS OPTIONS (ORS 291.216)

			basic office supplies ordering and stocking. This cut would affect the maintenance and replacement of aging vehicles for the 13/15 biennium.
10. Support Services Program – Financial Services	Eliminate 1 Liquor Auditor FTE and 1.0 PEM D FTE	(OF) \$398,000	10. Losing financial services staff would increase the state's exposure to liquor agents potentially under-reporting their liquor sales. OLCC currently collects over \$450 million annually in sales revenue which is independently reported by agents. Reducing audit staff would extend the period of time between audits and would require higher-level employees to assume some of the work load of reviewing and reconciling audit activity. Remaining audit staff would have to increase the amount of time spent traveling. Smaller liquor agencies and those in eastern Oregon would be reduced in audit oversight the most. Reducing Management staff would cause the timely reporting and accuracy of financial reporting to be compromised.
11. Support Services Program – Communications Division	Reduce .50 FTE from the Communications Division	(OF) \$34,000	11. Reduces the Receptionist position for the front desk of the Commission. The receptionist is the initial contact for walk-ins and telephone calls. Assists with clerical duties for the Communications Division. Higher level staff would have to assume the duties and security would be compromised at the front entrance.

10% REDUCTIONS OPTIONS (ORS 291.216)

12. Support Services Program – Information Services Division	Reduce 1.50 Info System Specialist 3 FTE in IT and S and S for expendable property and computer replacement.	(OF) \$369,000	12. OLCC business partners, such as licensees, liquor agents, and their customers, rely on OLCC's efficient processes. Compromising OLCC's ability to maintain its computer network infrastructure will affect its business processes. Customer service will be impacted reducing report distribution/preparation, order and inventory processing and inventory accountability. The impact of this proposal will be a reduction in maintenance of network infrastructure hardware and software. Customer service, responsiveness, reliability and support of the state's economic infrastructure are directly and indirectly affected. Any changes that may affect OLCC's ability to order and ship distilled spirits to liquor stores potentially may seriously affect sales and revenue distribution to local and state government.
Administrative Fund – Second 5% Reductions Total		(OF) <u>\$2,861,000</u>	
Administrative Fund – 10% Reductions Total		(OF) <u>\$5,608,000</u>	
1. Capital Improvements Fund – First 5% Reductions Total	Reduce capital improvements by 5%	(OF) \$11,000	1. OLCC is the steward of state-owned offices, 2 warehouses, distilled spirits inventory, and grounds situated on

10% REDUCTIONS OPTIONS (ORS 291.216)

			<p>approximately 25.0 acres in Milwaukie. The 40,000 sq. ft. office building and 230,000 sq. ft. of warehouse space plus property are worth in excess of \$18 million dollars. An adequate capital improvement budget is needed to assure the property will not diminish in value, protect the warehouse inventory, and assure visitors and employees have a safe facility. All businesses supported by OLCC's functions are in turn affected by how well the state safeguards the facility and its activities; these budget reductions compromise the stewardship.</p>
<p>2. Capital Improvements Fund – Second 5% Reductions Total</p>	<p>Reduce capital improvements by 5%</p>	<p>(OF) \$11,000</p>	<p>2. OLCC is the steward of state-owned offices, 2 warehouses, distilled spirits inventory, and grounds situated on approximately 25.0 acres in Milwaukie. The 40,000 sq. ft. office building and 230,000 sq. ft. of warehouse space plus property are worth in excess of \$18 million dollars. An adequate capital improvement budget is needed to assure the property will not diminish in value, protect the warehouse inventory, and assure visitors and employees have a safe facility. All businesses supported by OLCC's functions are in turn affected by how well the state safeguards the facility and its activities; these budget reductions compromise the stewardship.</p>

10% REDUCTIONS OPTIONS (ORS 291.216)

Capital Improvements Fund – 10% Reductions Total		(OF) <u>\$22,000</u>	
1. Store Operating Expenses Fund – First 5% Reductions Total	Reduce compensation to agents for store operating expenses, from a statewide average of 8.88% of their distilled spirits sales to 8.44%.	(OF) \$4,547,000	1. Reducing liquor agents' funding will reduce liquor store service levels to consumers and licensed businesses; will lower liquor sales and reduce profits distributed to local and state government. Citizens will be more frustrated with state government. Agents are asking for more funding, not less. If their compensation drops, most agents will probably need to reduce service levels so they can afford running the liquor agencies. Store agents' might shorten their hours to save labor expenses; reduce store staffing levels generally, creating more opportunity for theft, less service, and more unemployment; and they may defer maintenance, remodels or relocating to better locations. They may have fewer cash registers or computer upgrades. Reduction would reduce service levels to consumers and tourists. OLCC may have fewer and less qualified people to choose from when appointing liquor agents. Economic development, public safety, and stewardship will be negatively affected.
2. Store Operating Expenses Fund – First 5% Reductions Total	Reduce compensation to agents for store operating expenses, from a statewide average of 8.88% of their	(OF) \$4,547,000	2. Reducing liquor agents' funding will reduce liquor store service levels to consumers and licensed businesses;

10% REDUCTIONS OPTIONS (ORS 291.216)

	distilled spirits sales to 7.99 %.		will lower liquor sales and reduce profits distributed to local and state government. Citizens will be more frustrated with state government. Agents are asking for more funding, not less. If their compensation drops, most agents will probably need to reduce service levels so they can afford running the liquor agencies. Store agents' might shorten their hours to save labor expenses; reduce store staffing levels generally, creating more opportunity for theft, less service, and more unemployment; and they may defer maintenance, remodels or relocating to better locations. They may have fewer cash registers or computer upgrades. Reduction would reduce service levels to consumers and tourists. OLCC may have fewer and less qualified people to choose from when appointing liquor agents. Economic development, public safety, and stewardship will be negatively affected.
Store Operating Expenses Fund – 10% Reductions Total		(OF) <u>\$9,094,000</u>	

LIQUOR CONTROL COMMISSION, OREGON

Annual Performance Progress Report (APPR) for Fiscal Year (2011-2012)

Original Submission Date: 2012

Finalize Date: 12/14/2012

2011-2012 KPM #	2011-2012 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.

Agency Mission: To promote the public interest through the responsible sale and service of alcoholic beverages.

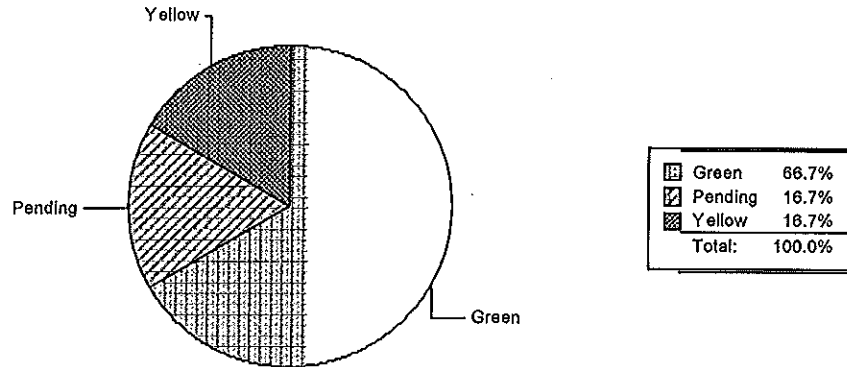
Contact: Bill Schuette, Research Analyst

Contact Phone: 503-872-5023

Alternate: Michael O'Connor, Director of Financial Services

Alternate Phone: 503-872-5163

Performance Summary



Green
= Target to -5%

Yellow
= Target -6% to -15%

Red
= Target > -15%

Exception
Can not calculate status (zero entered for either Actual or

1. SCOPE OF REPORT

Agency programs/services addressed by key performance measures: This report contains key performance measures addressing the three program areas of the agency Public Safety Services Program, Distilled Spirits Program, Support Services Program.

2. THE OREGON CONTEXT

The OLCC envisions itself as a public safety agency that serves as a model for state alcohol regulation programs whose guiding principles are Public Safety, Economic Development, and Stewardship. The OLCC identifies itself as an integral part of a greater alcohol beverage system. Using a systems approach, the OLCC sees itself as meeting the public's need for a livable community and a sustainable, healthy, and responsible marketplace. The alcoholic beverage system in Oregon is managed by the OLCC with two processes. First, the OLCC's Public Safety Services Program seeks to license safe and responsible businesses quickly. Businesses that the OLCC licenses include: bars and restaurants that serve beer, wine, and spirits by the glass; grocery and convenience stores that sell packaged beer and wine; manufacturers (breweries, brew pubs, wineries, distilleries); and importers/distributors that supply beer and wine to licensees. Once in operation, the OLCC monitors liquor law compliance of these businesses, and pursues activities and policies that promote compliance. By focusing on strategies that promote liquor law compliance, the OLCC works to address livability concerns of communities, while facilitating responsible, safe, and sustainable Hospitality, Tourism, and Grocery Industries in Oregon, among others. Second, the OLCC's Distilled Spirits Program seeks to meet current and emerging customer expectations for distilled spirits product selection and availability, price, and retail outlet convenience. Through the work of the Distilled Spirits Program, the OLCC makes a wide selection of distilled spirits products regularly and reliably available at its 248 contract liquor retailer locations, at prices that are the same regardless of where they are purchased in the state. The OLCC contracts with private independent business operators to sell packaged distilled spirits directly to individuals, and to local licensees who then are allowed to sell distilled spirits by the drink at their place of business. Through the processes of both the Public Safety Services Program and the Distilled Spirits Program, the OLCC balances the sometimes competing demands of the agency's stakeholders and customers. By optimizing the alcohol beverage system in Oregon, the OLCC creates a sustainable marketplace, where the concerns and interests of a wide group of individuals and businesses can be accounted for. To insure that the OLCC continues to optimize Oregon's alcohol beverages system, these key measures have been created to monitor the agency's performance.

3. PERFORMANCE SUMMARY

During the 2009 Legislature, the Ways and Means Committee approved a new OLCC KPM Rate of Second Violation. The goal for this measure was not established, but generally the OLCC and the Committee agreed that the agency should strive to improve over previous years until a target can be established. For 2012, the OLCC reports 5 of 6 KPMs are near or met their respective targets. KPM#1, Sales to Minors, reported a pass rate of 81% for the state during 2012 which is slightly above the target of 80%. This was an increase of 4% from the previous fiscal year. KPM#2, Rate of Second Violation reported a rate of 12% of licensees committing a second violation within two years of committing a first violation for the 2012 analysis. This is similar to 2011 which reported a rate of 13%. KPM#2 is a new measure

and does not have a target, however, data collection and measure calculation have now been refined to a consistent methodology. KPM #3, Licensing Time, averaged 67 days during 2012 and met the statewide target of 90 days. KPM#4, Customer Service; Overall customer service receiving a good or excellent rating averaged 82% for 2012 and met the target. Availability of information received a score of 75% and did not meet the target. All other customer service measures (accuracy, expertise, timeliness and helpfulness) exceeded the 80% target expectations. The scores are similar to 2011 with improvement shown in timeliness of information provided. KPM#5, OLCC Rate of Return, achieved a rate of \$2.94 in revenue distributed for public use for every \$1 spent by the agency during 2012. This significantly exceeded the target of \$2.70. The 2012 rate was influenced by a strong recovery in liquor sales and also helped by the \$0.50 per bottle surcharge. KPM#6, Best Practices, achieved a rate of 98 percent of the best practices met by the Board according to a self assessment survey of the commission. This demonstrates that the OLCC continues to operate at the highest levels of governance.

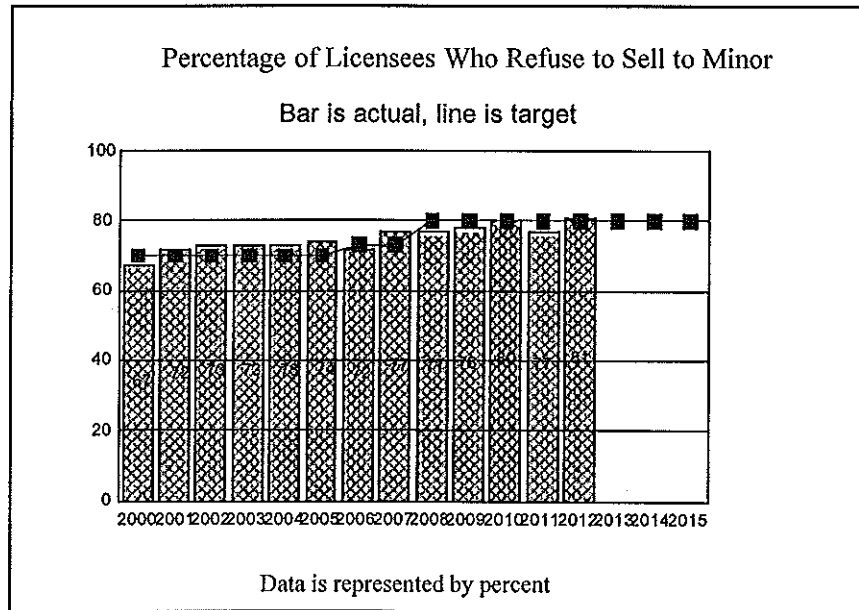
4. CHALLENGES

The major challenges to the effective operation of the OLCC, as reflected by these Key Performance Measures, result from a lack of resource flexibility needed to adjust to changing public safety, statutory, and market conditions. Being adaptive is paramount for the agency to successfully respond to growth in Oregon's population and economy, and the subsequent public safety and public demand needs. Upgrading the agency's information technology systems are critical to shortening the licensing process, tracking enforcement data for second violation measurement and making information available to OLCC customers in a timely manner. Factors affecting the results of the following measures are generally related to the needs of the agency to have flexibility to adapt to its changing environment.

5. RESOURCES AND EFFICIENCY

The OLCC's actual total operational expenditures for Fiscal Year 2012 were \$66 million. The agency views KPM #3 (Licensing Time) and KPM #5 (OLCC Rate of Return) as efficiency measures.

KPM #1	Sales to Minors – Percentage of licensees who refuse to sell to minor decoys.	2002
Goal	PUBLIC SAFETY - Meet potential customer demand for alcoholic beverages and outlets in a socially responsible manner	
Oregon Context	Benchmark #50a - 8th Grade Alcohol Abuse (Formally BM#49 - Teen Substance Abuse) and Governors Guiding Principle of Public Safety	
Data Source	OLCC enforcement records, minor decoy database	
Owner	OLCC Public Safety Services Program Enforcement Division, Rudy Williams Director. 503.872.5017	



1. OUR STRATEGY

The OLCC has three principle strategies for achieving the goal of Public Safety relating to this measure. The first strategy is to assure the OLCC has adequate resources dedicated to public safety initiatives. The second is to develop and execute policies that assure outlets comply with state liquor laws. The third strategy is to strengthen partnerships with other stakeholders that share the agency’s public safety objectives.

2. ABOUT THE TARGETS

The targets for this measure are based on historical averages of licensees refusing to sell alcoholic beverages to minor decoys. This target is viewed as a threshold; a level of compliance the OLCC strives to exceed. The OLCC, in the past, has regularly exceeded the target level for this measure. Given this fact, the OLCC proactively increased the target level from 70 percent to 73 percent for the 2006 reporting period. The state legislature raised the target again during the 2007 session to 80 percent

3. HOW WE ARE DOING

The FY 2012 result shows an 81 percent compliance rate of "no sales" to minors and exceeds the legislative target. The compliance rate increased by 4 percent from FY 2011 which had a 77 percent compliance rate. The result continues to demonstrate improvement in the agency's performance and maintains a trend of improvement in historical compliance rates.

4. HOW WE COMPARE

Other liquor law enforcement agencies around the United States also conduct minor decoy operations. However, many of these states (e.g. California) will often publicize the decoy operations ahead of time, which may temporarily and artificially inflate those respective compliance rates. In these cases, comparisons to the Oregon compliance rate are misleading. Some states (e.g. Maine and Louisiana) claim to track sales to minor statistics, but either combine that information with other compliance check activities prior to publishing, or do not readily publish the information. The OLCC statistics only reflect the minor decoy operations executed by agency inspectors or minor decoy operations where OLCC participates with local law enforcement. In both cases, the results of these operations are compiled for this KPM.

The state of Washington, in their FY 2011 annual report, cited a 77 percent compliance rate for sales to on and off premises establishments.

5. FACTORS AFFECTING RESULTS

A key factor driving these results is frequency of operations. The "perception of detection" is a significant motivator to comply with liquor laws for licensees and their staff. When the number of operations decreases, a licensee may not perceive the risk of detection as likely and choose to make decisions that do not comply with the public safety laws, such as selling alcoholic beverages to minors.

Another factor affecting results is the random sampling effect of minor decoy operations. With the exception of targeted premises that have committed a prior offense, the majority of operations are performed on a different group of licensee each year. This can result in some variation from year to year as a result of the sampling effect. The compliance rate in FY 2010 was 80 percent but dropped to 77 percent in FY 2011 despite conducting a similar number of operations. The

compliance rate has increased to 81 percent for FY 2012 resulting from a similar number of total operations as conducted in each of the previous two years.

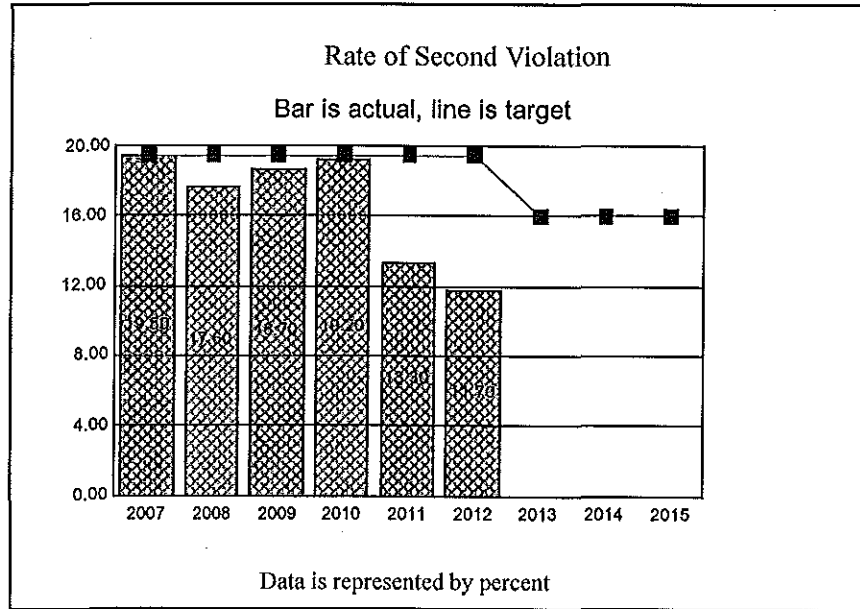
6. WHAT NEEDS TO BE DONE

The OLCC has leveraged its experience in conducting minor decoy operations by consulting with and training local law enforcement agencies to effectively conduct their own operations. The creation of these synergistic partnerships bring together the OLCC's knowledge base with the personnel resources of other law enforcement agencies so more operations can be conducted around the state. It should also be noted that an "inspection gap" continues to form as the number of licensed businesses is growing with respect to the number of OLCC inspection/enforcement personnel. This gap results in a general decrease in the number of minor decoy operations conducted only by the OLCC and the need for local law enforcement partnerships.

7. ABOUT THE DATA

This measure is calculated from the compiled results of minor decoy operations conducted during the fiscal year in each of the four OLCC inspection regions; 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. OLCC inspectors conducted 1,718 operations in FY 2012 which constituted about 15% of all licensed premises during the year.

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.	2008
Goal	PUBLIC SAFETY - Meet potential customer demand for alcoholic beverages and outlets in a socially responsible manner.	
Oregon Context	Governor’s Guiding Principle of Public Safety. OLCC Mission Statement.	
Data Source	OLCC Enforcement and Administrative Process and Procedure Records.	
Owner	Public Safety Services Program (PSSP), Rudy Williams – OLCC Regulatory Director, 503.872.5017	



1. OUR STRATEGY

Innovations and Enhancements to Education, License Processing, Enforcement, and Adjudication Functions.

2. ABOUT THE TARGETS

Targets are not available at this time. The OLCC will seek to better the KPM result in each subsequent year until enough data can be collect to establish a reasonable target.

3. HOW WE ARE DOING

The FY 2012 second violation rate is 11.7 percent which is a slight drop from the previous year. The FY 2011 second violation rate was 13.3 percent. Although this is an improvement we also want to caution that the number of licensed premises cited with one or more violations has dropped from 565 in FY 2010 to 435 in FY 2012. We believe that the prolonged recession continues to impact all businesses with liquor licenses. Although we believe the drop in the number of cited premises is related to OLCC's enforcement efforts we also acknowledge that the drop could also be impacted by premises that are no longer operating. The historical data indicates a second violation rate of between 17 and 19 percent. During FY 2012 there were 435 licensed premises with serious violations. This represents about 4 percent of the total licensed premises for the year. The number of premises with second violations from FY 2010 is 32 or about 0.6 percent of the total number of premises licensed in the Oregon. Of the premises with repeat violations, about half of the repeat offenses occur in the first year and half in the second year.

4. HOW WE COMPARE

We have found no other agencies or states with a similar measure.

5. FACTORS AFFECTING RESULTS

During FY 2012, 63 percent of the violations issued by inspectors were for sales to minors (Failure to Verify Age). As the compliance rate for sales to minor increases the rate of second violation will likely decrease. We also believe that the recession and its aftermath have forced many repeat violators out of business.

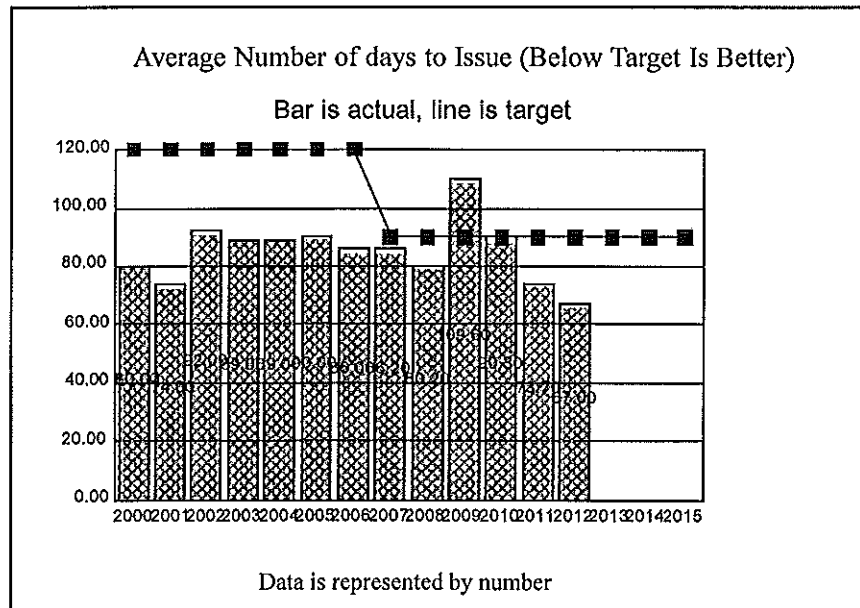
6. WHAT NEEDS TO BE DONE

OLCC will continue to look at this measure and how the information is generated to determine if significant changes are needed for future years. OLCC continues to implement new strategies of regulating and educating licensees. This includes implementation of the first call program, public service announcements and a poster campaign warning of the dangers of furnishing alcohol to minors. These proactive education efforts combined with targeted enforcement operations such as minor decoy compliance checks will improve licensees' compliance with liquor laws.

7. ABOUT THE DATA

Key Performance Measure #2; Rate of Second Violation was crafted in 2007 as a new public safety measure for OLCC. The measure is calculated dividing the number of premises that have committed their first serious liquor law violation (category 1, 2, or 3) in a given year, by the number of those premises that go on to commit another separate serious liquor law violation within the two years following the year of their first. Historically this calculation has been done manually looking for premises matches across thousands of violation records. Recently, OLCC has been able to employ both statistical and database tools to refine the data and allow for electronic matches of licensed premises that violate liquor laws across multiple years. This has resulted in a much more consistent calculation of this measure and objective. The measure results for all years have been recalculated using this new methodology and are presented below.

KPM #3	Licensing Time – Average days from application receipt to license issuance.	2005
Goal	ECONOMIC DEVELOPMENT To enable Oregon businesses to begin and continue to operate safely and responsibly as soon as possible, supporting Oregon's Hospitality and Tourism Industries.	
Oregon Context	Oregon Benchmark #1(Employment in Rural Oregon), #2 (Trade Outside Oregon), #3 (New Employers), #4 (Net Job Growth) Oregon benchmarks relating to Growth of Oregon's Economy and Job Growth. Governors Guiding Principles of Business and Job Growth.	
Data Source	OLCC license applications processing records. Internally developed system report: License Process Period Analysis-Number of Days to Issue a License.	
Owner	OLCC Public Safety Services Program - Farshad Allahdadi – License Services Director 503.872.5224	



1. OUR STRATEGY

The OLCC's strategy for meeting this goal is to streamline, simplify, and automate the liquor licensing process. In pursuing this strategy, the OLCC hopes to achieve many positive outcomes, including the reduction in the number of days to issue a license.

2. ABOUT THE TARGETS

Targets are based on historical averages and expected workloads. Previous reports have indicated the target for this measure as a range; this is due to a number of external factors that influence the time to issue a license (e.g. local government review or receipt of license fees). The 2007 Legislature asked the agency to change the target to a fixed level, and to set that level to 90-days beginning in FY 2008. The agency strives to issue liquor licenses to responsible and safe businesses faster than the measures target, i.e. it is desirable to report actual levels that are below the target.

3. HOW WE ARE DOING

Both the ability for the OLCC to add temporary staff during the year and licensing process improvements have enabled the agency to reduce the average licensing time statewide to 67 days for FY 2012. This is below the legislatively set target and represents a slight improvement over FY 2011 which averaged 74 days.

4. HOW WE COMPARE

It is difficult to make direct comparisons due to the investigative and legal review aspects of the Oregon licensing process that do not translate to other licensing bodies.

5. FACTORS AFFECTING RESULTS

There are many factors affecting the number of days it takes to issue a liquor license; some internal and some external. Internal factors continue to be identified and streamlined through process improvements and technological solutions (automations). External factors are difficult to control. The primary external factor affecting how quickly a liquor license can be issued is the license application review by the local governing body (city or county). Statute gives local government up to 75 days (45 days plus and additional 30 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. Lengthy application review by local governments usually occurs in the larger metropolitan areas, such as Portland. These areas also have higher numbers of license applications, in absolute terms, which influence the overall statewide average licensing times. Additionally, the timeliness of the applicant in providing materials necessary to the application investigation can impact overall processing time. Applicants not prepared for or committed to the process may have longer processing times. A good

illustration of how factors outside of agency control may impact the total time to issue a license can be found in looking at the licensing work of the Portland field office. For licenses issued by the Portland office (a subset of the KPM) between January 1, 2011 and June 30, 2011, the average time to issue a license was approximately 90.7 days. However, during the same period staff processing time totaled to an average of only 32.9 days; only 36% of the total time to issue a license. The remaining 64% of the time is driven by external factors described above, and are outside the control of the agency.

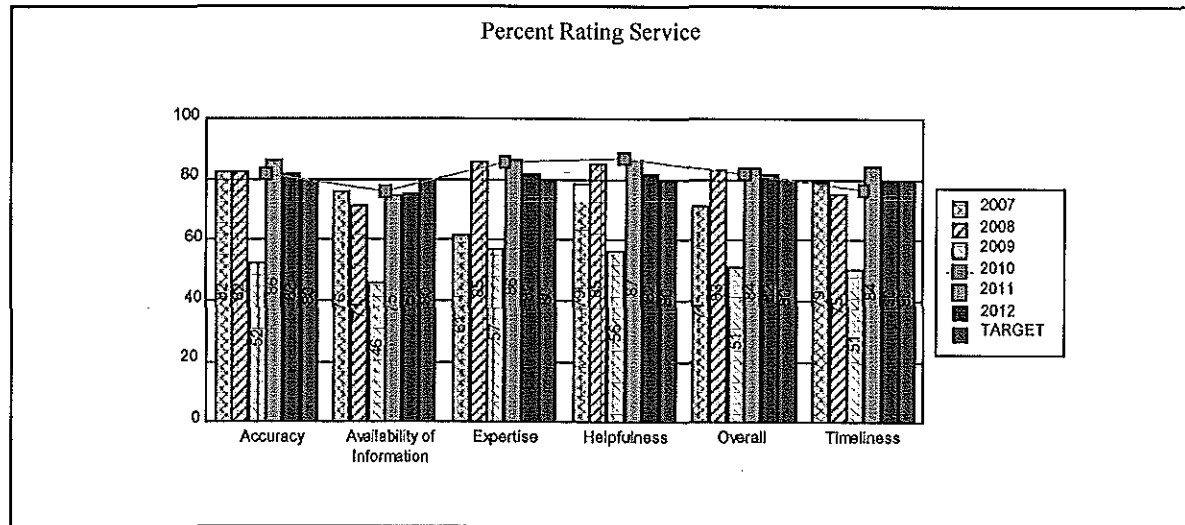
6. WHAT NEEDS TO BE DONE

The 2012 results of this measure indicate that the OLCC is improving but should continue with its effective strategy for exceeding this target. Significant, but unsustainable, improvements to the total licensing time were accomplished by adding additional personnel to the license investigation staff around the state. Those temporary resources are not anticipated to be available during the 2013-15 biennium, and the agency expects the statewide average licensing time to grow beyond the 2012 result. The OLCC is pursuing long-term solutions to its business needs that include regulatory innovations, such as risk-based decision making methodologies, the implementation of streamlining measures, and the development of a custom enterprise licensing system that will automate many manual processes as well as growing the agency's online service capacity. With these enhancements and innovations the OLCC can continue to meet the targets of this measure.

7. ABOUT THE DATA

The data supporting this measure is compiled by the OLCC licensing unit and reported through the agency's master file system.

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.	2006
Goal	STEWARDSHIP The OLCC will sustain high-level customer service. It will continue to improve its customer service levels by finding more efficiencies, improving time frames for delivering services, and by making information accessible to customers and the public.	
Oregon Context	Governors Guiding Principle of facilitating the growth of business and jobs by strategically investing in human capital and infrastructure.	
Data Source	Annual OLCC Customer Service Survey conducted via SurveyMonkey.com. and paper survey cards for visitors to the OLCC main office. Links to online survey were sent to 4 stakeholder groups by email including employees, stakeholders, liquor store agents, and Server Education providers. In addition, a link for licensees to take the survey was posted in the license section of the OLCC website and an invitation for public to take the survey was posted on the OLCC social media sites. Paper surveys were made available at the reception desk for licensees and the public that came into the agency in person during an 6 week period from July 27, 2012 to September 7, 2012. Results are available by stakeholder group, but are consolidated here.	
Owner	OLCC Management and Consulting Services Division, Bill Schuette Research Analyst, 503.872.5023	



1. OUR STRATEGY

There are two principle strategies directing the OLCC's activities toward this goal. First, the OLCC has a strategy of strengthening partnerships with stakeholders (public safety, community, business, government, general public). The second strategy is to provide responsible stewardship to the states assets. Feedback from stakeholders through a customer service survey is an essential tool for the OLCC to evaluate its performance in following these strategies.

2. ABOUT THE TARGETS

The 2007 Legislature asked the agency to set the target to 80% for each category beginning in 2008.

3. HOW WE ARE DOING

The OLCC met or exceeded the 80% target in overall service, expertise, accuracy, helpfulness and timeliness. We did not meet the target for availability of information indicating that the agency needs to improve in this. The agency continues to make efforts to increase information availability through Gov Alerts and posting updates on the agency website.

The total survey response was up slightly from last year with 420 total respondents compared to 411 last year. We had more responses from the general public with our efforts to reach them through social media but fewer responses from licensees. The overall rating the agency was 82% rated a good or excellent compared to 84% in 2011.

4. HOW WE COMPARE

The Commission is unaware of any other state entities that regulate alcohol licensing and sales that conduct similar surveys.

5. FACTORS AFFECTING RESULTS

There were 420 respondents from the five survey groups that answered every question. There was not a significant difference in overall results between weighted and non-weighted averages. Significant media coverage of agency issues through the year may have affected results from stakeholders and the general public.

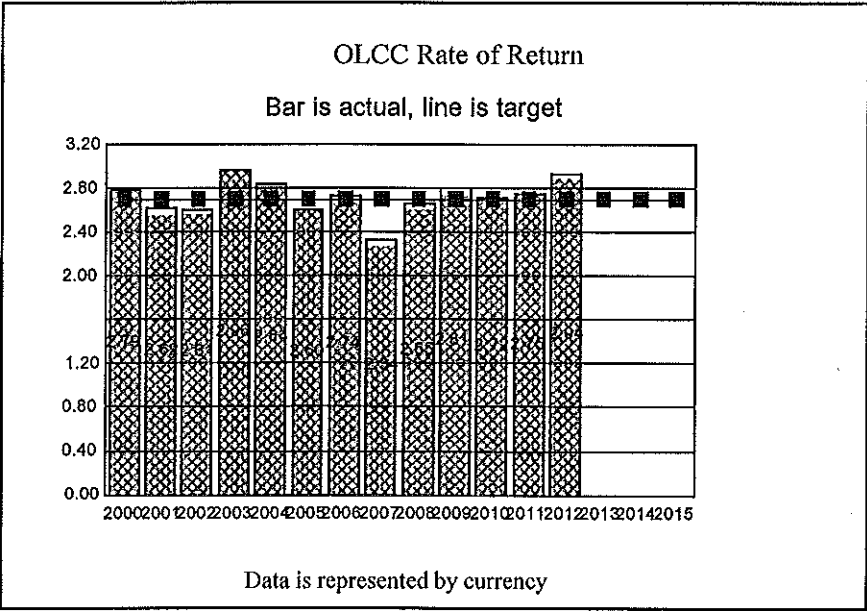
6. WHAT NEEDS TO BE DONE

The agency strives to provide the highest levels of customer service, balancing the needs of all its stakeholders. We will continue to seek policy and process enhancements that will result in the agency meeting, and exceeding, its customer service goals such as improving our average licensing time and increasing customer convenience by implementing the pilot programs for selling beer and wine in liquor stores.

7. ABOUT THE DATA

After the close of the Oregon fiscal year, surveys were collected from identified stakeholders that have had dealings with the OLCC during the previous 12 months. The agency maintains email lists for key stakeholders (e.g. distilleries, neighborhood associations, law enforcement and manufacturers), liquor store agents, and server education providers. These groups were emailed during the survey period with a link to SurveyMonkey.com where they could provide a response. Licensee data was gathered by making printed surveys available at license renewal desks but also by posting a link in the license section of the OLCC website. Licensees could fill out the surveys at the OLCC office or were given a web link where they could take the survey online. This year we also added a QR Code option that would allow potential survey participants visiting the office to scan a card with their smart phones and take the survey online. Public responses were gathered by posting an invitation on OLCC's social media sites (Facebook and Twitter) with a link to take the survey. The OLCC continues to explore cost effective ways of reaching out to all stakeholder groups for feedback.

KPM #5	OLCC Rate of Return – Net OLCC distribution divided by actual expenses.	2007
Goal	STEWARDSHIP The OLCC follows a socially responsible business model, and provide responsible stewardship of its assets, managing risks and protecting revenue flows.	
Oregon Context	Governors Principle of Government Efficiency and Accountability.	
Data Source	OLCC Consolidated Annual Financial Statements (Oregon FY)	
Owner	OLCC Support Services Program Financial Services Division, Michael OConnor Director, 503.872.5163	



1. OUR STRATEGY

Provide a stable rate of return that reflects effective, responsible, and balanced operations.

2. ABOUT THE TARGETS

The 2007 Legislature asked the agency to set the target for this new measure at \$2.70. The target reflects the agency's mission of balancing public safety objectives with those of making distilled spirits safely available to consumers and licensees. The OLCC seeks to hit this target as closely as possible; given posting rates of return significantly over or under the target may indicate a system out of balance.

3. HOW WE ARE DOING

The OLCC rate of return rose from \$2.75 in FY 2011 to \$2.94 during FY 2012. This rise is strongly related to an increase in sales and the continuation of a special \$0.50 per bottle surcharge implemented during the recession.

During FY 2011 the surcharge generated \$13.7 million in additional revenue. Without the surcharge the ratio would have fallen from \$2.75 to \$2.54 indicating that the surcharge was essential to meeting the target. \$14.3 million in distributable revenue was generated during FY 2012 from the 50 cent surcharge. Without the surcharge the ratio would have been \$2.72 in distributable revenue per \$1 of expenses. During this period of time OLCC has seen a strengthening of sales and reduction of budget expenditures which is projected to increase the rate of return during fiscal 2013 even more.

These factors combined to result in a rate of return very close to the target of \$2.70 for fiscal 2012 exclusive of the surcharge. As noted above, the OLCC does not believe regularly or greatly exceeding the target is a sustainable condition for a well balanced and effective organization.

4. HOW WE COMPARE

Direct comparisons to other Oregon state agencies are difficult to find as the nature of the OLCC's mission is unique. There are very few profit generating agencies in state government, and none that exactly share the OLCC's objective of balancing public safety with revenue generation. Comparisons with private enterprises are also difficult; being most businesses are concerned with strict profit maximization, without performing any self-regulating functions that temper profit.

5. FACTORS AFFECTING RESULTS

There are many factors that affect the agency's rate of return. Gross revenue from liquor sales increased 6.2 percent during FY 2012 as compared to FY 2011. The number of bottles sold increased 4.8 percent from last fiscal year which generated additional surcharge revenue. Agency expenditures (minus Agents Compensation) during FY 2012 decreased 2.7% from FY 2011 as a result of budget limitations. However, other factors affecting the result are: changes in consumer preferences, resource capacity of the agency's Distilled Spirits Program, moderating agency policies, budget limitations, etc.

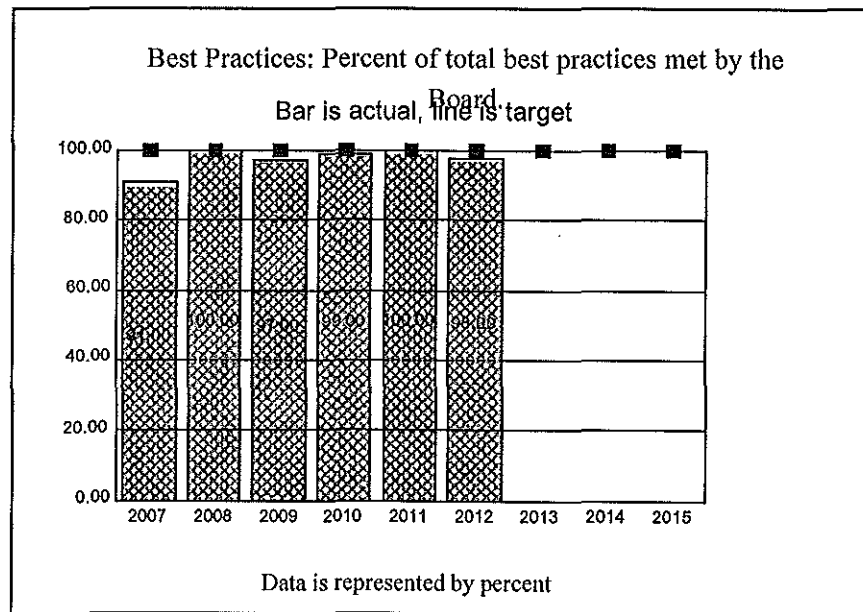
6. WHAT NEEDS TO BE DONE

The agency continues to review the underlying factors driving the rate of return, and implement adaptive strategies to optimally manage Oregon's control systems. OLCC continues to anticipate investments needed to maintain the system and will propose changes to the budget to meet the demands of the consumer.

7. ABOUT THE DATA

The data supporting this measure is found in the agency's consolidated annual financial report. The distributable revenue (or numerator) consists of liquor profits (89 percent) privilege tax collected from beer and wine (9 percent) and licensing fees (2 percent). The agency expenditures (or denominator) consists of agent compensation (62 percent) and actual agency expenditures (38 percent). The surcharge added an additional \$14.3 million in distributable revenue or about 7 percent of the total.

KPM #6	Best Practices: Percent of total best practices met by the Board.	2007
Goal	STEWARDSHIP The OLCC will provide responsible stewardship of its assets, managing risks and protecting revenue flows. The OLCC will sustain high-level customer service. It will continue to seek to improve its customer service levels by finding more efficiency, improving time frames for delivering services, and by making information accessible to customers and the public.	
Oregon Context	The 2007 Legislature asked the agency to set the target for this measure to 100%. It is the expectation of the Legislature that the commissioners who head this agency operate with the highest levels of governance, as described by DAS best practices standards.	
Data Source	The 15 question commission governance self-assessment survey was distributed to the 5 OLCC Commissioners via an online survey (surveymonkey.com). The commissioners were asked to respond to the yes/no questions, and had an opportunity to provide comment or explanation for each response. The 5 self-assessment results were downloaded and compiled using MS Excel.	
Owner	OLCC Management Consulting Services Division, Bill Schuette, Research Analyst, 503.872.5023	



1. OUR STRATEGY

Perform the annual self-assessment and evaluate the OLCC's performance against the defined best practices for Boards and Commissions. Seek and maintain internal policies and procedures that promote the highest standards at the OLCC.

2. ABOUT THE TARGETS

The 2007 Legislature asked the agency to set the target for this measure to 100%. It is the expectation of the Legislature that the Commissioners who head this agency operate with the highest levels of governance, as described by DAS best practices standards.

3. HOW WE ARE DOING

This is the fifth year the self-assessment has been taken by the agency's Commissioners. Three Commissioners responded to the FY 2012 request to complete this self-assessment and all three Commissioners answered every question. There was significant turnover in the Commission during the survey period including a resignation of one member, appointment of a replacement and selection of a new Chair. There was 98 percent agreement among the Commissioners that OLCC best practices were being met. The assessment indicated that the Commission's governance practices were below the target of 100 percent.

4. HOW WE COMPARE

Direct comparisons to other Oregon state agencies are difficult to find as the nature of the OLCC's mission is unique.

5. FACTORS AFFECTING RESULTS

Response rates will impact the average. In the case of FY 2012 only three of the five Commissioners responded to the survey. Some Commissioners may have felt they did not have enough experience at the time of the survey to complete it.

6. WHAT NEEDS TO BE DONE

The agency expects to bring itself into alignment with the specifically stated standards. The agency will also work to effectively demonstrate to the new and continuing Commissioners the examples of how these standards are being met or exceeded. Agency management also works to educate new Commissioners on governance and processes so that they are current on their responsibilities and agency goals.

7. ABOUT THE DATA

Data was collected from Commissioners by providing them the self-assessment form online. Fifteen questions were asked that target toward the following five best practice areas; executive leadership, strategic management, policy activities and development, financial and audit information and management practices. Answers were categorized by yes (agreement) or no (disagreement). This data was compiled by the research analyst, and reported here, for FY 2012.

LIQUOR CONTROL COMMISSION, OREGON

III. USING PERFORMANCE DATA

Agency Mission: To promote the public interest through the responsible sale and service of alcoholic beverages.

Contact: Bill Schuette, Research Analyst

Contact Phone: 503-872-5023

Alternate: Michael O'Connor, Director of Financial Services

Alternate Phone: 503-872-5163

The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY

- * **Staff :** Executive and technical staff are involved in the creation of performance measures. Technical staff is responsible for collecting and reporting performance measure data.
- * **Elected Officials:** The Oregon Legislature directed the agency to set various targets for the above measures.
- * **Stakeholders:** The OLCC strives to maintain strong relationships with its stakeholders; implicitly and explicitly incorporates stakeholder concerns into agency business.
- * **Citizens:** The OLCC strives to maintain strong relationships with its stakeholders; implicitly and explicitly incorporates stakeholder concerns into agency business. The OLCC publishes its KPMs on the agency website for public access.

2 MANAGING FOR RESULTS

The OLCC continues to improve the definition, collection, and retention methods of performance data at all levels within the agency. High-level performance measures, and specific management measures, are used as feedback tools helping the agency evaluate its heading and speed as it works towards its strategic objectives. The agency's strategic plan was developed and organized by delineating work unit level goals, activities, and outputs that roll up to higher, more general, agency strategic outcomes. Within this structure, the agency's systemic nature is made evident, and each interrelated unit within our system can see where it fits, and how it contributes to moving the OLCC towards its strategic objectives. The OLCC has initiated streamlining and automation projects that will improve organizational awareness and provide tools to improve performance and customer service, allowing the agency to be much more flexible and adaptive to the demands of Oregonians.

3 STAFF TRAINING

OLCC's Performance Measure Coordinator participates in the roundtable meetings and regional government accountability/measurement conferences. OLCC technical staff has defined and incorporated the notion of high level performance measurements into the agency's strategic planning as an effective feedback mechanism.

4 COMMUNICATING RESULTS

- * **Staff :** The OLCC communicates KPM results through the posting of the APPR on the agency's website.

* **Elected Officials:** The OLCC communicates KPM results through the posting of the APPR on the agency's website and by including the annual report in the agency's budget documents, which are reviewed by LFO and the Legislative Ways and Means Committee.

* **Stakeholders:** The OLCC communicates KPM results through the posting of the APPR on the agency's website.

* **Citizens:** The OLCC communicates KPM results through the posting of the APPR on the agency's website.

BUDGET NARRATIVE

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BUDGET NARRATIVE

REVENUES

BUDGET NARRATIVE

REVENUE

OLCC 2013-15 Governor's Balanced Budget

OTHER FUNDS

All revenue received by the Oregon Liquor Control Commission (OLCC) is classified as "other funds."

SOURCES

The Oregon Liquor Control Commission receives revenues from liquor sales, license fees and fines, server education fees, taxes on malt beverages and wines (Privilege Tax), and miscellaneous income.

MATCHING RATES

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

GENERAL LIMITATIONS ON USE

ORS 471.805 directs the Oregon Liquor Control Commission to do the following:

"Except as otherwise provided in ORS 471.810(2), all money collected by the Oregon Liquor Control 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 Control 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 Control 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 Control Commission Account in the General Fund for such purposes."

BUDGET NARRATIVE

ORS 471.810 states:

"At the end of each month, the Oregon Liquor Control Commission shall certify the amount of moneys available for distribution in the Oregon Liquor Control 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 the State Treasurer to pay the amounts due, upon warrants drawn by the Oregon Department of Administrative Services, as follows..."

This distribution is to the General Fund, 56 percent; Cities, 20 percent; Counties, 10 percent; City Revenue Sharing, 14 percent; and 50 percent of privilege tax revenue to Mental Health.

SB 939

For the 2011-13 biennium, the OLCC continued a 50-cents per bottle surcharge, scheduled to expire June 30, 2013. The surcharge was expected to raise an additional \$ 29,000,000 of revenue for distribution to the state General Fund. The 2011 Legislature passed **SB 939** that directed:

"SECTION 37. For the biennium beginning July 1, 2011, notwithstanding ORS 471.810, amounts to be distributed from the Oregon Liquor Control Commission Account that are attributable to a per bottle surcharge imposed by the Oregon Liquor Control Commission on June 3, 2009, and extended on May 27, 2011, shall be credited to the General Fund.

The Commission expects the Commissioners to continue the surcharge for the 2013-15 biennium. The Commission has included \$32.4 million of surcharge revenue in the gross liquor estimate for the 2013-15 Governor's Balanced Budget. The gross revenue projection assumed approval of Policy Option Package 103 "*Sortation*". Without approval of the package OLCC estimated that the surcharge collected would be \$31.0 million. OLCC assumes that the Legislature will direct all surcharge proceeds to be distributed to the General Fund in 2013-15 biennium. The Governor's Balanced Budget did not approve expending funds for the implementation of "*sortation*", but did include all revenue projections.

BUDGET NARRATIVE

BASIS FOR THE 2013-15 FORECASTS

Liquor sales ORBITS 0710

The OLCC forecasts liquor 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 liquor based on historical data. The OLCC then evaluates the range of possible revenue outcomes given the current operating environment.

In recent years, national and Oregon distilled spirits sales have developed new trends. Population growth and market share are the main drivers, rather than per capita alcohol consumption increases. Manufacturers' liquor prices continue to increase modestly. Distilled spirits customers' preference for premium brands are expected to show improvement after a recession driven shift to less expensive items. Cultural factors continue to include spirits attracting an emerging generation of distilled spirits drinkers. Younger people's desire to distinguish themselves from parents; distillers' increased national marketing and advertising; and distillers offering many new spirits choices contribute to the sales trend. The distilled spirits industry had shown a year-over-year average growth rate of better than seven percent from fiscal year 2000 until fiscal year 2008. During the recession the OLCC saw the growth rate flatten to an average annual growth rate of 2.90 percent for the 2009-11 period. For 2013-15 the Governor's Balanced Budget is projecting an annual growth rate of 5.80%.

Based on the expected changes in the retail marketplace and the assumed continuation of the 50-cents per bottle surcharge, the OLCC Governor's Balanced Budget forecasts 2013-15 liquor sales gross revenue at \$1,024,048,000 and an additional \$ \$47,548,000 liquor sales in package #103. This forecast includes \$30,997,710 million generated by the surcharge and an additional \$1,436,290 million in surcharge generated by package #103.

Privilege Taxes ORBITS 0185

Income from taxes on malt beverages (\$2.60 per 31-gallon barrel) and wines (67 cents per gallon on table wines and 77 cents per gallon on dessert wines) is forecast to be \$36,284,000 for the 2013-15 biennium. This compares to a revised 2011-13 estimate of \$34,139,000.

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

BUDGET NARRATIVE

Other Business License and Fees ORBITS 0205

The OLCC continues to see an increased demand for licenses as the hospitality industry continues to grow and the economy recovers. The OLCC Governor's Balanced Budget forecasted revenues to be \$9,429,000 from license fees and permits in the 2013-15 biennium.

Fines ORBITS 0505

The OLCC forecasts revenues from fines to remain constant at \$1,042,000 in 2013-15. The continued demand and issuance of licenses results in a corresponding continuation in violations revenue. In 1995 a shift in OLCC emphasis, from education to enforcement, combined with an increase in the fines schedule in prior biennia, has continued to influence the collection of fines revenues.

Miscellaneous Income VARIOUS

Miscellaneous income is from a variety of service charges. This income is expected to increase slightly in 2013-15 due to the continued expansion of OLCC business operations.

Other Sales, ORBITS 0705, is from handling fees of government sales and miscellaneous fees. The OLCC forecasts a slight increase from \$575,000 in 2011-13 to \$650,000 in 2013-15.

Other Revenues, ORBITS 0975, is primarily from the sale of fixed assets. The OLCC again forecasts \$25,000 in 2013-15.

Charges for Services, ORBITS 0410, is fees for replacing lost liquor licenses, copier fees, and other similar charges. The OLCC forecasts \$6,000 in 2013-15.

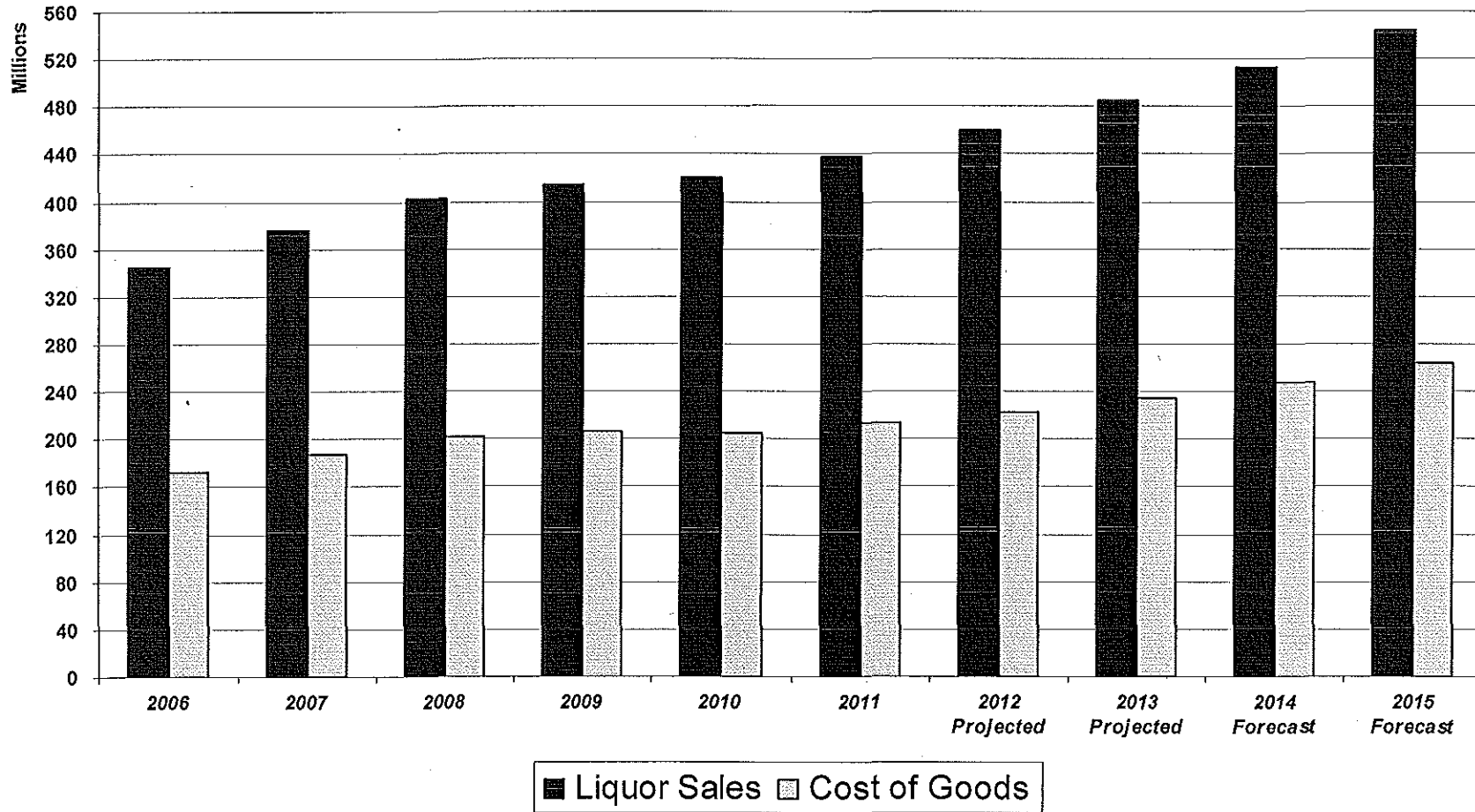
Fee Schedules

The effective mark-up on distilled spirits is 106 percent, and liquor prices are set by the OLCC (ORS 471.745). The tax rates on malt beverages and wines are set by law (ORS 473.030). The tax rate is \$2.60 per 31-gallon barrel of malt beverages; 67 cents per gallon of wine 14 percent alcohol by volume and under, and 77 cents per gallon of wine over 14 percent alcohol by volume. License fees are set by law (ORS 471.290, ORS 472.117, and ORS 472.150). The fees vary by the type of license, and range from \$10 to \$500 for periods of one to five years depending on the type of license.

BUDGET NARRATIVE

GRAPH A

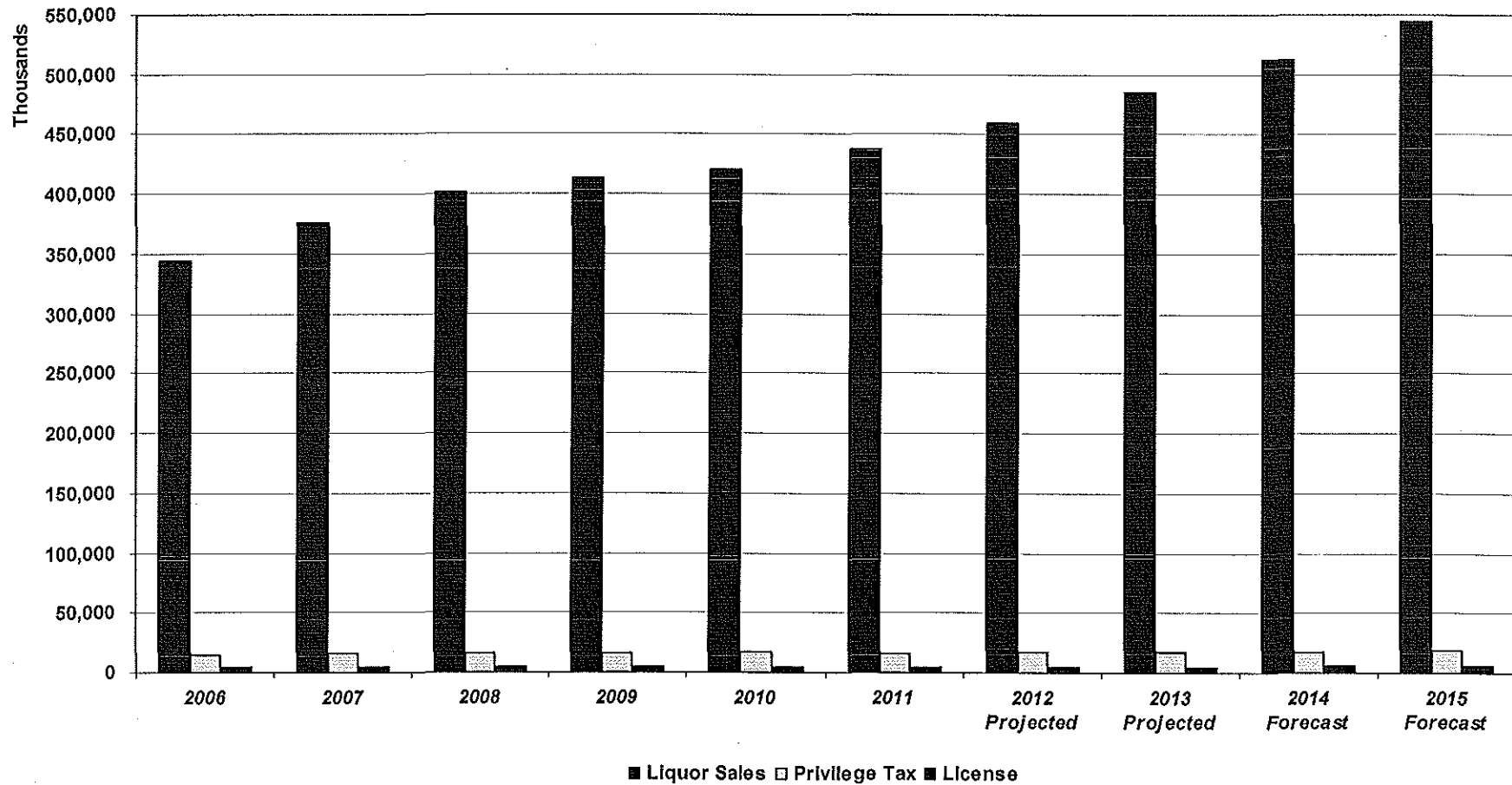
Liquor Sales/Cost of Sales
(includes surcharge and Policy Option Packages)



BUDGET NARRATIVE

GRAPH B

OLCC Revenue
(includes surcharge and Policy Option Packages)



BUDGET NARRATIVE

SCHEDULE 1

Distilled Spirits Case Sales

Fiscal Year Ended <u>June 30</u>	Cases Sold	Increase (Decrease)	Per Cent Increase (Decrease)
2002	1,812,009	48,850	2.77%
2003	1,889,240	77,231	4.26%
2004	2,014,098	124,858	6.61%
2005	2,108,035	93,937	4.66%
2006	2,295,797	187,762	8.91%
2007	2,431,531	135,734	5.91%
2008	2,551,732	120,201	4.94%
2009	2,572,865	21,133	0.83%
2010	2,573,935	1,070	0.04%
2011	2,676,106	102,171	3.97%
2012 <i>Projected</i>	2,793,440	117,334	4.38%
2013 <i>Projected</i>	2,900,320	106,880	3.83%

2013-15 Governor's Balanced Budget

2014 <i>Forecast</i>	3,010,280	109,960	3.79%
2015 <i>Forecast</i>	3,131,930	121,650	4.04%

BUDGET NARRATIVE

SCHEDULE 2

Classification of Liquor Sales by type of Purchaser for the 20 Fiscal Years ended June 30, 2011 and estimated through 2015

Fiscal Year Ended June 30	Liquor Sales to Licensees		Liquor Sales to Individuals		Total
	Amount	% to Total	Amount	% to Total	
1996	47,428,823	25.77%	136,584,969	74.23%	184,013,792
1997	49,096,647	25.79%	141,294,523	74.21%	190,391,170
1998	51,883,950	25.89%	148,513,646	74.11%	200,397,596
1999	55,678,833	26.38%	155,416,843	73.62%	211,095,676
2000	61,829,454	27.08%	166,456,934	72.92%	228,286,388
2001	67,593,631	27.91%	174,611,701	72.09%	242,205,332
2002	70,232,498	27.60%	184,233,031	72.40%	254,465,529
2003	73,451,205	27.42%	194,417,720	72.58%	267,868,925
2004	77,848,585	26.93%	211,223,536	73.07%	289,072,121
2005	83,629,580	27.03%	225,737,456	72.97%	309,367,036
2006	93,131,810	27.02%	251,560,177	72.98%	344,691,987
2007	102,181,493	27.24%	272,992,200	72.76%	375,173,693
2008	108,859,765	27.24%	292,954,537	72.76%	401,814,302
2009	104,511,496	27.24%	309,154,504	72.76%	413,666,000
2010	102,209,577	27.24%	317,949,096	72.76%	420,158,673
2011	105,453,552	27.24%	332,812,401	72.76%	438,265,953
2012 <i>Projected</i>	120,700,835	27.25%	339,034,191	72.75%	459,735,026
2013 <i>Projected</i>	127,392,857	27.25%	357,834,101	72.75%	485,226,958

2013-15 Governor's Balanced Budget

2014 <i>Forecast</i>	134,649,348	27.25%	378,163,812	72.75%	512,813,160
2015 <i>Forecast</i>	142,929,682	27.25%	401,422,278	72.75%	544,351,960

BUDGET NARRATIVE

SCHEDULE 3

Sales Forecast 2013-2015 by Month and Year

Fiscal Year 2014	Net of Discount		
	<u>Sales</u>	<u>Cost of Sales</u>	<u>Cases</u>
July	\$ 45,691,330	\$ 22,115,500	269,500
August	42,645,220	20,641,100	244,550
September	40,524,540	19,614,600	244,030
October	43,923,920	21,260,000	257,650
November	40,951,000	19,821,100	243,700
December	59,645,080	28,869,600	336,490
January	36,069,600	17,458,300	221,510
February	37,421,400	18,112,600	218,910
March	40,527,790	19,616,200	234,610
April	41,132,620	19,909,000	243,920
May	42,005,870	20,331,600	243,960
June	42,274,790	20,461,800	251,450
Totals	\$512,813,160	\$248,211,400	3,010,280
Fiscal Year 2015			
July	\$ 48,498,220	\$ 23,474,200	279,790
August	45,244,550	21,899,300	249,830
September	43,047,220	20,835,700	259,970
October	46,590,030	22,550,500	261,170
November	43,509,880	21,059,600	261,490
December	63,309,530	30,643,400	348,520
January	38,251,440	18,514,400	223,720
February	39,725,280	19,227,800	228,270
March	43,048,400	20,836,300	249,600
April	43,643,460	21,124,300	250,210
May	44,598,190	21,586,400	255,460
June	44,885,760	21,725,600	263,900
Totals	\$544,351,960	\$263,477,500	3,131,930
Biennial Totals	\$1,057,165,120	\$511,688,900	6,142,210

BUDGET NARRATIVE

SCHEDULE 4

GROSS REVENUES 2002 through 2015

Through June 30	Liquor Revenues	Privilege Tax	License Fees	Total Revenue
2002	254,465,529	12,677,098	3,633,996	270,776,623
2003	267,868,926	13,326,597	3,151,588	284,347,111
2004	289,072,121	13,665,406	3,535,615	306,273,142
2005	309,367,036	13,963,978	3,739,569	327,070,583
2006	344,691,987	14,850,823	4,509,318	364,052,128
2007	375,173,692	15,203,958	4,038,247	394,415,897
2008	401,814,302	16,086,956	4,290,056	422,191,314
2009	413,666,000	16,339,768	4,628,019	434,633,787
2010	420,158,672	16,754,392	4,725,715	441,638,780
2011	438,265,953	16,203,500	4,574,925	459,044,377
2012 <i>Projected</i>	459,735,026	16,794,000	4,907,500	481,436,526
2013 <i>Projected</i>	485,226,958	17,345,000	4,907,500	507,479,458
2013-15 BIENNIUM ESTIMATE - GOVERNOR'S BALANCED BUDGET				
2014 <i>Forecast</i>	512,813,160	17,868,000	5,235,500	535,916,660
2015 <i>Forecast</i>	544,351,960	18,416,000	5,235,500	568,003,460

BUDGET NARRATIVE

SCHEDULE 5

PER CAPITA SALES OF LIQUOR AND VERMOUTH BY OREGON LIQUOR CONTROL COMMISSION

Fiscal Year Ended June 30	Liquor and Vermouth Sales	Estimated Population	Per Capita Sales
1993	171,452,482	2,979,000	57.55
1994	174,749,718	3,038,000	57.52
1995	175,441,172	3,082,000	56.92
1996	184,013,793	3,132,000	58.75
1997	190,391,169	3,181,000	59.85
1998	200,397,596	3,217,000	62.29
1999	211,095,677	3,267,550	64.60
2000	228,286,388	3,300,800	69.16
2001	242,205,332	3,436,750	70.48
2002	254,465,529	3,471,700	73.30
2003	267,868,926	3,504,700	76.43
2004	289,072,121	3,541,500	81.62
2005	309,367,036	3,582,600	86.35
2006	344,691,987	3,631,440	94.92
2007	375,173,692	3,690,505	101.66
2008	401,814,302	3,745,455	107.28
2009	413,666,000	3,791,075	109.12
2010	420,158,672	3,823,465	109.89
2011	438,265,953	3,837,300	114.21
2012 <i>Projected</i>	459,735,026	3,895,650	118.01
2013 <i>Projected</i>	485,226,958	3,954,888	122.69
2013-15 Governor's Balanced Budget			
2014 <i>Forecast</i>	512,813,160	4,015,026	127.72
2015 <i>Forecast</i>	544,351,960	4,076,079	133.55

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

Oregon Liquor Control Comm
2013-15 Biennium

Agency Number: 84500
Cross Reference Number: 84500-900-00-00-00000

Source	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
Other Funds						
Liquor Sales	-	-	507,973	-	-	-
Transfer Out - Intrafund	-	-	(507,973)	-	-	-
Total Other Funds	-	-	.	-	-	-

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

Oregon Liquor Control Comm
2013-15 Biennium

Agency Number: 84500
Cross Reference Number: 84500-990-00-00-00000

<i>Source</i>	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
Other Funds						
Privilege Taxes	32,957,892	38,020,000	38,020,000	36,284,000	36,284,000	-
Business Lic and Fees	8,216,151	8,100,000	8,100,000	9,429,000	9,429,000	-
Charges for Services	5,720	6,000	6,000	6,000	6,000	-
Fines and Forfeitures	1,078,769	1,100,000	1,100,000	1,042,000	1,042,000	-
Sales Income	699,144	575,000	575,000	650,000	650,000	-
Liquor Sales	869,268,547	920,369,100	920,369,100	1,024,048,000	1,024,048,000	-
Liquor Cost of Goods Sold	(423,055,087)	(437,108,812)	(437,108,812)	(488,974,741)	(488,974,741)	-
Cost of Goods Sold	(10,843,921)	(12,398,190)	(12,398,190)	(13,788,990)	(13,788,990)	-
Other Revenues	26,602	25,000	25,000	25,000	25,000	-
Transfer Out - Intrafund	(128,101,562)	(133,668,473)	(133,668,473)	(148,630,577)	(146,863,648)	-
Transfer to Other	(570,000)	(654,000)	(654,000)	(638,000)	(638,000)	-
Transfer to General Fund	(198,570,000)	(217,341,170)	(217,341,170)	(238,551,060)	(239,540,540)	-
Transfer to Cities	(61,279,463)	(67,264,703)	(67,264,703)	(74,126,196)	(74,479,582)	-
Transfer to Counties	(30,656,807)	(33,632,352)	(33,632,352)	(37,063,098)	(37,239,790)	-
Tsfr To Human Svcs, Dept of	(16,256,455)	-	-	-	-	-
Tsfr To Administrative Svcs	(42,919,530)	(47,444,400)	(47,444,400)	(51,888,338)	(52,135,708)	-
Tsfr To Oregon Health Authority	-	(18,683,000)	(18,683,000)	(17,823,000)	(17,823,000)	-
Total Other Funds	-	-	-	-	\$1	-

Agencywide Revenues and Disbursements Summary
2013-15 Biennium

Version: Y-01-Governor's Budget

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
Other Funds	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	-
REVENUE CATEGORIES						
TAXES						
0185 Privilege Taxes						
Other Funds	32,957,892	38,020,000	38,020,000	36,284,000	36,284,000	-
LICENSES AND FEES						
0205 Business Lic and Fees						
Other Funds	8,216,151	8,100,000	8,100,000	9,429,000	9,429,000	-
CHARGES FOR SERVICES						
0410 Charges for Services						
Other Funds	5,720	6,000	6,000	6,000	6,000	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
Other Funds	1,078,769	1,100,000	1,100,000	1,042,000	1,042,000	-
SALES INCOME						
0705 Sales Income						
Other Funds	699,144	575,000	575,000	650,000	650,000	-
0710 Liquor Sales						
Other Funds	869,268,547	920,369,100	920,877,073	1,071,596,000	1,071,596,000	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
TOTAL SALES INCOME						
Other Funds	869,967,691	920,944,100	921,452,073	1,072,246,000	1,072,246,000	-
COST OF GOODS SOLD						
0755 Liquor Cost of Goods Sold						
Other Funds	(423,055,087)	(437,108,812)	(437,108,812)	(511,678,841)	(511,678,841)	-
0760 Cost of Goods Sold						
Other Funds	(10,843,921)	(12,398,190)	(12,398,190)	(14,430,880)	(14,430,880)	-
TOTAL COST OF GOODS SOLD						
Other Funds	(433,899,008)	(449,507,002)	(449,507,002)	(526,109,721)	(526,109,721)	-
OTHER						
0975 Other Revenues						
Other Funds	26,602	25,000	25,000	25,000	25,000	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
Other Funds	128,101,562	133,668,473	134,176,446	148,630,577	146,863,648	-
TOTAL REVENUES						
Other Funds	606,455,379	652,356,571	653,372,517	741,552,856	739,785,927	-
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
Other Funds	(128,101,562)	(133,668,473)	(134,176,446)	(148,630,577)	(146,863,648)	-
2050 Transfer to Other						

Agencywide Revenues and Disbursements Summary
2013-15 Biennium

Version: Y-01-Governor's Budget

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
Other Funds	(570,000)	(654,000)	(654,000)	(638,000)	(638,000)	-
2060 Transfer to General Fund						
Other Funds	(198,570,000)	(217,341,170)	(217,341,170)	(247,033,217)	(250,169,346)	-
2070 Transfer to Cities						
Other Funds	(61,279,463)	(67,264,703)	(67,264,703)	(76,642,577)	(78,275,584)	-
2080 Transfer to Counties						
Other Funds	(30,656,807)	(33,632,352)	(33,632,352)	(38,321,288)	(39,137,791)	-
2100 Tsfr To Human Svcs, Dept of						
Other Funds	(16,256,455)	-	-	-	-	-
2107 Tsfr To Administrative Svcs						
Other Funds	(42,919,530)	(47,444,400)	(47,444,400)	(53,649,805)	(54,792,909)	-
2443 Tsfr To Oregon Health Authority						
Other Funds	-	(18,683,000)	(18,683,000)	(17,823,000)	(17,823,000)	-
TOTAL TRANSFERS OUT						
Other Funds	(478,353,817)	(518,688,098)	(519,196,071)	(582,738,464)	(587,700,278)	-
AVAILABLE REVENUES						
Other Funds	129,601,562	135,168,473	135,676,446	160,314,392	153,585,649	-
EXPENDITURES						
Other Funds	128,101,562	133,668,473	134,176,446	158,584,568	151,855,824	-
ENDING BALANCE						
Other Funds	1,500,000	1,500,000	1,500,000	1,729,824	1,729,825	-

BUDGET NARRATIVE

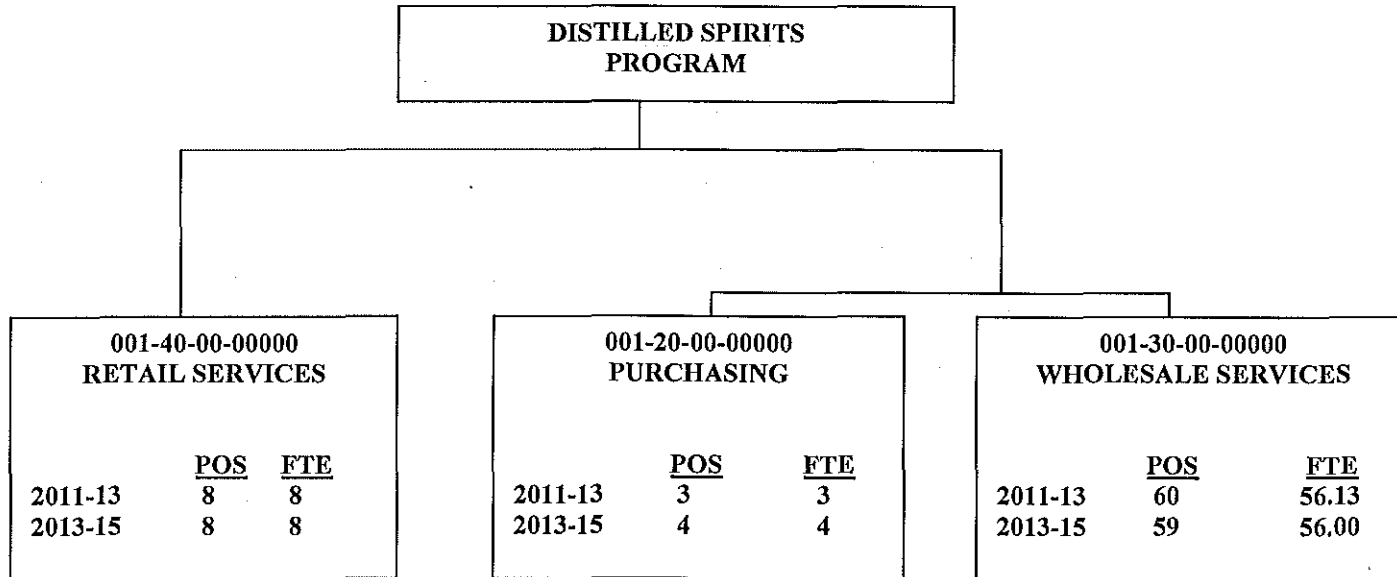
**DISTILLED SPIRITS
PROGRAM**

Agency Request Governors Budget Legislatively Adopted **OLCC DISTILLED SPIRITS PROGRAM**

BUDGET NARRATIVE

DISTILLED SPIRITS PROGRAM – 001 OLCC 2013-15 Governor’s Balanced Budget

ORGANIZATION CHART



BUDGET NARRATIVE

DISTILLED SPIRITS PROGRAM SUMMARY – PROGRAM 001 OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

The 2013-15 budget development process is guided by the Governor’s principles relying on budget outcome area’s for the allocation of budgetary resources. The Distilled Spirits Program has been assigned to the “Economy and Jobs” outcome area. Strategy 1 for the Economy and Jobs outcome is to focus on sustainable business development with creative partnerships. The Distilled Spirits Program partners with producers, wholesalers, and independent retailers to provide economic growth and a self-supporting system to align with the desired allocation of budget resources.

The Distilled Spirits Program promotes the public interest through the responsible sale of alcoholic beverages – the OLCC’s core mission. The program does so by making bottled distilled spirits available for purchase by Oregon’s citizens, visitors, and the hospitality industry in a managed, efficient and business-like fashion. The program’s functions are an essential part of the state’s strategy to protect the public safety while supporting economic development. The state’s distilled spirits retailing system supports the viability of small entrepreneurs, along with the larger hospitality and alcoholic beverage industries, as they create a stable economic and employment base for the state. The sale of distilled spirits also generates revenue that OLCC distributes to the state General Fund and to local governments.

A major issue facing the OLCC’s distilled spirits program is how to manage resources and gain efficiencies to keep pace with the changing, growing marketplace, and within the state budget framework. The OLCC anticipates the next ten-year growth cycle, and is planning on how to accommodate future marketplace growth efficiently and effectively.

The OLCC has applied several strategies to this challenge, and sales performance shows the strategies’ success. Case sales of distilled spirits in Oregon have grown an average of 4.29 percent per year over ten years. Sales revenue continues to grow even faster than case sales, averaging 6.15 percent for the same period. Customers’ special orders for products outside the regular product line continue to be a small but significant portion of sales. For 2011, OLCC processed more than 6,000 special orders. The more responsive and timely OLCC can meet marketplace demands and changes, the more efficiently the system can meet liquor agent, citizen and industry needs. The 2013-15 policy option packages reflected this systems-approach, business-based philosophy in the program’s methods. Adopted packages would enable OLCC to meet consumer, industry and business needs and realize potential revenue for the state and local governments.

BUDGET NARRATIVE

Program organization and activities

To accomplish its mission, the program centrally purchases, warehouses, and distributes bottled distilled spirits to Oregon's – as of April 2012 – 249 liquor stores. The program oversees the liquor agents' operation of the liquor stores, and coordinates the liquor commissioners' appointment of and contracting with these private business individuals to operate the stores as retail contractors. Through this system, the OLCC provides a varied and balanced inventory of distilled spirits brands to the public. Through oversight of retail operations, the program ensures responsible sales in the liquor stores and excellent customer service to those shopping in the liquor stores. Program management collaborates with its stakeholders, to understand their needs and problem solve constructively together. OLCC representatives are visiting liquor stores, trade conferences and industry members more frequently, as part of OLCC's continued outreach focus in 2013-15.

The Distilled Spirits Program provides economies of scale and eliminates additional “middle-man” markup by providing both wholesaling and retailing functions. More detailed descriptive narratives on the divisions and functions follow this summary. In addition, please see the Store Operating Expenses Fund, Program 005 section in this budget book.

Purchasing (*subprogram 20*) staff work closely with Retail Services to provide distilled liquor to customers. Purchasing staff order bottled spirits produced throughout the world. Staff monitor trends in sales, review new liquor items several times a year and identify slow-selling products to eliminate from inventory. They work closely with industry representatives to stay informed about new products and trends.

The Wholesale Services Division (*subprogram 30*) manages warehousing and provides customer service to the retail liquor store. The OLCC operates a distribution center composed of two warehouses which provide centralized distribution and warehousing services for the state liquor operation. The center receives the liquor shipments ordered by Purchasing. Distribution center staff manage the warehouse crews to ship, store and receive millions of cases of liquor, keeping it secure until ordered by a liquor agent. The crews fill merchandise requests and arrange for common carrier shipment to the store. The distribution center staff settle claims for damaged and defective goods returned by stores.

The Retail Services Division (*subprogram 40*) oversees the operation of the liquor stores. Retail Services staff work closely with liquor store agents so they know how to apply liquor regulations and retail operating procedures to their store operations. Staff assist in managing the state's liquor inventory to make sure product is readily available to customers. The liquor agents receive monthly payments from the store operating expenses fund that they use at their discretion for the stores' operating expenses. The OLCC does provide some specific supplies to the stores; these OLCC expenses associated with supporting liquor stores appear in Liquor Sales Support, *subprogram 42* (that narrative follows). Beginning with the 1999-2001 biennium, OLCC expenses associated with supporting liquor store bank (credit and debit) card acceptance were converted from the administrative limitation to non-limited

BUDGET NARRATIVE

funds by the Legislature. However, the Legislature reverted back the funds to the OLCC administrative limitation beginning with the 2005-07 biennium (reported in *subprogram 24*). OLCC proposed Policy Option Package No.102, *Ensure Bank Card Services*, to make bank card expenses a non-limited budget item, but was not adopted in the Governor's Balanced Budget. Please refer to that package for the details of the request.

OLCC also proposed Policy Option Package No. 104, "*Agents Affirmative Apprenticeship Program*" to remedy any potential inequities and to attain a population of liquor agents that more closely reflects the diversity of the state of Oregon. This package was approved in the Governor's proposal

B. BACKGROUND

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

The last several biennia, the Distilled Spirits Program has focused on modernizing operations, meeting higher customer expectations, and responding to industry's long-term growth trends. OLCC has been revitalizing its product selection processes; managing the product line to be more responsive to the market and carry more variety; enhancing its distribution center's systems and equipment – relying more on electronics, computerization and automation to gain efficiencies while minimizing needs to increase staffing levels; acquiring a second warehouse to store most of its bulk case storage and make room for efficiencies from adding conveyors in the first warehouse; raising OLCC's expectations of agents in their choice of store locations and appearance to meet customers' expectations; creating incentives for excellent liquor store operation (e.g., allowing appointment of outstanding agents to more than one store location); adding liquor stores in underserved areas; giving liquor agents more professional advice on how to meet customers' growing expectations; allowing non-licensee customers to use bank cards in liquor stores; conducting pilot projects for applying the Oregon liquor store model to new situations (satellite locations and corporate agents); and changing organizational structures to enable divisions to work more effectively with each other.

BUDGET NARRATIVE

In general, the Distilled Spirits Program continues to take a more business-like supply chain and systems model approach to wholesaling and retailing distilled spirits, with more long-term planning. In January 2010 the chairman of the OLCC appointed the Retail Enterprise Review Committee to evaluate new policy ideas for the distilled spirits retail system. The committee membership equally encompassed all areas of the alcohol beverage industry and public safety arena. The focus of the committee was to make recommendations on how to enhance the independently operated retail operations and liquor stores within the existing context of a control state system. The result of this effort was to make changes effecting who is eligible to be an independent agent to include corporations, improving the resignation buyout for Liquor Agents and allowing agents to sell beer and wine at liquor agencies.

C. EXPECTED RESULTS

The program plans to continue to:

- Modernize a system through applying best business practices and modern technology
- Strengthen relationships with stakeholders such as liquor agents and suppliers
- Ensure the program has the staff and equipment needed to meet growing sales demand
- Provide superior, high quality customer service to all stakeholders – consumers, agents, licensees, suppliers, and government.

The program will provide the buying public and licensees from the hospitality industry with approximately 249 agent-operated liquor stores across the state, offering 1,800 regular product line and 800 special order distilled spirits items in 2011. The program projects more than 2,000 regular products and 1,300 to 1,400 special order distilled spirits items in 2013-15.

The Governor's Balanced Budget forecasts \$1,071.5 million in total gross sales in 2013-15 with 6.1 million cases handled without the expenditures included in package 103. The requested Policy Option Package No.103, *Sortation*, was proposed to provide authority for the OLCC to construct and implement infrastructure improvements for the sortation of liquor orders. This project is part of the planning for future growth and would have allowed the OLCC to continue meeting the demands of the consumer and the industry into the foreseeable future. Without this improvement, OLCC expected that growth in liquor sales would be limited to \$1,024.0 million. The Governor's budget assumes the gross revenue projections, but did not approve expenditure authority for the implementation of "*Sortation*". Please see the following narrative for a detailed description of the proposal.

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* – rate of product in-stock availability in the distribution center when an order is placed by a liquor agent
- *Inventory turnover* – number of turns of product inventory
- *Agents' 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 OLCC anticipates its 2009-11 surcharge of 50 cents per-bottle will be extended for 2013-15 and projects to generate \$32.4 million as a result. The Governor’s Balanced Budget spirits revenue forecast of \$ 1.07 billion in total gross sales includes the surcharge estimate. Based on the Governor’s budget the Distilled Spirits Program will handle 6.1 million cases of spirits.

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

BUDGET NARRATIVE

PURCHASING – SUBPROGRAM 20 OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

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

The division continues to look for ways to enhance customer service and meet consumer needs in this growing and increasingly sophisticated and varied distilled spirits market place. It looks to make up-to-date product information more readily available and accessible to liquor agents (retail liquor store contractors) and the general public. As part of this effort, the program designed a technology system to capture liquor store distilled spirits retail sales information more frequently – by item, on a daily basis. With this up-to-date information, the OLCC is looking to improve service to customers by letting the public know through the OLCC website which products are in stock and at which stores, statewide. The division will continue to develop ways to make information more readily available and useful.

B. BACKGROUND

The powers and duties of the OLCC are defined in ORS 471.705 through 471.810. Under these statutes, the OLCC is authorized to control the manufacture, possession, sale, purchase, transportation, importation and delivery of distilled spirits (ORS 471.730). The OLCC is also authorized to set retail prices for distilled spirits (ORS 471.745) and to have, in stores and warehouses, the quantities and kinds of product reasonably required to supply the public demand (ORS 471.750).

In the 1993-95 biennium, the OLCC converted to a bailment warehouse system. Under this system, suppliers stock merchandise in the OLCC warehouse. State-owned inventory in the distribution center’s warehouse is minimized. In most instances, the OLCC purchasing staff sends suppliers suggested bailment replenishments rather than purchase orders. Then staff request permission from suppliers to withdraw their stock from bailment as needed for the OLCC to fill retail store liquor orders. Twice a month, after orders

BUDGET NARRATIVE

are shipped, the OLCC sends combination purchase order/invoices to the suppliers notifying them of items withdrawn from bailment that are due to be paid.. With the bailment system, the state continues to own a small portion of the warehouse inventory for investment income from purchasing temporarily discounted items.

Since 2007-09, to build on the benefits of central oversight, the Purchasing staff report directly to the Deputy Director who is also the Distilled Spirits Program Director. The Wholesale Services Manager and the Retail Services Division Director also report directly to the Deputy Director. The Purchasing Division still continually seeks more efficient ways of doing business and using technology to avoid needing more purchasing staff despite increased number of items, a growing complexity in the marketplace, and increased product demand.

C. EXPECTED RESULTS

As of fiscal year 2010-11, the OLCC distribution center maintained product in-stock levels at an average of 99 percent or better. This means liquor store orders are filled as requested and are rarely out of items. Customers can consistently find their desired distilled spirits when shopping at the stores. The division expects this service level to continue in 2013-15.

The industry continues its trend to introduce many new products, such as higher-priced specialty items. Customers have responded enthusiastically to the greater diversity of products. Because the suppliers continue to own most of the product in the OLCC bailment distribution center, and the state owns the inventory in the retail stores, the contracted liquor agents (private-business people operating state liquor stores) can afford to carry an excellent and varied selection of products, often more than most stores carry in open, or privatized, states. The OLCC continues to expand its product line in response to the industry's creation of new products. In 2011 the OLCC distribution center is carrying about 1,800 listed items, plus special orders and one-time buys, bringing the total to more than 2,000 items. OLCC anticipates the product line will be more than 2,000 products, plus 1,300-1,400 special order items, in 2013-15.

By continually evaluating the product line, the division provides the public with new liquor products as they are introduced, and eliminates non-performing items. This helps ensure the state's investment in liquor inventory will optimize profits for the state, and customers have the products they desire.

BUDGET NARRATIVE

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

BUDGET NARRATIVE

BANK CARDS – SUBPROGRAM 24 OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

Since the 1995-97 biennium, the Legislature approves funds for liquor stores to accept bank cards. Liquor store customers may choose to use their bank cards (credit and debit cards) when they shop in liquor stores. OLCC pays the bank transaction fees and the rental charges for bank card processing equipment in the liquor stores. This funding supports a popular convenience for over-the-counter liquor store customers. The Agency Request Budget recommended converting the OLCC’s bank card limitation to non-limited, other funds. This conversion would recognize that bank card fees and expenses are variable costs correlated with sales and independent purchase decisions by customers. Those costs are outside of OLCC’s control. However, the Governor’s balanced Budget did not adopt this proposal.

The OLCC’s bank card-related expenditures grow as the sales of distilled products grow. Bank-fee expenditures vary depending on how many customers use bank cards and the nature and volume of their purchases. Customers’ bank card use continues to increase as a percentage of overall liquor sales. In fiscal year 2000, bank card sales were 28 percent of total consumer sales. By fiscal year 2007, they had grown to 57 percent. For fiscal year 2012, through March, bank card sales are 63 percent of total consumer sales. Consumers continue to shift towards bank cards and away from cash/checks, due to the convenience of cards. Customers using cards tend to buy higher-priced liquor products than customers using cash or checks, bolstering liquor revenues. OLCC expects these trends to continue into the future. The OLCC’s bank card expenses are a function of customers’ choices when buying distilled spirits, and varies accordingly.

B. BACKGROUND

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

BUDGET NARRATIVE

From the beginning, bank cards were popular with customers. More and more liquor agents wanted to take bank cards to meet consumer needs. As the program grew, the OLCC needed more limitation authority to pay the transactions fees. OLCC repeatedly asked for more limitation authority, including making Emergency Board requests. In these requests, OLCC asked to spend some of the increased liquor sales revenue to pay for bank card transactions that helped to fuel the revenue increase.

The 1999 Legislature regarded bank card expenses as a variable cost of doing business. Vendors' fee rates and customers' buying decisions set the expense level, not the OLCC. The 1999 Legislature shifted the bank card budget to a "non-limited" fund. But, the 2005 Legislature said that bank card budget should be a limited item. The 2005 Legislature re-established a bank card expenditure limitation.

For 2013-15 Governor's Balanced Budget did not adopt Policy Option Package No. 102, *Ensure Bank Card Services*, which recommended changing the funding back to non-limited. If adopted, OLCC would have had funding immediately available for bank card expenses at all times, even as they vary through the biennium.

C. EXPECTED RESULTS

For 2013-15, the OLCC will continue to allow customers to use alternative methods of payment, by enabling liquor stores to accept Visa, MasterCard, Discover and debit cards as demanded by the retail customer.

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

BUDGET NARRATIVE

WHOLESALE SERVICES – SUBPROGRAM 30 OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

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

- Receive, ship and store all incoming shipments of distilled spirits to the state of Oregon
- Verify and maintain records of products received in each shipment
- Participate in inventory control
- Ensure security for inventory
- Schedule order-picking sequence and pick orders for shipping
- Ship distilled spirits via common carrier to all Oregon retail liquor stores

B. BACKGROUND

The OLCC maintains and operates a centralized distribution center in Milwaukie. The distribution center has two warehouses -- the first, a 124,000 square-foot main warehouse/shipping center and the second, a 106,000 square-foot “Milport” storage warehouse. The first warehouse was filling beyond capacity because of the growing business. OLCC bought the second Milport warehouse in 2007. OLCC then moved most of its bulk case storage to the second warehouse. This created room in the main warehouse for another full-case conveyor line and a longer split-case (repack) conveyor, improving shipping efficiencies. OLCC staff move product as needed between the buildings.

Both warehouses have floors arranged in a grid system similar to blocks and streets in a town. This grid system is used to assign each space a unique storage address, a location identification number. Three of the main warehouse’s four conveyors, as well as the storage system, are laid out according to product demand. Warehouse management system (WMS) software keeps track of all products and their assigned locations, using secure radio frequency (RF) technology across both warehouses. The liquor industry nationally, and the OLCC distribution center, relies more and more on electronic systems for product movement. SCC/UPC

BUDGET NARRATIVE

(shipping container code/universal product code) bar coding is the language of the industry for ordering, shipping, and receiving, eventually replacing the proprietary packaging labels the OLCC still relies on to identify cases of liquor.

In 2002-03, staff modified the existing computerized merchandising business system (MBS), improving operating parameters. The MBS system lets OLCC electronically receive goods into either warehouse and identify storage locations while staff are moving product off the floor. They can identify storage locations and process orders without using paper-based process. The conveyor system and the warehouse management system create efficient product movement. Picking, assembling, verifying, and delivering complex orders to waiting trucks happens at an average rate of approximately 1,000 cases per hour. This rate rises during peak sales periods because larger orders create more efficiency. Workers must pick orders in sequence, one at a time. Each of the four conveyors must follow the same picking sequence to allow the four segments to merge into one order for loading into the common carrier trucks. The outbound volume during December 2011 averaged 12,500 cases per 12-hour shipping day. But, the main warehouse can physically only use one shipping door at a time

The 2007-09 Budget provided more staff and other resources to keep up with the growing demand for spirits. Adding the Milport facility let OLCC have more volume and variety of inventory. This has virtually eliminated out of stocks and improved customer service.

The Distribution Center handles more cases, a more diverse product line, and a large number of stocked liquor items. Customers desire more specialty holiday items. The greater number of different items puts more of a burden on the distribution center, because proportionately fewer products can be handled as bulk items. Maintaining adequate product selection and quantities is important to fill liquor store orders and meet consumer's needs.

The 2007-09 and the 2009-11 Legislatively Approved budgets gave the distribution center more equipment and staffing to meet customer demand and realize the revenue stream. However, sales trends show more potential growth for 2013-15 and beyond. While staffing levels appear adequate, OLCC calculates the limitations in the physical plant will ultimately hold OLCC back from meeting anticipated future demand. Additional funding is needed to improve the physical plant limitations. OLCC has developed a plan to expand the shipping capacity of the Milwaukie site that would allow more efficient use of the storage space, increase the efficiency of the product fulfillment cycle and meet the needs of the Distribution Center for the next ten years. OLCC proposed Policy Option Package 103, "Sortation" in the 2013-15 Agency Request Budget to meet the growing demands of the spirits industry. The Governor's Balanced budget did not approve additional limitation for the implementation of sortation. Please see the following narrative describing the package.

BUDGET NARRATIVE

The OLCC provides stewardship of the physical site, too. In 1999-2001, OLCC replaced part of the warehouse roof, repaired and repainted the warehouse exterior, and fixed the warehouse floor. During 1999-2001, the OLCC filled in an unused train well in the warehouse. In 2003-05 the OLCC made emergency repairs to the 1977 warehouse addition. In 2005-07 the OLCC added storage racking and upgraded the sprinkler system to protect vendor-owned inventory from potential fire loss. The December 2006 Emergency Board approved funding for OLCC to purchase the Milport warehouse, to meet storage needs for the next ten years. These facilities enable OLCC to continue responsible stewardship of the \$30.0 million bailment inventory and \$0.5 million state-owned inventory stored in the distribution center.

C. EXPECTED RESULTS

The OLCC anticipated its 2009-11 surcharge of 50 cents per-bottle will be extended for 2013-15 and projects to generate \$32.4 million with the approval of Package 103 "*sortation*". The Agency Request Budget spirits revenue forecast of \$ 1.071 billion in total gross sales includes the surcharge estimate. Based on the forecast the Distilled Spirits Program will handle 6.1 million cases of spirits.

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

BUDGET NARRATIVE

RETAIL SERVICES DIVISION – SUBPROGRAM 40 OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

The Retail Services Division oversees the operation of the statewide retail distilled spirits business. As of spring 2011, the system includes 249 retail liquor stores located throughout Oregon. Independent businesspeople contract with OLCC to operate the stores as liquor agents (retail contractors). The Retail Services Division manages the retail function for the state and oversees these contracted liquor agents.

State statutes, administrative rules, liquor agents' contracts and the OLCC retail operations manual provide the guidelines and requirements for store operations. Day to day, Retail Services staff work closely with agents to help them understand and follow liquor regulations and store operating procedures. Staff assist agents in managing the state's investment in inventory. They make sure enough merchandise is available to meet customer demands while optimizing investment dollars. Agency staff oversee agents in sales, cash control, customer service, upgrading store appearance, layout, signing, and displays. Staff work to understand liquor agents' changing needs and respond to their concerns. Staff explore updating procedures, technology and policies. They advise agency administration and commissioners on their policy decisions affecting agent contracts and compensation administration.

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

The division continues to focus on developing and implementing a retail business plan to modernize the system. The plan calls for continuously enhancing and modernizing the system.

In 2001-03, OLCC completed a new retail interface, called *OLAS*, to allow two-way electronic data communication between OLCC and liquor stores. In 2005-07, OLCC staff designed and developed a software system to receive and report out daily sales and inventory data from liquor agencies as well as send liquor product orders and inventory reports back to OLCC. In 2007-09, Retail

BUDGET NARRATIVE

Services Division and OLCC information technology staff implemented this new system and OLCC staff continue to expand the report capabilities of this new technology. To date, 100 percent of the liquor agents use the new OLAS system to directly communicate with OLCC for varying data needs.

B. BACKGROUND

In 1933, the Knox Act created the control system in Oregon. Oregon law gives the Oregon Liquor Control Commission the sole authority to sell distilled spirits by the bottle. Minors and visibly intoxicated people tend to use less alcohol in a controlled environment. The system promotes responsible sales and consumption of alcoholic beverages, benefiting the citizens of Oregon while providing revenues for the state's General Fund, cities and counties.

C. EXPECTED RESULTS

The 2013-15 Governor's Balanced Budget will facilitate the division making more progress in accomplishing its goal of applying good business principles to liquor store operations to:

- Promote agents' entrepreneurial skills
- Meet the needs of stakeholders – including customers, government, and the public
- Modernize and enhance the state retail system business model

The specific goals are to:

- Enhance customers shopping experience
- Provide one stop, attractive and friendly shopping environments
- Provide excellent customer service
- Create potential ways to enhance revenue growth

BUDGET NARRATIVE

- Establish and maintain a performance based compensation system for liquor agents
- Excel in liquor law compliance

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

BUDGET NARRATIVE

LIQUOR SALES SUPPORT – SUBPROGRAM 42 OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

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

In 2013-15, the OLCC is providing agents with the following, which the OLCC pays from the liquor sales support subprogram/cost center:

- Bank deposit slips
- Order guides, inventory sheets, etc.
- Movement of store fixtures and safes during store relocations
- Directory listings for store locations (White Pages) and OLCC telephone service lines for liquor store agents

In 2011-13 the OLCC migrated to electronic versions of the following:

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

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

B. BACKGROUND

Beginning with the 1987-89 Legislatively Approved budget, the OLCC, with the support of legislative staff, began to break out certain program operating expenditures – such as postage and supplies that directly support liquor agencies – into a separate cost

BUDGET NARRATIVE

center. The types of expenditures included in subprogram 42, Liquor Sales Support, fit into the category of expenses normally incurred by private retail businesses.

C. EXPECTED RESULTS

Please see the Distilled Spirits Program Summary narrative for detail about the Governor's Balanced Budget.

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

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

BUDGET NARRATIVE

THE GOVERNOR'S BUDGET DOES NOT RECOMMEND THIS PACKAGE.

Ensure Bank Card Services

OLCC 2013-15 Agency Request Budget
Policy Option Package No. 102, Agency Priority No. 2

A. PACKAGE PURPOSE

Since the 1995-97 biennium, the Legislature approves funds for liquor stores to accept bank cards. Liquor store customers may choose to use their bank cards (credit and debit cards) when they shop in liquor stores. OLCC pays the bank transaction fees and the rental charges for bank card processing equipment in the liquor stores. This funding supports an increasingly popular convenience for over-the-counter liquor store customers. This package requests a change in how this funding is structured, to assure OLCC's responsiveness to business needs.

The OLCC's bank card-related expenditures grow as the sales of distilled products grow. Bank-fee expenditures vary depending on how many customers use bank cards and the nature and volume of their purchases. Customers' bank card use continues to increase as a percentage of overall liquor sales. Bank cards have become a common, convenient form of consumer payment. Bank card use has risen from 10 percent of customer (non-licensee) sales in liquor stores, when first approved in fiscal year 1997. In fiscal year 2012, bank cards represent 63 percent of customer (non-licensee) liquor store sales.

The OLCC's 2011-13 Legislatively Adopted Budget continues having a fixed limitation for bank cards. This package proposes removing the fixed limit so that OLCC has the flexibility to meet this cost of doing business. Bank card fees directly relate to the customer's purchasing decisions at the time of sale. The same customer may elect to pay cash, use a debit card or a credit card upon each individual visit to a liquor agency. Bank card expenditures are also a function of the quantity and sales value of the individual customer's purchase decision. The higher the purchase value, the higher the associated fees assessed by the credit card processor. The OLCC has no control over the timing or volume of fees associated with the use of bank cards in a liquor store. The fees, controlled by a state-wide contract issued and managed by the state Treasury, are a variable cost of doing business.

OLCC forecasts an estimated expenditure limitation for bank card fees during the biennial budgetary process. OLCC records expenditures against as the charges are billed. If customers use cards less than expected, or if overall sales are less. OLCC can allow liquor agencies to accept bank cards from over-the-counter customer bank card without new restrictions. But, if bank card

BUDGET NARRATIVE

use is greater than forecast, OLCC must adjust policy to stay within bank card budget limitation. OLCC must limit the use of until the Legislature or the E-Board is available and approves additional limitation. If OLCC did not have enough bank card budget, it would limit bank card acceptance to only the largest liquor agencies. This would have the effect of creating a two-tier system for customer service at liquor agencies. This could affect income for agents of smaller liquor stores, and possibly of overall state liquor sales. Customers using bank cards tend to buy more expensive product with higher gross profit margins.

B. HOW ACHIEVED

This *Ensure Bank Card Services* package, when approved, will allow the OLCC to pay for bank card fees for the purchase of spirits by consumers without an artificial limitation cap. Approval of this package will recognize bank card fees and expenses as a variable cost correlated with sales and the independent purchase decision by customers. Bank card fees will be viewed similarly to other variable costs of doing business, such as purchasing product (cost of goods sold) and freight costs. Approval of this package will restore the non-limited status of these expenses as recognized by the 1999 Legislature.

C. STAFFING IMPACT

This package does not request any changes to FTE or positions.

D. QUANTIFYING RESULTS

The OLCC will monitor payments to ensure that expenditures are only for fees charged through the state Treasury for the use of bank cards at contracted liquor agencies. Expenditures will be reported as a separate line item in the books of account. The use of bank cards contributes to improved customer satisfaction. OLCC will monitor the annual customer satisfaction survey to ensure that customer needs are being met by operations policies.

E. REVENUE SOURCE

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

BUDGET NARRATIVE

THE GOVERNOR'S BUDGET DOES NOT RECOMMEND THIS PACKAGE.

Sortation

OLCC 2013-15 Agency Request Budget
Policy Option Package No. 103, Agency Priority No. 3

A. PACKAGE PURPOSE

The state's distilled spirits retailing system supports the viability of small entrepreneurs and the larger hospitality and alcoholic beverage industries in Oregon. These businesses help create a stable economic and employment base for the state. The sale of distilled spirits also generates revenue that OLCC distributes to the state general fund and to local governments. Consumers' support of Oregon's control state system depends on their continued satisfaction with how well the system provides the products they want in a convenient retail system. The control system is designed to make distilled spirits available while protecting the public safety.

The OLCC requests additional equipment and resources to accommodate the increasing demands placed on the state's Distilled Spirits Program. The continuing increase in demand is from consumers continuing to shift their alcohol preference to distilled spirits, combined with a projected 1.3 percent year-over-year growth in population. The additional equipment will allow OLCC to meet consumer needs and realize potential revenue for the state in the next ten years. OLCC needs to take steps now to have the necessary infrastructure in place for the years to come. Funding will be from the realizing of potential revenue, which would otherwise be lost.

OLCC needs additional equipment to meet the increase in demand. Infrastructure limitations in the physical plant will hold OLCC back from meeting anticipated demand unless OLCC makes changes in 2013-15. Infrastructure improvements and support are needed for an efficient, long-term solution to meet expected demand for product.

Customer demand will have the OLCC distribution center handling 6.1 million cases during the 2013-15 biennium. The OLCC expects case movement to increase more than 440,000 cases in the 2013-15 biennium compared to 2011-13. The distilled spirits industry continues to increase significantly their product lines, in turn making OLCC's product handling more complex; the OLCC distribution center handles and stores a much more diverse product line to meet consumer desires. Population and tourism increases and consumers' long-term trend of purchasing more expensive, premium products means this does not translate into equivalent per capita consumption increases.

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Over time, OLCC has made improvements to the distribution center and its equipment. Built in 1954, the main warehouse has seen cases handled grow from 846,000 to the projected 5.7 million in 2011-13. To accommodate 56 years of growth using the same facility, periodically OLCC has expanded the facility (1979, 2007), installed conveyors (1972), added handling equipment (ongoing), installed storage racking (ongoing), and a Warehouse Management System (WMS, 2002) to maximize efficiencies in storage and shipping.

Each of these improvements has helped OLCC stay ahead of the growth in shipping volume. The conveyor installation in 1972 modernized case flow through the distribution center. The WMS allowed the storage and movement of a product line that had grown in complexity far beyond the capabilities of the previous system. In 2007, the addition of a second warehouse, the Milport facility, helped to meet the bulk storage demands of the growing bailment inventory. This storage ensures OLCC has product in stock and ready to ship when liquor stores need it, reducing stock levels in retail liquor stores and safeguarding the state's inventory investment as well as reducing liquor agents' additional storage space expenditures. The Legislature approved limited duration positions in 2005-07 and then approved these positions as permanent warehouse workers starting in the 2007-09 biennium. Additional staff gave OLCC flexibility in creating extra shifts. Then more staff were needed to provide adequate staffing at both warehouse facilities and to manage product movement between the two warehouses. The additional staff were approved by the Legislature for 2009-11.

OLCC needs to modernize its conveyor system to allow for increased through-put of products. OLCC's ability to ship product to the 249 retail liquor stores is constrained by its conveyor system's current configuration. While the conveyor has been upgraded and expanded several times since its original installation in 1972, the system still follows the original work flow design and technological process. Product is picked on individual conveyors in order sequence. This linear sequence is followed on all conveyors and product is merged from four lines into one order and sent to waiting trucks, one order at a time. This limit of one order shipping from one door is a major constraint. In concept this is the same as a major retail grocer having only one check stand. The addition of sortation will allow the distribution infrastructure to be modernized to meet demand for distilled products for the next ten years.

B. HOW ACHIEVED

OLCC requests limitation authority to create a sortation system in 2013-15. Adding sortation capability to the facility's main warehouse conveyor system and WMS would expand the distribution center's order processing and shipping abilities. Minor upgrades to the WMS would allow the software the capability to group multiple orders, create combined picking requests, consolidate picked items, and then separate the picked items back to individual orders and divert them to multiple doors. Sortation

BUDGET NARRATIVE

will allow for efficiencies to be gained in both picking orders and shipping orders. Picking of outbound orders is now done one order at a time by traveling around a conveyor line and placing cases onto it. This is repeated for each order. Sortation will allow for multiple orders to be joined together at the picking locations, reducing travel time and maximizing picking from each stop. At shipping, the addition of sortation to the conveyor system will allow crews to use multiple doors simultaneously, increasing the rate of output.

This agency budget request sortation system comprises a number of elements: modifying the existing physical facility, acquiring and installing conveyor equipment, and making minor upgrades to the existing WMS software. The existing facility would be modified to automate shipping doors; upgrade the electrical carrying capacity; construct raised platforms for scanners; add workstations to enable staff to monitor and control the consolidation and flow of product; and the retro fitting of existing racking and equipment to facilitate new traffic patterns. The existing conveyor system would have to be substantially rebuilt to increase accumulation ability; redirect the flow of product, add diverters to move product to the correct destination; create output points for the multiple shipping doors; and to have controller equipment added to allow variable speeds on the conveyor system.

Processing 250 more cases per hour will translate into 25 percent shorter shifts for shipping. Then OLCC could ship greater volumes to its customers in less time, helping meet liquor stores' needs for receiving products, both in timeliness and quantity. OLCC will be able to accommodate future sales volume growth within the same facility, no longer limited by the single shipping door constraint. The sortation system will allow OLCC to meet consumer demand for distilled spirits, reduce the need for additional staff in future biennia and avoid negative impact on the revenue stream distributed to state and local government.

OLCC requests limitation authority to build and configure a sortation system to better use the distribution center to meet future demand. OLCC estimates the following schedule and costs in 2013-15:

July 2013	RFP released to the public
August 2013	RFP closes, proposals evaluated
September 2013	Vendor selection
November 2013	Contract signed and awarded
January 2014	Construction begins
August 2014	Construction completed

BUDGET NARRATIVE

Sortation

2013-15 OLCC Governor's Balanced Policy Option Package No. 103

	<u>One-time Costs</u>	<u>Ongoing Costs</u>	<u>Total 2011-13</u>
Services and Supplies	\$	\$ 90,000	\$ 90,000
Capital Outlay	390,000		390,000
Construction	<u>4,000,515</u>		<u>4,000,515</u>
Sortation amount	<u>4,390,515</u>	<u>90,000</u>	<u>4,480,515</u>
Bank Card Fees		481,300	481,300
Store Operating Expenses		<u>4,222,000</u>	<u>4,222,000</u>
Total Package Costs	<u>\$4,390,515</u>	<u>\$4,793,300</u>	<u>\$9,183,815</u>

With approval of the package, OLCC expects to realize an additional \$47.5 million in gross liquor sales over the current service level. The increase in sales revenue will require an additional \$4.2 million in agents compensation to maintain the Legislatively approved funding rate of 8.88%. The increase in sales revenue will cause an increase in the need for bank card fees to support the higher sales level of \$481,300 more than the current service level. OLCC projects an additional \$15.0 million to be available for distribution to state and local governments as a result of the higher sales level.

C. STAFFING IMPACT

This package does not request additional staffing.

D. QUANTIFYING RESULTS

With the implementation of this policy option package, OLCC will be able to increase throughput in the distribution center to meet the expected demand on its services over the next ten years.

E. REVENUE SOURCE

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

BUDGET NARRATIVE

Agents Affirmative Apprenticeship Program

OLCC 2013-15 Governor's Balanced Budget
Policy Option Package No. 104, Agency Priority No. 4

A. PACKAGE PURPOSE

The Oregon Liquor Control Commission (OLCC) contracts with independent business people to operate more than 240 liquor stores on behalf of the state of Oregon. This five-member liquor board appoints these liquor agents through a competitive, merit-based process. Liquor stores may lose their agents through retirement or other forms of attrition. Sometimes agents compete for and are appointed to larger, more lucrative stores. Through the competitive process, staff and the liquor board seek to appoint the most qualified – the most experienced and capable – individuals for the important responsibility of running a liquor store. A liquor agent is responsible for liquor inventory, accounting for sales, staffing the store, and ensuring only legal sales are made to their customers.

Unfortunately, the existing appointment process has not produced a population of liquor agents that accurately reflect proportions of women and minorities in the state. As in other segments of our society, many historical, socio-economic, political and cultural factors create the inequity. In keeping with Oregon Affirmative Action policy “to eliminate the effects of past and present under-representation intended or unintended, that are evident by analysis of present employment patterns, practices or policies,”¹ OLCC seeks to remedy any inequities, to attain a population of liquor agents that more closely reflects the diversity of the state of Oregon.

Current situation

This chart compares Oregon with the United States – percentage estimates for 2011, per the US Census Bureau.² As the chart shows, Oregon has a significantly greater percentage of “white” persons, and a smaller percentage of other minorities than the rest of the United States, except for “American Indian and Alaska Native and Native Hawaiian” categories.

¹ The state of Oregon Affirmative Action policy established July 1, 1975

² <http://quickfacts.census.gov/qfd/states/41000.html>

BUDGET NARRATIVE

<u>General Population</u>	<u>U.S</u>	<u>Oregon</u>
Female persons	50.8%	50.5%
White persons	78.1%	88.6%
Black persons	13.1%	02.0%
American Indian and Alaska Native persons	01.2%	01.8%
Asian persons	05.0%	03.9%
Native Hawaiian and Other Pacific Islander persons	00.2%	00.4%
Persons reporting two or more races	02.3%	03.4%
Persons of Hispanic or Latino Origin	16.7%	12.0%
White persons not Hispanic	63.4%	78.1%

This chart below compares Oregon on the whole with the population of liquor agents, for those categories reported by liquor agents. It shows that women, Blacks, Natives and Hispanic/Latino persons are under-represented in the liquor agent group compared to the overall state population. However, Asians appear in a higher percentage.

<u>Population</u>	<u>Oregon General Population</u>	<u>Liquor Agents</u>
Female persons	50.5%	36.0%
White persons	88.6%	86.2%
Black persons	02.0%	00.8%
American Indian and Alaska Native persons	01.8%	00.8%
Asian persons	03.9%	06.1%
Persons of Hispanic or Latino Origin	12.0%	02.0%

We cannot necessarily expect that the liquor agents should be representative of the overall population, if only because of age differences and career interests between the agent group and the general population. So let us compare the liquor agents with other

BUDGET NARRATIVE

entrepreneurs – with the number of firms owned by women and minorities. That will help us compare liquor agents to the rest of the country and the state per category. Please note the most recent data is 2007. (Same US Census source)

We can see that state-wide, Oregon minority-owned firms are under the national level for Blacks and Hispanics:

<u>Firms</u>	<u>US firms</u>	<u>Oregon firms</u>
White-owned	78.1%	88.0%
Black-owned	07.1%	01.2%
American Indian- and Alaska Native-owned	00.9%	01.2%
Asian-owned	05.7%	06.1%
Native Hawaiian and Other Pacific Islander-owned	00.1%	00.2%
Hispanic-owned	08.3%	03.3%
Women-owned	28.8%	29.8%

But, perhaps that is due to the difference between the national minority breakdown and Oregon's. So let us compare Oregon firms with Oregon population. We can see that except for Asians, the rest of the population groups, most notably women, are under-represented in firm ownership.

<u>Category</u>	<u>Oregon General Population</u>	<u>Oregon Firms Owned By</u>
White	88.6%	88.0%
Black	2.0%	01.2%
American Indian- and Alaska Native	01.8%	01.2%
Asian	03.9%	06.1%
Native Hawaiian and Other Pacific Islander	0.4%	00.2%
Hispanic	12.0%	03.3%
Women	50.5%	29.8%

BUDGET NARRATIVE

Next we can compare the liquor agents to other Oregon entrepreneurs, and look at how agents compare to women- and minority owned firms in the state.

<u>Category</u>	<u>Oregon Firms</u>	
	<u>Owned by</u>	<u>Liquor Agents</u>
White	88.0%	86.2%
Black	01.2%	00.8%
American Indian- and Alaska Native	01.2%	00.8%
Asian	03.6%	06.1%
Native Hawaiian and Other Pacific Islander	00.2%	00.0%
Hispanic	03.3%	02.0%
Women	29.8%	36.0%

Comparing liquor agents with firms owned by women and minorities in Oregon, we see that liquor agents are under-represented in the Black, Native, Hispanic and – by a minute percentage - White categories, though not as much as when compared to the general population. The liquor agent group is over-represented in the women and Asian categories compared with other entrepreneurs in the state.

OLCC Goals

We can conclude that OLCC needs to focus first on improving liquor agent representation in Black, Native (American Indian, Alaska, Hawaiian, and Other Pacific Islander), Hispanic-owned, and White-owned categories, to first reach parity with entrepreneurs in the rest of the state. This should not be as difficult as reaching the second goal, with is to reach parity for each group with the general Oregon population – not just entrepreneurs -- and significantly increase the percentage of agents who are women. (The percentage of women liquor agents exceeds the percentage of Oregon firms owned by women by 6 percent. However, the percentage of Oregon firms owned by women is significantly under the percent of the general population that is women.)

B. HOW ACHIEVED

Current Process

 Agency Request X Governor's Budget Legislatively Adopted **Distilled Spirits Program** Budget Page 29

BUDGET NARRATIVE

Currently OLCC announces liquor store agent openings through its Website. The agency generally receives more than enough applications from highly qualified business people – either from existing agents who want an additional or a larger, more profitable store, or from people seeking to enter the system. Staff conduct the first interviews, and pass along the most qualified candidates to the board of liquor commissioners for selection and final appointment.

The OLCC uses the following criteria to evaluate the candidates:

- a. Retail business experience including, but not limited to, responsibility for inventory control, cash accountability, supervision of personnel and customer service.
- b. Knowledge of retail operations or business management, including study or training in those or related fields.
- c. Customer service skills and ability to communicate and work effectively with the public.
- d. The applicant's record of any felony convictions, convictions of crime relating to money management fraud, or history of conviction of crimes relating to the abuse of alcohol or controlled substances.
- e. The applicant's financial ability to purchase or lease and equip the retail liquor store at an OLCC-approved location. The applicant's ability to provide the necessary funds to pay a buy-out amount to the exiting agent, meet the operating expenses of the retail liquor store, and be bonded under the OLCC's blanket position fidelity bond.

In interviews, staff and the commissioners ask candidates to describe their retail store management experience, their knowledge of liquor agent responsibilities, their ability to analyze store sales trends, manage inventory and account for revenue and bank deposits, and how they would manage attempted illegal alcohol sales. Candidates also are expected to present detailed business plans, and store improvements plans.

Proposed Process

As the selection process indicates, the OLCC expects a high-level of retail business experience and expertise from its liquor agents. Expanding the pool of qualified candidates will require more than broaden OLCC recruitment activities – OLCC needs to help deepen the experience and qualifications of candidates, as well. As the breakdown of women- and minority-owned firms in Oregon shows, most categories are under-represented. OLCC believes the key to improving representation among liquor agents is to help more entrepreneurs qualify for appointment. But, how to do this?

BUDGET NARRATIVE

OLCC looks to the model it has used internally, for OLCC staff. To help less experience staff qualify for promotion, at times OLCC has used "career development programs." OLCC staff compete for provisional, time-limited positions that will help them earn the necessary on-the-job experience to meet minimum qualifications to compete for higher-level OLCC jobs. These opportunities come with assigned mentors to help them perform and learn the duties. The departments benefit from the extra staffing, the employee has a unique chance to gain experience and training qualify for jobs.

Taking this model to liquor agents, OLCC proposes an apprentice career development program. The purpose would be to recruit motivated women or minorities who might be able to successfully compete for liquor agents appointments after a year of on-the-job, paid apprenticeships in liquor stores.

The usual financial requirements of candidates would be waived, in order to expand the pool of minority candidates. The program would make no-interest, start-up loans to apprentices appointed to stores. With the loans, they would be able to compete successfully against other candidates who have the funds to pay the "buy-out" amount to the outgoing agent; buy necessary fixtures and equipment, and have resources to move, remodel or otherwise update the liquor store.

How it would work

Minority and women applicants will compete for the apprenticeship program. OLCC will work with the Oregon Economic and Business Equity state agency, relying on their contacts and expertise to tap a broad pool of potential participants, and to recruit and select several apprentices for the 2013-15 biennium. Oregon Economic and Business Equity will help OLCC identify and assign apprentices to the program.

Existing liquor agents would train the apprentice over the course of a year; the apprentice would serve as a store manager or other appropriate role, under the guidance of the agent. The OLCC, through budgeted additional funding, would pay the liquor agent a subsidy to afford the apprentice. The liquor agent would train, supervise and periodically evaluate the apprentice to give him or her performance feedback. The OLCC would create a curriculum and periodic evaluation process to help the liquor agent.

Existing liquor agents are evaluated regularly in the following categories: customer service, interior store appearance, exterior store appearance, merchandising, records and reports, cash handling, inventory management, laws and policies, and reprimands (letters of warning, notices of violations). Apprentices can expect to train with a curriculum emphasizing similar topics.

BUDGET NARRATIVE

The apprentice would have opportunity to gain enough on-the-job experience and training to compete for an entry-level liquor store with a realistic hope of securing one in the months or year after completing the apprenticeship. The apprentice will gain valuable experience to aid his or her success in other retail or entrepreneurial venues (benefiting the state's broadest goals), even if he or she does not become an appointed liquor agent.

Cost

The OLCC requests a one-time budget limitation increase of \$1 million dollars to fund apprenticeships and to provide loans during the 2013-15 biennium.

The OLCC will pay subsidies to liquor agents who acquire apprentices; no FTE authority is required. The loans will be repaid to the state over five years, without interest.

C. STAFFING IMPACT

This package does not request additional staffing.

D. QUANTIFYING RESULTS

With the implementation of this policy option package, OLCC will monitor and evaluate the apprentice candidates for their ability to apply for vacancies in OLCC contracted liquor agencies.

E. REVENUE SOURCE

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
 Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	14,397	-	-	-	14,397
Total Revenues	-	-	\$14,397	-	-	-	\$14,397
Personal Services							
Temporary Appointments	-	-	742	-	-	-	742
Overtime Payments	-	-	3,332	-	-	-	3,332
Shift Differential	-	-	60	-	-	-	60
All Other Differential	-	-	183	-	-	-	183
Public Employees' Retire Cont	-	-	738	-	-	-	738
Pension Obligation Bond	-	-	38,270	-	-	-	38,270
Social Security Taxes	-	-	331	-	-	-	331
Mass Transit Tax	-	-	1,686	-	-	-	1,686
Vacancy Savings	-	-	(30,944)	-	-	-	(30,944)
Reconciliation Adjustment	-	-	(1)	-	-	-	(1)
Total Personal Services	-	-	\$14,397	-	-	-	\$14,397
Total Expenditures							
Total Expenditures	-	-	14,397	-	-	-	14,397
Total Expenditures	-	-	\$14,397	-	-	-	\$14,397
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control 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
Revenues							
Transfer In - Intrafund	-	-	103,408	-	-	-	103,408
Total Revenues	-	-	\$103,408	-	-	-	\$103,408
Services & Supplies							
Instate Travel	-	-	1,240	-	-	-	1,240
Out of State Travel	-	-	114	-	-	-	114
Employee Training	-	-	87	-	-	-	87
Office Expenses	-	-	214,287	-	-	-	214,287
Telecommunications	-	-	1,339	-	-	-	1,339
State Gov. Service Charges	-	-	(131,947)	-	-	-	(131,947)
Data Processing	-	-	(3,510)	-	-	-	(3,510)
Publicity and Publications	-	-	736	-	-	-	736
Professional Services	-	-	915	-	-	-	915
IT Professional Services	-	-	663	-	-	-	663
Employee Recruitment and Develop	-	-	201	-	-	-	201
Dues and Subscriptions	-	-	55	-	-	-	55
Facilities Rental and Taxes	-	-	12,947	-	-	-	12,947
Fuels and Utilities	-	-	1,508	-	-	-	1,508
Facilities Maintenance	-	-	649	-	-	-	649
Agency Program Related S and S	-	-	2,877	-	-	-	2,877
Other Services and Supplies	-	-	199	-	-	-	199
IT Expendable Property	-	-	183	-	-	-	183
Total Services & Supplies	-	-	\$102,543	-	-	-	\$102,543

Agency Request
2013-15 Biennium

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

OLCC DISTILLED SPIRITS
Governors Balanced Budget
Budget Page -34

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control 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							
Industrial and Heavy Equipment	-	-	521	-	-	-	521
Data Processing Hardware	-	-	344	-	-	-	344
Total Capital Outlay	-	-	\$865	-	-	-	\$865
Total Expenditures							
Total Expenditures	-	-	103,408	-	-	-	103,408
Total Expenditures	-	-	\$103,408	-	-	-	\$103,408
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control 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
Revenues							
Transfer In - Intrafund	-	-	1,385,274	-	-	-	1,385,274
Total Revenues	-	-	\$1,385,274	-	-	-	\$1,385,274
Services & Supplies							
Office Expenses	-	-	1,385,274	-	-	-	1,385,274
Total Services & Supplies	-	-	\$1,385,274	-	-	-	\$1,385,274
Total Expenditures							
Total Expenditures	-	-	1,385,274	-	-	-	1,385,274
Total Expenditures	-	-	\$1,385,274	-	-	-	\$1,385,274
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
Pkg: 060 - Technical Adjustments

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Data Processing	-	-	20,000	-	-	-	20,000
IT Professional Services	-	-	(10,896)	-	-	-	(10,896)
Facilities Rental and Taxes	-	-	(170,000)	-	-	-	(170,000)
Fuels and Utilities	-	-	150,000	-	-	-	150,000
IT Expendable Property	-	-	10,896	-	-	-	10,896
Total Services & Supplies	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
Pkg: 090 - Analyst Adjustments

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Liquor Sales	-	-	43,326,000	-	-	-	43,326,000
Liquor Cost of Goods Sold	-	-	(22,704,100)	-	-	-	(22,704,100)
Cost of Goods Sold	-	-	(641,890)	-	-	-	(641,890)
Total Revenues	-	-	\$19,980,010	-	-	-	\$19,980,010
Transfers Out							
Transfer to General Fund	-	-	(11,188,806)	-	-	-	(11,188,806)
Transfer to Cities	-	-	(3,996,002)	-	-	-	(3,996,002)
Transfer to Counties	-	-	(1,998,001)	-	-	-	(1,998,001)
Tsfr To Administrative Svcs	-	-	(2,797,201)	-	-	-	(2,797,201)
Total Transfers Out	-	-	(\$19,980,010)	-	-	-	(\$19,980,010)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
 Pkg: 091 - Statewide Administrative Savings

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(236,246)	-	-	-	(236,246)
Total Revenues	-	-	(\$236,246)	-	-	-	(\$236,246)
Personal Services							
Undistributed (P.S.)	-	-	(109,081)	-	-	-	(109,081)
Total Personal Services	-	-	(\$109,081)	-	-	-	(\$109,081)
Services & Supplies							
Undistributed (S.S.)	-	-	(126,756)	-	-	-	(126,756)
Total Services & Supplies	-	-	(\$126,756)	-	-	-	(\$126,756)
Capital Outlay							
Undistributed (C.O.)	-	-	(409)	-	-	-	(409)
Total Capital Outlay	-	-	(\$409)	-	-	-	(\$409)
Total Expenditures							
Total Expenditures	-	-	(236,246)	-	-	-	(236,246)
Total Expenditures	-	-	(\$236,246)	-	-	-	(\$236,246)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
Pkg: 092 - PERS Taxation Policy

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(22,803)	-	-	-	(22,803)
Total Revenues	-	-	(\$22,803)	-	-	-	(\$22,803)
Personal Services							
PERS Policy Adjustment	-	-	(22,803)	-	-	-	(22,803)
Total Personal Services	-	-	(\$22,803)	-	-	-	(\$22,803)
Total Expenditures							
Total Expenditures	-	-	(22,803)	-	-	-	(22,803)
Total Expenditures	-	-	(\$22,803)	-	-	-	(\$22,803)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
Pkg: 093 - Other PERS Adjustments

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(182,659)	-	-	-	(182,659)
Total Revenues	-	-	(\$182,659)	-	-	-	(\$182,659)
Personal Services							
PERS Policy Adjustment	-	-	(182,659)	-	-	-	(182,659)
Total Personal Services	-	-	(\$182,659)	-	-	-	(\$182,659)
Total Expenditures							
Total Expenditures	-	-	(182,659)	-	-	-	(182,659)
Total Expenditures	-	-	(\$182,659)	-	-	-	(\$182,659)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
 Pkg: 104 - Agents Affirmative Apprenticeship Program

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
Transfers Out							
Transfer to General Fund	-	-	560,000	-	-	-	560,000
Transfer to Cities	-	-	200,000	-	-	-	200,000
Transfer to Counties	-	-	100,000	-	-	-	100,000
Tsfr To Administrative Svcs	-	-	140,000	-	-	-	140,000
Total Transfers Out	-	-	\$1,000,000	-	-	-	\$1,000,000
Services & Supplies							
Professional Services	-	-	1,000,000	-	-	-	1,000,000
Total Services & Supplies	-	-	\$1,000,000	-	-	-	\$1,000,000
Total Expenditures							
Total Expenditures	-	-	1,000,000	-	-	-	1,000,000
Total Expenditures	-	-	\$1,000,000	-	-	-	\$1,000,000
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Distilled Spirits Program

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 84500-001-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
LIMITED BUDGET (Excluding Packages)						
PERSONAL SERVICES						
Other Funds	7,638,539	8,780,216	8,780,216	9,844,375	9,803,510	-
SERVICES & SUPPLIES						
Other Funds	9,680,804	9,968,531	9,968,531	9,968,531	9,968,531	-
CAPITAL OUTLAY						
Other Funds	164,691	36,057	36,057	36,057	36,057	-
TOTAL LIMITED BUDGET (Excluding Packages)						
Other Funds	17,484,034	18,784,804	18,784,804	19,848,963	19,808,098	-
AUTHORIZED POSITIONS	71	71	71	71	71	-
AUTHORIZED FTE	67.13	67.42	67.42	68.00	68.00	-
LIMITED BUDGET (Essential Packages)						
010 NON-PICS PSNL SVC / VACANCY FACTOR						
PERSONAL SERVICES						
Other Funds	-	-	-	14,423	14,397	-
031 STANDARD INFLATION						
SERVICES & SUPPLIES						
Other Funds	-	-	-	109,321	102,543	-
CAPITAL OUTLAY						
Other Funds	-	-	-	865	865	-
032 ABOVE STANDARD INFLATION						

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Distilled Spirits Program

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 84500-001-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
SERVICES & SUPPLIES						
Other Funds	-	-	-	1,385,274	1,385,274	-
TOTAL LIMITED BUDGET (Essential Packages)						
Other Funds	-	-	-	1,509,883	1,503,079	-
LIMITED BUDGET (Current Service Level)						
Other Funds	17,484,034	18,784,804	18,784,804	21,358,846	21,311,177	-
AUTHORIZED POSITIONS	71	71	71	71	71	-
AUTHORIZED FTE	67.13	67.42	67.42	68.00	68.00	-
LIMITED BUDGET (Policy Packages)						
PRIORITY 0						
091 STATEWIDE ADMINISTRATIVE SAVINGS						
PERSONAL SERVICES						
Other Funds	-	-	-	-	(109,081)	-
SERVICES & SUPPLIES						
Other Funds	-	-	-	-	(126,756)	-
CAPITAL OUTLAY						
Other Funds	-	-	-	-	(409)	-
092 PERS TAXATION POLICY						
PERSONAL SERVICES						
Other Funds	-	-	-	-	(22,803)	-
093 OTHER PERS ADJUSTMENTS						

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Distilled Spirits Program

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 84500-001-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
PERSONAL SERVICES						
Other Funds	-	-	-	-	(182,659)	-
102 ENSURE BANK CARD SERVICES						
SERVICES & SUPPLIES						
Other Funds	-	-	-	(10,367,700)	-	-
103 SORTATION						
SERVICES & SUPPLIES						
Other Funds	-	-	-	571,300	-	-
CAPITAL OUTLAY						
Other Funds	-	-	-	4,390,515	-	-
104 AGENTS AFFIRMATIVE APPRENTICESHIP PROGI						
SERVICES & SUPPLIES						
Other Funds	-	-	-	1,000,000	1,000,000	-
TOTAL LIMITED BUDGET (Policy Packages)						
Other Funds	-	-	-	(4,405,885)	558,292	-
TOTAL LIMITED BUDGET (Including Packages)						
Other Funds	17,484,034	18,784,804	18,784,804	16,952,961	21,869,469	-
AUTHORIZED POSITIONS	71	71	71	71	71	-
AUTHORIZED FTE	67.13	67.42	67.42	68.00	68.00	-
NONLIMITED BUDGET (Policy Packages)						
PRIORITY 0						

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Distilled Spirits Program

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 84500-001-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
102 ENSURE BANK CARD SERVICES						
SERVICES & SUPPLIES						
Other Funds	-	-	-	10,367,700	-	-
TOTAL NONLIMITED BUDGET (Policy Packages)						
Other Funds	-	-	-	10,367,700	-	-
TOTAL NONLIMITED BUDGET (Including Packages)						
Other Funds	-	-	-	10,367,700	-	-
OPERATING BUDGET						
Other Funds	17,484,034	18,784,804	18,784,804	27,320,661	21,869,469	-
AUTHORIZED POSITIONS	71	71	71	71	71	-
AUTHORIZED FTE	67.13	67.42	67.42	68.00	68.00	-
TOTAL BUDGET						
Other Funds	17,484,034	18,784,804	18,784,804	27,320,661	21,869,469	-
AUTHORIZED POSITIONS	71	71	71	71	71	-
AUTHORIZED FTE	67.13	67.42	67.42	68.00	68.00	-

BUDGET NARRATIVE

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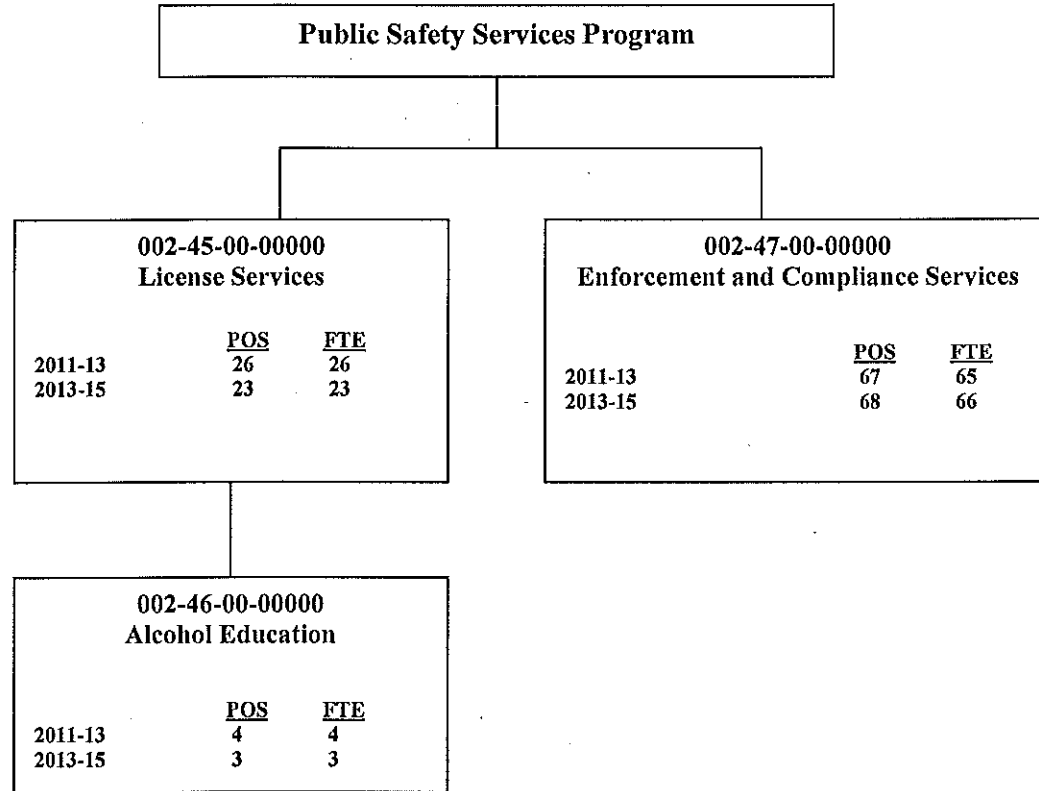
PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C0107	AA ADMINISTRATIVE SPECIALIST 1	4	4.00	96.00	3,204.00		307,584			307,584
000	AL	C0108	AA ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	2,897.00		69,528			69,528
000	AL	C0861	AA PROGRAM ANALYST 2	6	6.00	144.00	5,087.33		732,576			732,576
000	AL	C0871	AA OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	5,604.00		134,496			134,496
000	AL	C4137	AA LIQUOR DISTRIBUTION WORKER 1	23	20.00	480.00	2,517.30		1,218,840			1,218,840
000	AL	C4138	AA LIQUOR DISTRIBUTION WORKER 2	15	15.00	360.00	3,105.26		1,117,896			1,117,896
000	AL	C4139	AA LIQUOR DISTRIBUTION EQUIP OPER	12	12.00	288.00	2,595.50		747,504			747,504
000	AL	C4409	AA GENERAL MAINTENANCE MECHANIC	1	1.00	24.00	3,571.00		85,704			85,704
000	MESNZ	7008	AA PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	7,811.00		187,464			187,464
000	MESNZ	7012	AA PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	9,955.00		238,920			238,920
000	MMN	X0108	AA ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	3,426.00		82,224			82,224
000	MMN	X0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	6,760.00		162,240			162,240
000	MMS	X7000	AA PRINCIPAL EXECUTIVE/MANAGER A	2	2.00	48.00	3,970.00		190,560			190,560
000	MMS	X7002	AA PRINCIPAL EXECUTIVE/MANAGER B	1	1.00	24.00	4,580.00		109,920			109,920
000	MMS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	5,839.00		140,136			140,136
000				71	68.00	1632.00	3,342.90		5,525,592			5,525,592
				71	68.00	1632.00	3,342.90		5,525,592			5,525,592

BUDGET NARRATIVE

PUBLIC SAFETY SERVICES

BUDGET NARRATIVE

PUBLIC SAFETY SERVICES PROGRAM – 002 OLCC 2013-15 Governor’s Balanced Budget ORGANIZATION CHART



BUDGET NARRATIVE

PUBLIC SAFETY SERVICES PROGRAM SUMMARY – PROGRAM 002 OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

The 2013-15 budget development process is guided by the Governor’s principles relying on budget outcome area’s for the allocation of budgetary resources. The Public Safety Services Program has been assigned to the “Economy and Jobs” outcome. Strategy 1 for the Economy and Jobs outcome is to focus on sustainable business development with creative partnerships. The Public Safety Services Program collaborates with the industry to license qualified persons that will insure public safety, promote sustainable economic growth, and operate in alignment with the allocation of budget resources.

The Public Safety Services Program regulates the manufacture, distribution and sale of alcoholic beverages. Regulating alcohol use is essential for minimizing the risks to society. Alcohol is widely recognized as causing social and health problems. It is involved in many crimes of violence and is a major contributor to domestic abuse. Drunk driving kills and injures hundreds of people every year. These adverse effects are minimized by the way the OLCC regulates the distribution of distilled spirits, issues licenses and provides education to people who sell and serve alcohol, and by the way it enforces alcohol laws.

The program also has a direct relationship to the growth of alcohol availability, sales and revenue through the ability to license business in a timely manner and to ensure all licensed business are serving and selling alcohol responsibly. If the program cannot keep up with the licensing workload, it directly impacts the economic viability of the state by delaying the start up of new businesses that want to provide alcoholic beverages to their customers.

The Public Safety Services Program is committed to streamlining the license process to reduce regulatory barriers to getting people into business. The OLCC is continuing to innovate on technology projects which enable the program to enhance the licensing data base in order to provide the ability for electronic filing of license renewal applications. The commission continues to enhance a new data base application for all enforcement activities which will streamline the work flow as well as simplify the data collection process for the enforcement division.

The program faces many challenges in ensuring the public’s safety from the abuse and misuse of alcohol. Changes in our social environment, marketing trends, and media exposure have contributed to the stress on program resources to keep up with the pace. Underage drinking continues to be a major problem across the nation and especially in Oregon. The OLCC realizes it cannot alone

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adequately address the problem, but can be a major part in the solution by ensuring alcohol is not available to minors from licensed premises. . The OLCC's public safety concerns also focuses on alcohol over-serving and problem premises.

The Public Safety Services Program works in partnership with a variety of entities to increase communication between agencies and public. The program staff have been active on the Governor's Advisory Committee on DUII, Governor's Alcohol and Drug Policy Committee, the Oregon Chief of Police Association, Office of Mental Health and Addiction Services Department; Oregon Lottery, local law enforcement agencies, State Police, and city and county government agencies. OLCC continues to work with Portland's Office of Neighborhood Improvement on livability and public safety concerns. Since 2007-09, the program has been focusing more on outreach and coordination with other organizations and the industry. It began working more closely with Oregon Partnership, a non-profit alcohol and drug prevention organization which shares OLCC's interest in preventing alcohol use by minors.

The Public Safety Services Program consists of three divisions: License Services, Alcohol Education, and Enforcement and Compliance Services. Note that in prior biennium the Administrative Policy and Process Division (also known as AP&P) was included in the Public Safety Services program. In the 2011-13 biennium, AP&P was moved to the Support Services Program to better reflect the agency-wide support role played by the division and to align with the Governor's budget outcome areas. Please see the narrative included in the Support Services program description. The License Services Division investigates and processes license applications for annual and temporary licenses and alcohol service permits; issues, processes, and investigates license renewal applications; and maintains statewide licensing and service permit records. The Alcohol Education Division oversees server education providers and other programs designed to promote compliance through education. The Enforcement and Compliance Services Division operates thirteen offices statewide. Staff in those offices conduct license investigations, respond to complaints and investigate liquor law violations. Field office staff also work in partnership with local governments and community groups to resolve problems created by liquor businesses or their patrons. During the 2011-13 biennium, OLCC began to study development of a risk-based enforcement environment to address alcohol over-serving, problem premises, and underage drinking by prioritizing and assigning resources based on a sound methodology on the public safety concerns. Please see the following subprogram narratives for more detail.

The philosophy of the Public Safety Services Program is to be firm but fair in balancing service and control. Licensees and license applicants expect fair, speedy and responsive service. The public expects to be able to buy alcoholic beverages from a variety of convenient outlets such as grocery stores, restaurants, and taverns. The public expects business operators to comply with liquor laws, especially laws related to selling alcohol to intoxicated persons and minors. Neighbors of liquor outlets do not want businesses to have adverse impacts on their communities. Public Safety Services Program staff work to balance all of these concerns in partnership with diverse groups such as local government, law enforcement, and neighborhood associations to provide quality service to all Oregonians while promoting responsible alcohol sale and service. However, OLCC will find it increasingly

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more difficult to maintain that balance because of the continuous increase in licensed premises without associated increase in staff resources to keep up with the pace of growth.

The Public Safety Services Program has the responsibility to improve health and public safety by licensing qualified individuals and businesses to sell or serve alcohol beverages. Program staff screen out license applicants whose histories show they would be a poor risk for complying with liquor laws. These include convicted felons, those who cannot demonstrate financial responsibility, persons with ties to organized crime, people with serious drug or alcohol abuse problems, and people who cannot demonstrate the ability to control existing problems with their patrons. However, because of a continuous increase in the number of licenses issued in the last ten years and the budget reduction of three licensing staff in 2003, the OLCC licensing application process is becoming more complex. OLCC continues to work for methods to improve and streamline the process. During the 2011-13 biennium, OLCC began to study development of a risk-based licensing approach to allow faster issuance of licenses.

Under the auspices of the Governor's directions on regulatory streamlining, the program continues to explore methods to refine a more streamlined system, including electronic filing of license applications. The program continues to simplify its rules; to improve its document management system to manage its workflow.

Public Safety Services staff educate and assist licensees in understanding and in complying with liquor laws. The Public Safety Services Program operates with the belief that the vast majority of OLCC licensees are responsible, honest business people who want to conduct their business affairs in a manner consistent with the public interest. Staff work with licensees to help them comply in all areas, but the top priorities are preventing sales to minors and visibly intoxicated persons, preventing disorderly establishments, and minimizing problems caused by alcohol businesses and their patrons. If preventative efforts fail, the Public Safety Services Program uses its administrative authority over licensees to gain compliance. This can involve warnings, fines, license restrictions, suspensions and ultimately license cancellations.

The priority focus for the Public Safety Services Program is preventing underage drinking. Alcohol is a major contributor in the four leading causes of death of teens: highway crashes, homicides, suicides and drowning. Minor alcohol consumption is also linked to other crimes such as sexual assault, vandalism, excessive noise, littering and public urination. The Governor's Initiative on Underage Drinking¹ underscores the seriousness of underage drinking as well as Oregon Benchmark 49, which aims at reducing the percentage of eighth graders consuming alcohol. The Department of Human Services (DHS) survey in 2009 shows that alcohol

¹The Governor's initiative on reducing underage drinking was initiated in February 1998. Agencies involved: Council on Alcohol and Drug Abuse; the Oregon Coalition to Reduce Underage Drinking (OCRUD); Oregon Department of Transportation (ODOT); and the Oregon Liquor Control Commission. Their task is to establish and implement innovative and effective strategies to reduce underage drinking in Oregon. This effort is part of the Governor's Social Support Investment Strategy.

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continues to be a drug used often by Oregon youth. In 2009, 23 percent of Oregon 8th graders and 38 percent of 11th graders drank alcohol on one or more days in the last month.

In addition to regulating the alcohol industry, the program also enforces laws related to unlicensed sales, adults furnishing alcohol to minors, and minor keg parties. The Public Safety Services Program works closely with universities to administer their alcohol-use policies on campuses.

All of these activities are becoming more complex as the population of Oregon grows and becomes more diverse. Growing numbers of non-English-speaking or limited English-proficient people create a multitude of communication challenges. Because of the critical role of communications with licensees, the public, and other stakeholders, OLCC is experiencing an increase in the use of translators and an increased need for written information in several languages.

B. BACKGROUND

In 1933, the Knox Act created Oregon's alcohol control system. This system is designed to make alcohol available in a regulated environment, which promotes responsible sales and moderate consumption of all alcohol. The Public Safety Services Program licenses alcohol retailers, wholesalers, and producers in Oregon. It also directs OLCC's compliance and enforcement efforts of the state's liquor laws (ORS Chapters 471, 473 and 474 and OAR Chapter 845).

In fiscal year 2011, the Public Safety Services Program had more than 15,000 active liquor licensees. Of these, more than 11,000 are retail businesses such as restaurants or convenience stores that serve or sell alcohol directly to the public. Public Safety Services staff annually process approximately 33,000 alcohol service permit applications; complete 3,000 license investigations; renew over 12,000 licenses, issue 5,000 special licenses; investigate 2,000 complaints of liquor law violations; issue almost 300 criminal citations for liquor law violations; and issue 800 administrative tickets to licensees or permit tees.

The program is continuing to experience a steady increase in the demand for licenses in the state. Between fiscal years 2000 and 2011, it experienced a 50 percent increase in the number of licensed businesses. It is becoming more difficult to perform the important functions of the OLCC with only a limited number of staff to cover statewide issues. In order to continue to be an effective agency, the program will continue seeking methods to simplify and centralize the licensing process so it can redirect field staff to work and enable the OLCC to issue liquor licenses in a timely manner.

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C. EXPECTED RESULTS

Based on the agency mission, strategic plan, performance measurements, Oregon Benchmark Number 49a, and Governor's Initiative on Underage Drinking, the Public Safety Services Program expects the following results in the 2013-15 biennium:

- **Decrease the availability of alcohol to minors through licensed premises**
Attain an 80 percent compliance rate for 1,600 minor decoy operations.
- **Increase contact with licensees and service permittees**
Visit at least 25 percent of all licensed premises during the biennium; check for service permits and inform licensees about other compliance requirements.
- **Balance enforcement**
Maintain existing minor intervention programs: minor decoy, college/contacts, high-priority ID checking, and false ID investigations. Of these programs, spend 60 percent of enforcement activities on minor decoy operations and 40 percent on the other programs.
- **Improve Licensing**
Continue to migrate existing license processing systems to contemporary, Web-based software platforms. Improve license processing efficiency through process reengineering and automation. Build a foundation for future license process improvements to include online license application processing via the Internet.

The program intends to manage within the constraints posed by the reductions, and minimize or avoid measurable reductions in service.

D. REVENUE SOURCE

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

BUDGET NARRATIVE

E. PROPOSED LEGISLATIVE CHANGES

Legislative Concept 845-01, Expands Alcohol Server Education Advisory Committee Membership

Current membership of the Committee does not include any representatives from the field of education, nor does it include any representatives of currently certified ASE providers. This proposal seeks to add new members from both of these areas.

Legislative Concept 845-02, Licensing Denial Criteria

SB 36 (2011) inadvertently deleted language about felony convictions from ORS 471.313 (4)(d). Federal convictions should be added back in the language, in addition to the current language covering violations of state laws (Oregon and other states).

Legislative Concept 845-03, Charitable Raffle Housekeeping

HB 4047 (2012) amended ORS 471.162(6) to allow nonprofit and charitable organizations to auction or raffle wine, malt beverages and cider as well as a limited quantity of distilled spirits. The bill failed to include a corresponding statute (ORS 471.408) in the relating clause. This concept proposes amending the corresponding statute for conformance with the intent of HB 4047.

BUDGET NARRATIVE

LICENSE SERVICES DIVISION – SUBPROGRAM 45 OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

The License Services Division promotes the safe and responsible operation of businesses within Oregon’s hospitality and craft wine, beer, and spirits industries. The businesses that make up these industries are small and large, new and established, and are a vital part of the state’s economy and identity. The License Services Division regulates these industries by investigating and issuing liquor licenses and alcohol service permits. Through its actions, License Services ensures that public safety, economic development, stewardship and livability concerns are addressed.

The License Services Division issues and renews licenses and service permits; interprets and communicates policy regarding licensing and service permits; provides technical assistance, consultation and guidance for licensees, permittees, applicants, and field staff; processes and reviews completed license and service permit applications; processes and reviews compliance actions; and maintains files and records on all licenses and service permits. Division staff communicate and collaborate regularly with individual businesses, alcohol beverage industry representatives, local governments, neighborhood associations, and moderation groups to ensure understanding and compliance with liquor laws, and to promote awareness of general public policy issues, as well as those issues arising from specific licensing matters.

The division is organized into three sections:

1. **The Metro Licensing Unit** is stationed in Portland and handles approximately 40 percent of the statewide license investigation workload. The staff distributes license applications, and provides guidance and information on liquor licensing regulations to applicants, local governments and the public. The staff investigates applications for annual and temporary liquor licenses. The unit generally serves licensees in Multnomah, Clackamas, Washington, Clatsop, Hood River, Wasco and Columbia counties, but frequently assists other field office investigations around the state.
2. **Technical Consulting Unit** comprises the technical and administrative staff responsible for assisting investigators statewide on complex licensing matters, such as: license denials, license restrictions, operational control plans, legislation, rules, and policy developments.

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3. **The License Process Unit** oversees liquor license and service permit application workflow and records. The unit is the conduit between the license investigator, compliance inspector, and licensing data systems. It processes applications and issues licenses and service permit renewals statewide; maintains the OLCC's official license and service permit files; responds to public records requests, and provides clerical support to the License Services Division staff. Staff maintain records for alcohol servers and licensees on approximately 15,000 licensees and over 134,000 alcohol service permittees.

In the past decade the number of Oregon liquor licenses has grown by approximately 60 percent, with service permits growing by more than 20 percent. The License Services Division continues to pursue streamlining efforts and the use of technology to provide more and higher quality service to its stakeholders. However, these efficiency initiatives can only go so far in addressing the growing volume and complexity of licensing work. While the number of licenses and permits has grown steadily, the License Services Division has not been able to grow its staff resources correspondingly. The Division continues to look for opportunities to create efficiencies and to reconfigure work processes to meet the growth. In the next biennium, OLCC will evaluate the ability to use risk-based approaches to licensing to meet the demands of the marketplace.

OLCC's License Services Division directly facilitates the growth of Oregon's hospitality and craft alcoholic beverage industries by licensing safe and responsible business. These industries employ well over 185,000 workers (June 2012, OR Office of Economic Analysis), and might is expected to grow by 7,000 jobs (3.7 percent approximately) during the 2013-15 biennium. The number of licensed businesses regulated by the OLCC has steadily increased since 2000. On average, the number of licensed businesses has grown more than 4.0 percent year over year in the last 10 years, or by approximately 500 more businesses per year. The complexity of licensing work has also increased during the last decade, as businesses pursue new operational models not contemplated when the agency's regulatory and licensing framework was first conceived.

B. BACKGROUND

The License Services Division administers relevant parts of the Liquor Control Act ORS Ch. 471, the Wine, Cider and Malt Beverage Privilege Tax ORS Ch. 473, Administrative Procedures Act ORS Ch. 183, Reuse and Recycling ORS Ch. 459A, Trade Practices Relating to Malt Beverages ORS Ch. 474, Department of Justice OAR 137, Ch. 1 and 3, and the Liquor Control Administrative Rules OAR Chapter 845.

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C. EXPECTED RESULTS

In the 2013-15 biennium, the division expects the following results:

- Improve production through streamlining procedures and processes
- Evaluate the opportunity for risk-based licensing of businesses
- Maximize the allocation of resources through better coordination
- Manage increased licensing workload while maintaining high quality customer service

The program intends to manage within the limits proposed by the Budget Outcome Area Funding Teams and minimize or avoid measurable reductions in service.

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

Legislative Concept 845-02, Licensing Denial Criteria

SB 36 (2011) inadvertently deleted language about felony convictions from ORS 471.313 (4)(d). Federal convictions should be added back in the language, in addition to the current language covering violations of state laws (Oregon and other states).

BUDGET NARRATIVE

ALCOHOL EDUCATION DIVISION – SUBPROGRAM 46 OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

The Alcohol Education Division works to decrease alcohol service to minors and visibly intoxicated persons, and to keep intoxicated drivers off our roads. Alcohol is a dangerous drug. The misuse or abuse of alcohol can lead to serious consequences, including death. Oregon’s server education program was the first such mandated alcohol education in the United States. This program is a model for many other states that are looking for assistance and guidance in developing their own programs. Alcohol Education Division staff maintain the quality and integrity of Oregon’s program.

The division staff consist of two compliance specialists and one support staff. Among other responsibilities, staff monitor and enforce the standards of the statewide Alcohol Server Education Program. The proactive training outlined in the model server education curriculum is the key to responsible alcohol service. It is designed to give alcohol servers and their managers the knowledge and skills needed to take serious steps to minimize the problems caused by alcohol abuse. Instructors teach topics such as effective alcohol server intervention techniques, checking ID, preventing sales to minors and visibly intoxicated patrons, drunk driving laws, liquor liability, the effects of alcohol on the body, and marketing for safe and responsible alcohol consumption. OLCC division staff, with advice from an Alcohol Server Education Advisory Committee (whose membership is legislatively mandated in ORS 471.547), determine the course curriculum, teaching and training techniques, quality assurance plan, and test questions.

Staff monitor the more than 2,000 server education classes taught statewide, as well as the various approved online courses. More than 28,000 alcohol servers go through a course each year. OLCC staff oversee the training and testing of the servers. Staff evaluate instructors, update curriculum and tests, and certify private online and classroom providers and instructors to ensure they are teaching according to requirements laid out in statute and administrative rule. They assist providers in maintaining compliance with administrative rules and statutes; in improving the quality of their instruction; provide training tools; grade and record tests; provide sign interpreters for the hearing impaired; and provide course materials and tests for classes taught in Chinese and Spanish. Staff investigate complaints of substandard performance and violations of program rules and take the necessary compliance actions. In addition, staff develop class calendars and serve as a resource in directing prospective students to the location of classes throughout Oregon. Staff maintain and collect statistics and produce a newsletter to update providers and instructors on changes in the law, policies, or items for class instruction.

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Staff have focused their efforts to meet the priority of streamlining governmental processes on behalf of the public. In 2007, the OLCC amended its rules to allow providers to offer the initial alcohol server education class online, in addition to the online renewal class. Division staff, in consultation with the Alcohol Server Education Advisory Committee, developed standards for approving the online courses. As of April 2012, the Alcohol Education Program staff have approved four online server education renewal classes and seven online server education initial classes, supplementing the existing in-classroom providers and instructor's class offerings. Additional online proposals are pending.

In 2009, the OLCC won a Best Practices Award from the National Conference of State Liquor Administrators (NCSLA), for a video created for server education classes. The short motivational video, called "Last Call," won the Health and Safety Award. The state of Washington has adapted the video for its own server education program. Other states are also considering adapting the video for local use.

The division also administers the clerk training course, the seller training course and the Responsible Vendor Program.

The clerk training course is mandatory for any off-premises sales license employee or liquor store employee who sells alcohol to a minor and who will be retained by his or her employer. To continue to sell alcohol, the clerk must take this training in responsible alcohol sales. Division staff approve curriculum and course providers. Staff notify licensees if their clerks need to take training, then track clerks' progress through the course.

The voluntary seller training course was established by the 2009 Legislature and implemented in 2010. House Bill 3343 created a new provision for employees of a liquor licensee or liquor store agent who sell or serve alcohol to a minor. These employees may receive a reduced criminal penalty (a violation instead of a misdemeanor for the first two convictions), if they voluntarily complete an OLCC-approved training program such as this, prior to their court appearance. Division staff approve the curriculum and course providers for the seller training course.

The Responsible Vendor Program is a voluntary program which rewards retail licensees who adopt best practices on alcohol sales and provide ongoing training to their employees. Licensees receive reduced sanctions if an employee does sell alcohol to a minor, as long as the licensee has all of the Responsible Vendor Program requirements in place at the time of the violation. Division staff review and approve all applications, and provide assistance to licensees in understanding and meeting program requirements. In 2008, staff revised Responsible Vendor Program materials into a plain language format for licensees' ease of reading and understanding of the program's requirements. In 2008, the Responsible Vendor Program won a Best Practices Award from the National Conference of State Liquor Administrators (NCSLA). The program won the

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Social Responsibility Award for programs that are “innovative, pioneering, and deemed to be of value to other states and the regulated industry.”

Division staff also design and develop special educational projects which promote the goals of alcohol education.

In 2007, in partnership with the National Alcohol Beverage Control Association, staff oversaw the design and distribution of more than 100,000 “Test Your Alcohol IQ” educational coasters to on-premises licensees for outreach and education of the general public.

In 2008, working with Oregon Partnership, staff designed and distributed educational posters and bottle hangers to liquor stores and off-premises licensees. They also developed radio public service announcements that warned parents that most teens get their alcohol from the refrigerators and liquor cabinets in their own homes.

In 2009, staff again worked with Oregon Partnership to develop an educational campaign specifically on “shoulder-tapping” – the practice of minors asking adults entering package stores to buy alcohol for them. Posters, magnets, and radio public service announcements informed adults of the consequences of adults providing alcohol to minors.

In 2010, staff are working with Portland State University’s Men’s Health Project and Center for Healthy Inclusive Parenting to develop a campaign entitled “Communities of Color Stand Up,” to address alcohol issues in minority communities. The campaign will include holding a conference, organizing a speaker’s panel, creating an informational Web-site, and developing a “tool kit” of educational materials geared toward people of color for the public.

In 2010-11, program staff developed additional education projects including: revamping the existing OLCC Law Orientation training for new licensees and offering it in an online format; developed a new course for owners and managers that focus on house policies and best practices for promoting responsible alcohol sales; and initiating a licensee mentoring program to help new licensees avoid common violations in their first three to six months of operation.

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B. BACKGROUND

The Alcohol Education Program regulates the providers and instructors who teach the alcohol education course mandated by statute (ORS 471.542) for all licensees and servers of on-premises liquor licenses. The division also monitors the clerk training course (ORS 471.341), which is mandatory for clerks who have sold alcohol to a minor, and it oversees the Responsible Vendor Program (ORS 471.344) which provides incentives to licensees who adopt best practices and require ongoing training for employees.

C. EXPECTED RESULTS

The Alcohol Education Division's goal is to maintain an excellent level of service. Staff ensure quality and consistency in both development and delivery of the educational program. Staff expect to evaluate 100 percent of the 40 server education instructors each year and provide meaningful feedback to them and the 24 certified course providers. Staff expect to continue approving more online courses and continue to monitor already approved courses. Staff enforce existing rules and standards and take compliance action when necessary. Staff will continue to explore ways to encourage more participation in this proactive program. Staff provide guidance and assistance to licensees and the general public on responsible alcohol sales and consumption, and this technical and educational component will continue for the biennium of 2013-15.

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

Legislative Concept 845-01, Expands Alcohol Server Education Advisory Committee Membership

Current membership of the Committee does not include any representatives from the field of education, nor does it include any representatives of currently certified ASE providers. This proposal seeks to add new members from both of these areas.

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ENFORCEMENT AND COMPLIANCE SERVICES – SUBPROGRAM 47 OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

To promote the public safety, the Enforcement and Compliance Services Division ensures liquor-licensed businesses statewide comply with liquor laws. The division does this by providing training on liquor laws to licensees, conducting in-depth investigations, and enforcing liquor law through sanctions. Division staff in field offices outside of the Portland-metro area also conduct liquor license investigations and issue licenses to qualified applicants. The division builds partnerships with local governing bodies, citizen groups, neighborhood associations, local law enforcement, schools and universities, and moderation groups. The division’s proactive relationship with the alcohol beverage industry helps to ensure industry’s understanding and compliance with liquor laws. The division participates with its public safety and business partners in joint steering committees and workgroups. It works with the committees to improve communication and relationships, simplify processes, increase customer service, and improve licensed- businesses’ compliance with liquor laws.

Enforcement and Compliance Services Division field operational staff implement regulatory operations, processes and procedures and OLCC policies. The division’s compliance inspectors investigate complaints of liquor 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. Inspector’s help licensees identify compliance problems and offer education. If these efforts fail and violations continue, staff may initiate administrative sanctions and/or issue criminal citations. If the public safety is at risk, the agency can order an immediate license suspension.

License investigators investigate applications for one-year liquor licenses and ensure that OLCC issues licenses only to qualified applicants. Investigators act on requests for changes in business locations, license privileges, type of operation and ownership. These staff also investigate license renewal applications. Some division staff are “dual-role” and do both compliance and license investigator functions.

The division has several regional work units, reporting to the Enforcement and Compliance Services director. These units include the Metro Enforcement unit headquartered in the Milwaukie office and four other units located elsewhere in the state. During the 2011-13 biennia, the Public Safety program consolidated two Metro Enforcement units into one unit to more efficiently manage resources and coordinate the enforcement activities for the largest proportion of licensees. The Metro Enforcement unit consists of a manager and compliance inspectors. Compliance inspectors are responsible for conducting minor decoy operations and working on

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compliance issues. Each of the four other regional units consists of a manager and a mix of compliance inspectors, license investigators, dual-role specialists, and support staff. License investigators serving the Portland-metro area are organized within the separate License Services Division.

The five regional units are:

1. Metro Enforcement Unit, headquartered at the Milwaukie office
2. Salem Region, headquartered in Salem
3. Eugene Region headquartered in Eugene with field offices in Newport and Roseburg
4. Medford Region, headquartered in Medford with field offices in Klamath Falls and Coos Bay
5. Bend Region, headquartered in Bend with a field office in Pendleton.

Regular staff activities include making on-site observations; educating licensees; issuing citations; doing compliance work with licensees in their districts; responding to alcohol parties involving minors; working with local governments, neighborhoods, and law enforcement; and conducting license investigations. In addition to these activities, field operations staff are using the following proactive programs for dealing with minors and drunk drivers:

Minor Intervention Program The division spends about 50 percent of enforcement resources preventing underage drinking. Staff use a variety of techniques, which are constantly under review and further development. The division balances enforcement efforts between those that target alcohol sellers, such as the minor decoy program; those that are undertaken in cooperation with the industry, such as high-priority identification checking; and those that focus on the minors, such as by working with communities and citing minors who purchase and/or consume alcohol. Minor intervention programs include minor decoy, high-priority identification checking, false ID and providing education to licensees and their staff on checking ID.

DUII Report and Special Investigation Unit The DUII Report Program seeks to reduce the sale or service of alcohol to visibly intoxicated persons. The program identifies licensed outlets that have a high incidence of DUII reports and follows up with notification, education, and enforcement. It also has implemented a Statewide Investigation Unit that specializes in undercover work to detect over service or minor access issues. These programs play an important role in making Oregon's highways safer and reducing unlawful activity.

Saturation Patrols This program conducts compliance checks in a geographic area with a number of different teams. Sometimes it teams up with local law enforcement to conduct walk-through of licensed businesses to check for compliance. This allows the

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OLCC and local law enforcement to visit many more premises than could be conducted by one or two inspectors and provides high visibility for the industry and their patrons.

Enforcement Challenges

Underage drinking remains at epidemic levels in Oregon, with increased rates for teenage girls. An American Medical Association report shows that adolescent drinkers perform worse in school, are more likely to fall behind, and have an increased risk of social problems, depression, suicidal thoughts and violence. Even occasional heavy drinking injures young brains. About one out of fifteen youth age 12 to 17 in Oregon suffer from alcohol abuse or dependence -- about 21,000 youth. Young abusers are significantly more likely to have drinking problems as adults. In Oregon in 2011, more than one in three 8th graders, and 45 percent of 11th graders surveyed, drank alcohol on one or more occasions in the past 30 days. In addition, Oregon continues to experience tragedies from irresponsible consumption and service of alcohol. The OLCC plays an important role in reducing the number of intoxicated drivers on the road, by educating servers and licensees and enforcing Oregon's laws relating to the sale or service of alcoholic beverages to visibly intoxicated persons.

The increase in competition for market share between the beer, wine and spirits industries has brought about aggressive industry marketing campaigns and promotion practices – many of which target minors and may not be compliant with state laws and rules. Because of this, OLCC has an increased need to continue to monitor alcohol advertising, financial assistance, and tied house issues. Regulating manufacturers and wholesalers is important to keep a fair and equitable market place for retail premises. In addition, many liquor laws were written a long time ago and may be outdated so the commission is activity reviewing rules to be aligned more with federal standards and allow more nominal value practices when appropriate.

B. BACKGROUND

The division ensures compliance with liquor laws (ORS Chapters 471, 473 and OAR Chapter 845) by OLCC licensees, contract liquor agents, alcohol sellers, servers, and the public. The division also enforces certain provisions of the Beverage Container Act (Bottle Bill) (ORS 459A.700-.740).

BUDGET NARRATIVE

C. EXPECTED RESULTS

With the 2011-13 staffing level continuing into 2013-15, the Enforcement and Compliance Division expects the following results:

- **Decrease the availability of alcohol to minors through licensed premises**
 - The minor decoy program goals are to visit 1,800 premises per calendar year and attain 80 percent compliance rate. This rate reflects an increase in the 2009-11 performance measures target compliance rate.
- **Increase contact with licensees and service permit fees**
 - Inspectors proactively to visit 25 percent of all licensed premises during the biennium and check for service permits and inform licensees about other compliance requirements.
- **Balance Enforcement**
 - Maintain existing minor intervention programs: minor decoy, college/contacts, high-priority ID checking, and false ID investigations. Of these programs, spend 50 percent of enforcement activities on minor decoy operations and 50 percent on the other programs.

The Enforcement and Compliance Services Division also expects to continue to:

- **Issue liquor licenses only to qualified people.** Ensure that applicants for licenses meet the standards set out in state law and administrative rule. Thoroughly review an applicant's criminal record, financial resources, prior OLCC record; any unauthorized interests in the business, and operational plans. Review the proposed location for previous and potential problems.
- **Protect public safety by ensuring compliance with liquor laws and rules.** Ensure that liquor licensees and alcohol servers comply with liquor laws. Continue to investigate complaints from citizens, local law enforcement agencies, and others. Direct staff resources to those priority violations and ensure that licensed establishments do not threaten neighborhood livability. Use court and administrative processes to deal with violators.
- **Enforce liquor laws in a timely and effective manner.** Complete most enforcement investigations within 30 days. Focus on priority violations. Monitor DUII reports and intervene in a timely manner.
- **Serve as a liaison.** Be responsive to industry groups, neighborhood organizations, local governments, and citizens to promote open communication, mutual understanding, and participation in OLCC processes.

BUDGET NARRATIVE

- **Provide training for staff.** Ensure OLCC staff are trained and proficient in liquor laws, policies, procedures, ethics, and cultural sensitivity. Ensure staff maintain consistent work practices and that staff make consistent decisions statewide.
- **Provide training for law enforcement.** Provide training to local law enforcement agencies on liquor law enforcement. Develop strong partnerships with local law enforcement to enforce liquor laws.

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed Legislative changes.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(14,535)	-	-	-	(14,535)
Total Revenues	-	-	(\$14,535)	-	-	-	(\$14,535)
Personal Services							
Temporary Appointments	-	-	455	-	-	-	455
Overtime Payments	-	-	1,549	-	-	-	1,549
Shift Differential	-	-	1,199	-	-	-	1,199
All Other Differential	-	-	904	-	-	-	904
Public Employees' Retire Cont	-	-	756	-	-	-	756
Pension Obligation Bond	-	-	(10,236)	-	-	-	(10,236)
Social Security Taxes	-	-	314	-	-	-	314
Mass Transit Tax	-	-	(480)	-	-	-	(480)
Vacancy Savings	-	-	(8,992)	-	-	-	(8,992)
Reconciliation Adjustment	-	-	(4)	-	-	-	(4)
Total Personal Services	-	-	(\$14,535)	-	-	-	(\$14,535)
Total Expenditures							
Total Expenditures	-	-	(14,535)	-	-	-	(14,535)
Total Expenditures	-	-	(\$14,535)	-	-	-	(\$14,535)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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OLCC PUBLIC SAFETY
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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control 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
Revenues							
Transfer In - Intrafund	-	-	(14,450)	-	-	-	(14,450)
Total Revenues	-	-	(\$14,450)	-	-	-	(\$14,450)
Services & Supplies							
Office Expenses	-	-	(9,000)	-	-	-	(9,000)
Telecommunications	-	-	(450)	-	-	-	(450)
IT Professional Services	-	-	(5,000)	-	-	-	(5,000)
Total Services & Supplies	-	-	(\$14,450)	-	-	-	(\$14,450)
Total Expenditures							
Total Expenditures	-	-	(14,450)	-	-	-	(14,450)
Total Expenditures	-	-	(\$14,450)	-	-	-	(\$14,450)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control 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
Revenues							
Transfer In - Intrafund	-	-	(124,044)	-	-	-	(124,044)
Total Revenues	-	-	(\$124,044)	-	-	-	(\$124,044)
Services & Supplies							
Instate Travel	-	-	2,642	-	-	-	2,642
Out of State Travel	-	-	276	-	-	-	276
Employee Training	-	-	545	-	-	-	545
Office Expenses	-	-	6,302	-	-	-	6,302
Telecommunications	-	-	6,340	-	-	-	6,340
State Gov. Service Charges	-	-	(170,735)	-	-	-	(170,735)
Data Processing	-	-	(7,884)	-	-	-	(7,884)
Publicity and Publications	-	-	1,328	-	-	-	1,328
Professional Services	-	-	7,577	-	-	-	7,577
IT Professional Services	-	-	1,793	-	-	-	1,793
Employee Recruitment and Develop	-	-	189	-	-	-	189
Dues and Subscriptions	-	-	156	-	-	-	156
Facilities Rental and Taxes	-	-	24,711	-	-	-	24,711
Fuels and Utilities	-	-	490	-	-	-	490
Facilities Maintenance	-	-	393	-	-	-	393
Agency Program Related S and S	-	-	905	-	-	-	905
Other Services and Supplies	-	-	253	-	-	-	253
IT Expendable Property	-	-	675	-	-	-	675
Total Services & Supplies	-	-	(\$124,044)	-	-	-	(\$124,044)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control 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
Total Expenditures							
Total Expenditures	-	-	(124,044)	-	-	-	(124,044)
Total Expenditures	-	-	(\$124,044)	-	-	-	(\$124,044)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control 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
Revenues							
Transfer In - Intrafund	-	-	(701,327)	-	-	-	(701,327)
Total Revenues	-	-	(\$701,327)	-	-	-	(\$701,327)
Personal Services							
Temporary Appointments	-	-	(3,049)	-	-	-	(3,049)
Overtime Payments	-	-	(782)	-	-	-	(782)
Shift Differential	-	-	(127)	-	-	-	(127)
Public Employees' Retire Cont	-	-	(188)	-	-	-	(188)
Social Security Taxes	-	-	(303)	-	-	-	(303)
Mass Transit Tax	-	-	(7,054)	-	-	-	(7,054)
Vacancy Savings	-	-	4,330	-	-	-	4,330
Total Personal Services	-	-	(\$7,173)	-	-	-	(\$7,173)
Services & Supplies							
Instate Travel	-	-	(5,429)	-	-	-	(5,429)
Out of State Travel	-	-	(1,308)	-	-	-	(1,308)
Employee Training	-	-	(5,418)	-	-	-	(5,418)
Office Expenses	-	-	(27,913)	-	-	-	(27,913)
Telecommunications	-	-	(15,250)	-	-	-	(15,250)
State Gov. Service Charges	-	-	(16,015)	-	-	-	(16,015)
Data Processing	-	-	(4,535)	-	-	-	(4,535)
Publicity and Publications	-	-	(402)	-	-	-	(402)
Professional Services	-	-	(601,343)	-	-	-	(601,343)
Employee Recruitment and Develop	-	-	(525)	-	-	-	(525)

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Essential and Policy Package Fiscal Impact Summary - BPR013

OLCC PUBLIC SAFETY
Governors Balanced Budget
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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control 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
Services & Supplies							
Dues and Subscriptions	-	-	(3,722)	-	-	-	(3,722)
Agency Program Related S and S	-	-	(757)	-	-	-	(757)
Other Services and Supplies	-	-	(1,044)	-	-	-	(1,044)
IT Expendable Property	-	-	(10,493)	-	-	-	(10,493)
Total Services & Supplies	-	-	(\$694,154)	-	-	-	(\$694,154)
Total Expenditures							
Total Expenditures	-	-	(701,327)	-	-	-	(701,327)
Total Expenditures	-	-	(\$701,327)	-	-	-	(\$701,327)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
Pkg: 081 - May 2012 E-Board

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	1,102	-	-	-	1,102
Total Revenues	-	-	\$1,102	-	-	-	\$1,102
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	(154,440)	-	-	-	(154,440)
Empl. Rel. Bd. Assessments	-	-	(40)	-	-	-	(40)
Public Employees' Retire Cont	-	-	(31,969)	-	-	-	(31,969)
Social Security Taxes	-	-	(11,815)	-	-	-	(11,815)
Worker's Comp. Assess. (WCD)	-	-	(59)	-	-	-	(59)
Flexible Benefits	-	-	(30,528)	-	-	-	(30,528)
Reconciliation Adjustment	-	-	129	-	-	-	129
Total Personal Services	-	-	(\$228,722)	-	-	-	(\$228,722)
Total Expenditures							
Total Expenditures	-	-	(228,722)	-	-	-	(228,722)
Total Expenditures	-	-	(\$228,722)	-	-	-	(\$228,722)
Ending Balance							
Ending Balance	-	-	229,824	-	-	-	229,824
Total Ending Balance	-	-	\$229,824	-	-	-	\$229,824

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
 Pkg: 081 - May 2012 E-Board

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 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 Control Comm
 Pkg: 091 - Statewide Administrative Savings

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(197,757)	-	-	-	(197,757)
Total Revenues	-	-	(\$197,757)	-	-	-	(\$197,757)
Personal Services							
Undistributed (P.S.)	-	-	(180,538)	-	-	-	(180,538)
Total Personal Services	-	-	(\$180,538)	-	-	-	(\$180,538)
Services & Supplies							
Undistributed (S.S.)	-	-	(17,219)	-	-	-	(17,219)
Total Services & Supplies	-	-	(\$17,219)	-	-	-	(\$17,219)
Total Expenditures							
Total Expenditures	-	-	(197,757)	-	-	-	(197,757)
Total Expenditures	-	-	(\$197,757)	-	-	-	(\$197,757)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
Pkg: 092 - PERS Taxation Policy

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(38,713)	-	-	-	(38,713)
Total Revenues	-	-	(\$38,713)	-	-	-	(\$38,713)
Personal Services							
PERS Policy Adjustment	-	-	(38,713)	-	-	-	(38,713)
Total Personal Services	-	-	(\$38,713)	-	-	-	(\$38,713)
Total Expenditures							
Total Expenditures	-	-	(38,713)	-	-	-	(38,713)
Total Expenditures	-	-	(\$38,713)	-	-	-	(\$38,713)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
Pkg: 093 - Other PERS 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
Revenues							
Transfer In - Intrafund	-	-	(310,104)	-	-	-	(310,104)
Total Revenues	-	-	(\$310,104)	-	-	-	(\$310,104)
Personal Services							
PERS Policy Adjustment	-	-	(310,104)	-	-	-	(310,104)
Total Personal Services	-	-	(\$310,104)	-	-	-	(\$310,104)
Total Expenditures							
Total Expenditures	-	-	(310,104)	-	-	-	(310,104)
Total Expenditures	-	-	(\$310,104)	-	-	-	(\$310,104)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

12/28/12 REPORT NO.: PDPDFISCAL
 REPORT: PACKAGE FISCAL IMPACT REPORT
 AGENCY: 84500 LIQUOR CONTROL COMMISSION
 SUMMARY XREF: 002-00-00 Public Safety Services Program

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

2013-15
 PICS SYSTEM: BUDGET PREPARATION

PACKAGE: 081 - May 2012 E-Board

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
4700620	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	1-	1.00-	24.00-	07	6,435.00		154,440-			154,440-
									74,411-			74,411-
TOTAL PICS SALARY									154,440-			154,440-
TOTAL PICS OPE									74,411-			74,411-
TOTAL PICS PERSONAL SERVICES =			1-	1.00-	24.00-				228,851-			228,851-

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

Oregon Liquor Control Comm
2013-15 Biennium

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

<i>Source</i>	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
Other Funds						
Transfer In - Intrafund	17,620,518	19,044,781	18,844,781	17,882,228	17,257,507	-
Total Other Funds	\$17,620,518	\$19,044,781	\$18,844,781	\$17,882,228	\$17,257,507	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Public Safety Services Program

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 84500-002-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
LIMITED BUDGET (Excluding Packages)						
PERSONAL SERVICES						
Other Funds	15,534,878	16,655,846	16,455,846	16,338,904	16,268,400	-
SERVICES & SUPPLIES						
Other Funds	2,085,640	2,388,935	2,388,935	2,388,935	2,388,935	-
TOTAL LIMITED BUDGET (Excluding Packages)						
Other Funds	17,620,518	19,044,781	18,844,781	18,727,839	18,657,335	-
AUTHORIZED POSITIONS						
	106	108	108	95	95	-
AUTHORIZED FTE						
	103.75	105.00	105.00	93.00	93.00	-
LIMITED BUDGET (Essential Packages)						
010 NON-PICS PSNL SVC / VACANCY FACTOR						
PERSONAL SERVICES						
Other Funds	-	-	-	(14,509)	(14,535)	-
022 PHASE-OUT PGM & ONE-TIME COSTS						
SERVICES & SUPPLIES						
Other Funds	-	-	-	(14,450)	(14,450)	-
031 STANDARD INFLATION						
SERVICES & SUPPLIES						
Other Funds	-	-	-	(115,319)	(124,044)	-
060 TECHNICAL ADJUSTMENTS						
PERSONAL SERVICES						

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Public Safety Services Program

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 84500-002-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
Other Funds	-	-	-	(7,179)	(7,173)	-
SERVICES & SUPPLIES						
Other Funds	-	-	-	(694,154)	(694,154)	-
TOTAL LIMITED BUDGET (Essential Packages)						
Other Funds	-	-	-	(845,611)	(854,356)	-
LIMITED BUDGET (Current Service Level)						
Other Funds	17,620,518	19,044,781	18,844,781	17,882,228	17,802,979	-
AUTHORIZED POSITIONS	106	108	108	95	95	-
AUTHORIZED FTE	103.75	105.00	105.00	93.00	93.00	-
LIMITED BUDGET (Policy Packages)						
PRIORITY 0						
081 MAY 2012 E-BOARD						
PERSONAL SERVICES						
Other Funds	-	-	-	(229,824)	(228,722)	-
AUTHORIZED POSITIONS	-	-	-	(1)	(1)	-
AUTHORIZED FTE	-	-	-	(1.00)	(1.00)	-
091 STATEWIDE ADMINISTRATIVE SAVINGS						
PERSONAL SERVICES						
Other Funds	-	-	-	-	(180,538)	-
SERVICES & SUPPLIES						
Other Funds	-	-	-	-	(17,219)	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Public Safety Services Program

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 84500-002-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
092 PERS TAXATION POLICY						
PERSONAL SERVICES						
Other Funds	-	-	-	-	(38,713)	-
093 OTHER PERS ADJUSTMENTS						
PERSONAL SERVICES						
Other Funds	-	-	-	-	(310,104)	-
TOTAL LIMITED BUDGET (Policy Packages)						
Other Funds	-	-	-	(229,824)	(775,296)	-
AUTHORIZED POSITIONS	-	-	-	(1)	(1)	-
AUTHORIZED FTE	-	-	-	(1.00)	(1.00)	-
TOTAL LIMITED BUDGET (Including Packages)						
Other Funds	17,620,518	19,044,781	18,844,781	17,652,404	17,027,683	-
AUTHORIZED POSITIONS	106	108	108	94	94	-
AUTHORIZED FTE	103.75	105.00	105.00	92.00	92.00	-
OPERATING BUDGET						
Other Funds	17,620,518	19,044,781	18,844,781	17,652,404	17,027,683	-
AUTHORIZED POSITIONS	106	108	108	94	94	-
AUTHORIZED FTE	103.75	105.00	105.00	92.00	92.00	-
TOTAL BUDGET						
Other Funds	17,620,518	19,044,781	18,844,781	17,652,404	17,027,683	-
AUTHORIZED POSITIONS	106	108	108	94	94	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Public Safety Services Program

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 84500-002-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
AUTHORIZED FTE	103.75	105.00	105.00	92.00	92.00	-

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C0103	AA OFFICE SPECIALIST 1	1	1.00	24.00	2,240.00		53,760			53,760
000	AL	C0104	AA OFFICE SPECIALIST 2	10	8.00	192.00	2,796.60		533,496			533,496
000	AL	C0107	AA ADMINISTRATIVE SPECIALIST 1	9	9.00	216.00	2,939.44		634,920			634,920
000	AL	C0108	AA ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	3,837.00		184,176			184,176
000	AL	C5246	AA COMPLIANCE SPECIALIST 1	1	1.00	24.00	4,020.00		96,480			96,480
000	AL	C5247	AA COMPLIANCE SPECIALIST 2	1	1.00	24.00	5,098.00		122,352			122,352
000	AL	C5248	AA COMPLIANCE SPECIALIST 3	3	3.00	72.00	5,890.00		424,080			424,080
000	AL	C5723	AA LIQUOR REGULATORY SPECIALIST	57	57.00	1368.00	4,300.12		5,882,568			5,882,568
000	MESNZ	7008	AA PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	7,093.00		170,232			170,232
000	MESNZ	7010	AA PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	6,134.00		147,216			147,216
000	MESNZ	7012	AA PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	9,955.00		238,920			238,920
000	MMS	X7004	AA PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	6,134.00		147,216			147,216
000	MMS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	7	7.00	168.00	6,346.28		1,066,176			1,066,176
000				95	93.00	2232.00	4,315.47		9,701,592			9,701,592

BUDGET NARRATIVE

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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
081	MMS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	1-	1.00-	24.00-	6,435.00		154,440-			154,440-
081				1-	1.00-	24.00-	6,435.00		154,440-			154,440-
				94	92.00	2208.00	4,337.55		9,547,152			9,547,152

12/28/12 REPORT NO.: PPDPLWSBUD
 REPORT: DETAIL LISTING BY SUMMARY XREF AGENCY
 AGENCY: 84500 LIQUOR CONTROL COMMISSION
 SUMMARY XREF: 002-00-00 081 Public Safety Servic

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

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 PICS SYSTEM: BUDGET PREPARATION

POSITION NUMBER	AUTH NO	ORG STRUC	F POS	CLASS	COMP	RNG	P	S POS	CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
4700620	000500020	002-47-00-00000	081 0 PF	MMS X7006	AA	31X	07	1-	1.00-	6,435.00	24.00-			154,440-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01																	
			081					1-	1.00-		24.00-			154,440-			
								1-	1.00-		24.00-			154,440-			
								1-	1.00-		24.00-			154,440-			

12/28/12 REPORT NO.: PPDPLWSBUD
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2013-15
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 PAGE 2
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POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T RNG P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	PF SAL	LF SAL	T R K
						1-	1.00-		24.00-			154,440-		

BUDGET NARRATIVE

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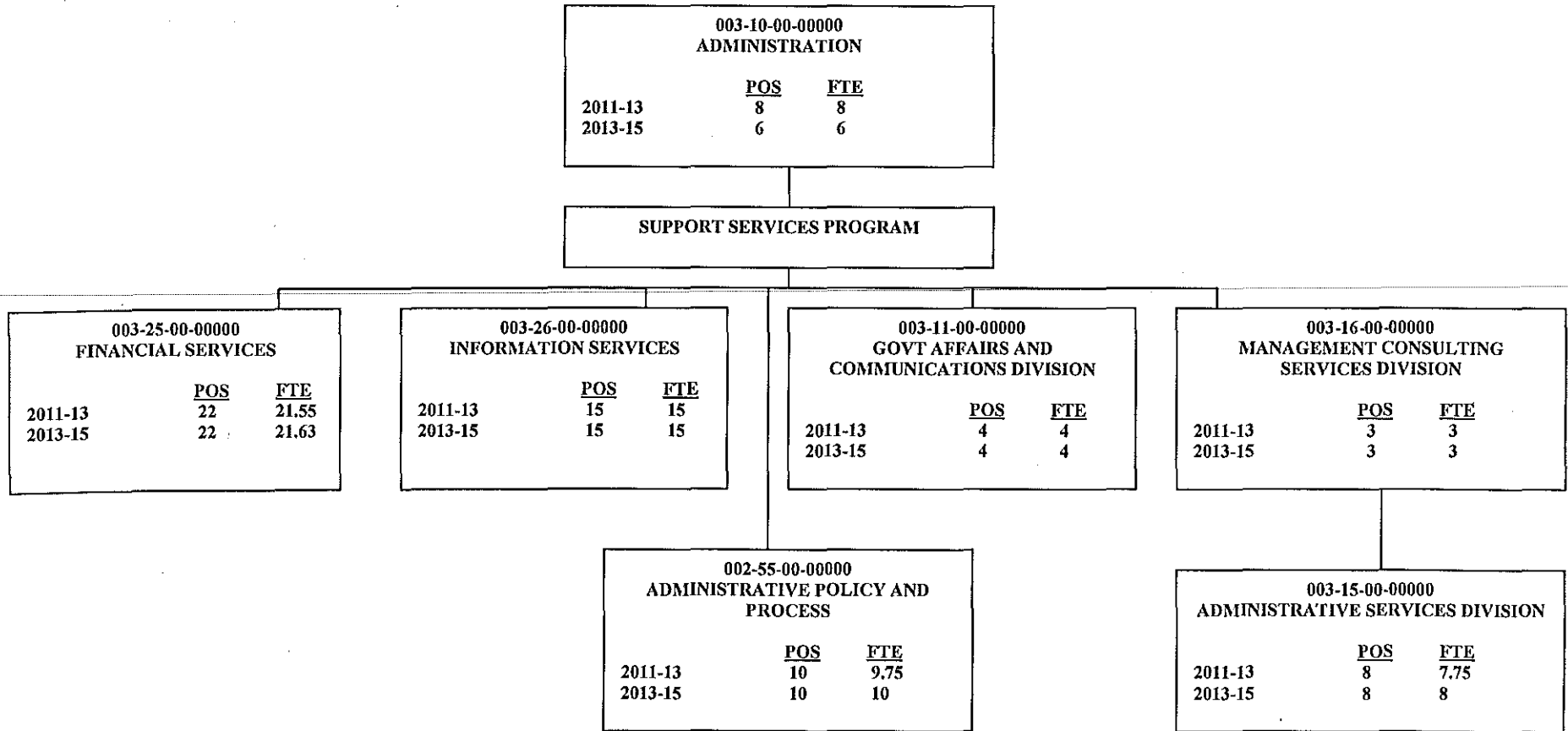
BUDGET NARRATIVE

SUPPORT SERVICES

BUDGET NARRATIVE

ADMINISTRATION AND SUPPORT SERVICES PROGRAM – 003 OLCC 2013-15 Governor’s Balanced Budget

ORGANIZATION CHART



BUDGET NARRATIVE

ADMINISTRATION and SUPPORT SERVICES PROGRAM SUMMARY – PROGRAM 003 OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

The Administration and Support Services Program provides the infrastructure to fulfill liquor commissioners’ policy direction, and for OLCC programs to provide services to customers and stakeholders. The infrastructure provides a means to communicate and collaborate with external stakeholders. Internally, the program provides the infrastructure to create and implement organizational structure and development; ensure accountability and stewardship; and provide the tools and supplies for an efficient and safe workplace. Functions include policy setting and implementing; public information; internal and external communications; fiscal accountability and recordkeeping; administering privilege tax collection, adjudication of enforcement activities, providing due process to licensees, permittees and agents, information technology, staff training, labor relations, commodity purchasing, personal property control, building and equipment leasing, motor pool management, physical plant and building maintenance, mailroom services, central supplies, and printing coordination.

The program focuses on providing leadership and coordination in partnering with business and policy stakeholders; in modernizing the retail system; in streamlining and prioritizing public safety functions and workload; and on using technology more to meet growing demands on OLCC services. In 2013-15, the program is continuing its focus on good stewardship of state resources and finding efficient business processes, taking more initiative in public outreach, and using more dialogue to strengthen relationships and partnerships.

Over the last two decades, Oregon’s population and the hospitality and tourism industries have grown, and new cultural trends have emerged. These factors resulted in the growing distilled spirits market and greater workloads for all of the OLCC programs. The 2003-05 budget reductions abolished five positions from the Support Services Program, slowing services and putting more demands on remaining staff to continue streamlining processes and using automation. Since then, the Support Services Program continues to explore opportunities to increase the efficiency of existing staff to meet the expectations of the taxpayers of Oregon for a lean, but effective organization.

BUDGET NARRATIVE

The structural components of the program are:

Administration Division, including Human Resources (subprogram 10) provides leadership in coordinating the development and articulation of the mission, vision and goals for the agency, and implementing policy as set by the liquor commissioners. Five part-time citizen liquor commissioners serve as the OLCC's policy setters and ultimate decision makers. 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 stakeholders, and explaining agency needs, policies and processes within state government, and to stakeholders, and the public. The division provides the overall framework in which managers and staff work to achieve the OLCC's goals and objectives. Primary Administration Division functions, including Human Resources, are policy and organizational development, guidance, assistance and support to the OLCC's program units – Distilled Spirits, Public Safety, and Support Services.

Government Affairs and Communications Division (subprogram 11) is the central communication link between the agency and its external stakeholders, the media and the general public. It is responsible for internal and external agency communications, legislative coordination, media relations, and print and electronic materials.

Management Consulting Services Division (subprogram 16) ensures OLCC's sound stewardship of the state's resources and enables OLCC's Distilled Spirits and Public Safety programs to perform their functions effectively and optimally. The division's services provide quality control and enable the OLCC to meet highest standards in performance. Division staff provide facilities support for the OLCC's functions and offices statewide. The division's internal consulting services include performance measurement, statistical analysis, RFP development, research, and economic and sales forecasting services. The division's *Administrative Services Division (subprogram 15)* provides internal services including commodity purchasing and contracting; property control, **motor pool (subprogram 75)**, physical plant maintenance, grounds/building maintenance, **mail/supply services (subprogram 60)**, and the **Capital Improvements Program (program 88)**.

Financial Services Division (subprogram 25) provides fiscal accountability for the OLCC. In accordance with generally accepted accounting principles, the division provides financial services, ensures OLCC-wide accountability, and maintains financial records in support of the OLCC's mission. Financial Services ensures appropriate oversight and review of the fiduciary role of the independent liquor agents' activities by providing an external audit function over liquor receipts. The division also is responsible for the collection and recording of privilege taxes due from licensees of the OLCC. Financial Services implements internal control policies to accurately record and report financial transactions.

BUDGET NARRATIVE

Information Services (IS) Division (subprogram 26) provides the means for the OLCC to transform agency data into meaningful and timely information. The IS staff support and serve a varied customer base -- including OLCC staff, other agencies, local governments, liquor licensees, permittees, liquor suppliers, liquor agents, and the general public -- with various platform and desktop configurations. The OLCC has more than 200 internal PC clients who use standard office product systems and networks to interface with both custom-developed and off-the-shelf applications that provide major functionality for the OLCC programs. The OLCC is compliant with published state standards for network, e-mail, office software, servers, connectivity, and security.

Administrative Policy and Process Division (subprogram 55) reviews final investigative reports for legal sufficiency for the agency and provides due process to the OLCC's licensees, permit fees, applicants, and liquor agents by developing the agency record at contested case hearing and assuring consistent application of policies and laws. Note that AP and P was previously reported as part of the Public Safety Services Program. As of July 2011, it was moved to Support Services to more closely align with the Governor's Budget Outcome area proposals.

Please see the following subprogram narratives for more detail.

B. BACKGROUND

The Support Services Program creates a framework for providing the efficient and effective support of the Distilled Spirits and Public Safety Services programs. Recognizing that Oregon's hospitality and distilled spirits industries and their customers depend on OLCC's Distilled Spirits and Public Safety Services programs' direct services and line functions, OLCC carefully streamlines support functions. More and more emphasis is put on Support Services' Information Services Division, for example to automate and support the other programs with updated technology.

In the 2007-09, the program reorganized its structural units to ensure centralization, efficiency and effective coordination. The Government Affairs and Communications Division, subprogram 11, reports to the executive director, who is emphasizing public outreach and coordinating with stakeholders. Human Resource's budget (at one time subprogram 12) appears within Administration's subprogram 10 and includes the agency training function. The Financial Services Division reports directly to the executive director to support coordination. In 2011 the Administrative Policy and Process Division (subprogram 55) was moved to the Support Services Program and reports directly to the executive director. The 2013-15 Legislatively Adopted Budget reflects this organizational structure.

BUDGET NARRATIVE

C. EXPECTED RESULTS

The Administration and Support Services Program plans to achieve the primary goals as outlined in the subsequent subprogram narratives.

Additionally, the program will continue a focus on:

- Developing and solidifying communication, partnership and trust with stakeholders -- including the alcoholic beverage industry, hospitality industry, liquor agents, law enforcement, moderation groups and local and state government.
- Developing data systems for improved efficiency, accountability and performance measurement.
- Supporting OLCC programs' efforts to streamline or remove regulatory barriers for stakeholders to support economic viability.
- Supporting organizational development to create a positive culture for staff and support their wellbeing, professional growth and career development.
- Securing mechanisms to improve the programs' flexibility in meeting the community and business needs in a responsive, timely fashion.

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

There are no Proposed Legislative changes.

BUDGET NARRATIVE

ADMINISTRATION DIVISION – SUBPROGRAM 10

Including Human Resources

OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

The Administration Division provides leadership in implementing policy as set by the board of liquor commissioners. The Administrative Division is the agency’s central link with the five part-time, citizen liquor commissioners who serve as the OLCC’s policy setters and ultimate decision makers. This is in compliance with Oregon Revised Statutes 471, 473 and 474. The board leads the OLCC in the development and articulation of the mission, vision and goals for the agency. The Administration Division provides the overall framework and structure in which the OLCC’s managers and staff work to achieve the OLCC’s goals and objectives. Planning, setting priorities, policy development, guidance, and securing and allocating appropriate resources for the OLCC’s programs – Distilled Spirits, Public Safety, and Support Services – are the Administration Division’s primary management functions. Administration’s subprogram 10 includes the agency’s Human Resources (HR) function. HR reports to the executive director to help the Administration Division implement organizational, structural expression of the agency’s vision and values and support staff. Administration also guides legislative activities, public outreach and internal communication, working with the Governmental Affairs and Communications Division, subprogram 11.

In 2011-13 the Administration Division continues to work to modernize and improve the OLCC, both operationally and in its relationships with partners. The agency strategic plan, adopted by the liquor commissioners in February 2007, provides the basis for this focus.

In 2013-15, OLCC administration continues to focus on extending its outreach efforts. OLCC interacts regularly with stakeholders to understand their issues, gather information, and educate people about OLCC. Administration and its representatives visit stakeholders around the state, establishing more one-on-one relationships. OLCC representatives explain the agency needs and vision to state government officials, moderation groups, local law enforcement, the alcoholic beverage industry, the hospitality industry, and the public around the state. OLCC is also continuing the outreach to licensees, liquor agents and neighborhood groups. OLCC Administration communicates frequently with the Governor’s office, legislators, local governments and the state Department of Administrative Services to understand their interests, policy direction and procedural requirements. In turn, Administration explains OLCC organizational needs, agency policy, and operational processes to stakeholders. OLCC leaders serve on Governor task forces, advisory councils and attend stakeholder conferences. They represent the state on liquor issues in national industry and public safety forums, to share information and gain visibility for the state. National organizations include the National Alcohol

BUDGET NARRATIVE

Beverage Control Association (NABCA), National Council of State Liquor Administrators, and National Liquor Law Enforcement Association.

Staff in Administration and HR work to instill the Governor's principles and the agency values into the agency culture. They are using organizational development tools such as *appreciative inquiry* and *nonviolent communication methods* to improve interdivisional collaboration, give 360 degree performance feedback to executives and to recognize agency accomplishments. Administration produces an annual report of agency accomplishment. HR supports Administration's interest in supporting employees' growth and development through initiatives such as its wellness program and staff training. Administration encourages agency program and individual staff members to develop short and long-term plans. HR helps support them with training and other resources.

OLCC Administration works closely with the agency's Governmental Affairs and Communications Division, subprogram 11, to reach out to internal and external stakeholders. Internally, the Administration Division's leaders, along with OLCC program and division directors, meet every two weeks as the OLCC's executive committee for information sharing and operational decision making. The agency executive director regularly holds all-staff meetings to share information and answer questions. Liquor commissioners meet with executive committee members in roundtable or other settings.

Additionally, the agency-wide budget for attorney general fees is centralized within this subprogram so the executive director can provide central oversight of the use of the attorney general services.

B. BACKGROUND

Historically, the OLCC Communications Division was part of Administration's subprogram 10 budget. Since 2005-07 the Communications Division budget has appeared as its own subprogram, 11. Since 2005-07, the Human Resources budget has been part of Administration's subprogram 10 budget. Prior, it was part of Administrative Services, subprogram 15. These budget changes follow changes in organization reporting structure.

C. EXPECTED RESULTS

In 2013-15, the Administration Division will continue to focus on developing strong, interactive partnerships with groups and individuals affected by the OLCC's activities and decisions. The division will lead the agency in being an effective component of

BUDGET NARRATIVE

the state alcohol beverage system, making alcohol available in a legal and managed way. Providing public safety as effectively and efficiently as possible is the priority.

Public outreach and partnership building. Administration will continue to spearhead the effort to continue outreach to more stakeholders in 2013-15 to promote understanding and partnership. Staff will also continue to take an active role in other local partnerships and national organizations and visiting individual stakeholders. Agency leaders will strengthen relationships with both internal and external stakeholders. The division will continue to explore ways to improve communication and collaboration with stakeholders. Administration will continue to encourage applying plain language principles to the agency communications.

Policy development and planning. In 2013-15, Administration will continue focusing on more long-term planning for OLCC. It will continue to integrate policy development with updating agency administrative rules, Oregon statutes, and operational practices.

Operational improvements. Administration will continue modeling looking for ways to modernize and find more effective and efficient ways to accomplish the agency mission.

Human Resources. Human Resources will continue to implement organizational policy; provide consultation for staff and managers; strengthen labor relations dialogue; support diversity education and understanding, and advise on improving agency culture and climate. It will continue leading the OLCC's internal wellness program to promote employees' wellbeing. It will support training, affirmative performance feedback and long-term planning for employees' growth.

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed Legislative changes.

BUDGET NARRATIVE

GOVERNMENT AFFAIRS AND COMMUNICATIONS DIVISION – SUBPROGRAM 11 OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

The Government Affairs and Communications Division is the central communication link between external stakeholders, OLCC employees, legislators, and the general public. The division puts a high priority on excellent customer service through communications with the public, the media, and lawmakers, as well as the development of all agency internet content, publications and educational media used throughout the state. Effective and coordinated messages play a key role in providing consistent and accurate information to the public, and to create a more transparent agency.

Partners and constituents include neighborhood and community groups, the Governor, legislators, industry groups, licensees, liquor agents, moderation advocacy groups, local governments, police agencies as well as the Oregon departments of Human Services, Transportation, Environmental Quality, and Agriculture. Additional partners are the League of Oregon Cities, the Association of Oregon Counties, the Governor’s Advisory Committee on DUII, the Governor’s Alcohol and Drug Policy Commission, and the Oregon Transportation Safety Commission.

The Government Affairs and Communications Division is responsible for identifying information needs, and designing developing, and disseminating communications to external and internal stakeholders of OLCC to meet those needs. This is done by consulting with program staff to meet agency communication, information, and public relations needs. The division also provides guidance to OLCC management on effective communication strategies for high-profile, urgent, or controversial issues.

The Government Affairs and Communications Division coordinates communications and legislative advocacy services for OLCC staff during legislative sessions. Writing and coordinating legislative concepts drafts, legislative testimony, and working with stakeholders on legislative matters are the responsibility of the division. The division maintains communication with legislators throughout the biennium; helping them resolve issues in their districts, troubleshooting with their constituents, and working cooperatively on legislative matters.

The Government Affairs and Communications Division is a key advisor to the agency executive director, senior staff, and Board of Commissioners in identifying, designing and implementing legislative solutions and proposals to alcohol control system policy issues; analyzing proposed and adopted policy, procedural, administrative rule, legislative impacts and application; and establishing

BUDGET NARRATIVE

productive relationships with internal and external stakeholders, locally and nationally. The division participates in various external and internal meetings, and makes presentations to develop and communicate agency goals, policies and objectives.

Assisting community partners, licensees and members of the public when they contact the agency with questions is a vital part of providing excellent communications and service to stakeholders. Knowing how the different divisions of the OLCC work together and knowing how best to communicate with each area helps the Division meet the needs of our constituents in a timely and effective manner.

The Government Affairs and Communications Division coordinates external communications, including distribution of press releases to local, regional and national media outlets. The division works with the media to educate licensees, lawmakers and the public about OLCC's initiatives to ensure community livability, and combat underage drinking and alcohol abuse. The division also provides information on the benefits of managing the sale of distilled spirits in the state including the revenue generated to benefit state general fund programs and city and county programs. The division responds to over 500 media inquiries and distributes more than 100 news releases each year. These coordinated efforts result in more than 1,200 TV, radio, print and online articles about the OLCC. Key topics include: minor sales checks, licensing activities, liquor commissioners' decisions, rulemaking, regulatory actions, social responsibility messages, revenue distribution, and distilled spirits sales. External communications are also enhanced by the division's management of a digital subscription service, GovDelivery, which allows citizens to subscribe to topics of interest and receive automated email or wireless notification when topics are updated. The division currently manages over 17,000 subscriptions to this service, and sent more than 229,000 bulletins in 2011.

The OLCC's website is a primary communication link between the OLCC and the general public. As our constituents' online needs grow, the need for OLCC's communications strategy to focus on new and developing online technology is crucial. Google Analytics data shows that traffic on OLCC's website continues to increase substantially. The OLCC website provides valuable resources such as updates on administrative rule changes; public meeting dates, agendas and minutes; liquor licensing information; resources for those who sell and serve alcohol; and important social responsibility messages directed at combating underage drinking and over-consumption. The Government Affairs and Communications team has completely restructured the website, making information more accessible and easier for users. An added online feature gives the public an opportunity to provide input on potential and existing licenses. According to results from a website feedback survey, the public has been very satisfied with the changes made to the website.

Social media has been successful in the agency's efforts to improve transparency. The Government Affairs and Communications Division uses several social media tools including: Facebook, Twitter, Blogger, YouTube, Google +, and Flickr. The OLCC was one of the first Oregon state agencies to engage in social media. Through these sites, the OLCC can share information with the public

BUDGET NARRATIVE

and include web links, videos, and photos. OLCC's intent is to provide effective two-way communication with OLCC constituents through the use of these free social networking tools. The division continues to enhance relationships with a variety of stakeholders - especially a growing population of people who get the vast majority of their information from online sources. These tools help OLCC to reach online communities to gather feedback on OLCC issues, and respond to incorrect information regarding OLCC initiatives. These tools are free to the public and a cost-effective way for the agency to communicate in a timely manner, without the additional cost of paper and postage.

Providing timely and beneficial communication to OLCC staff is also a key role of the Government Affairs and Communications Division.. An intranet website and inter-office emails provide a cost-effective way to disseminate information from executive staff quickly and in an easy-to-read manner. The team provides daily information to staff via email containing news related to the alcohol industry, our communities and the agency.

The Government Affairs and Communication Division is responsible for ensuring consistent messaging on the agency's mission and role. The division develops, creates and coordinates outreach materials, PowerPoint presentations, and other graphic design services. The team serves as resource for other staff for designing and creating various presentations and ensuring a consistent message. The team also creates all OLCC materials including forms, brochures, guides, fact sheets, and signs. These materials, designed for external stakeholders, include the *Guide to Manufacturing and Wholesaling Distilled Spirits, Starting Your Own Craft Distillery, a Guide to Liquor Licensing in Oregon, Supplier and Retailer Guidelines, and the Oregon Liquor Law Book.*

Educational materials to support social responsibility campaigns are also created by the Government Affairs and Communications team, including pamphlets, videos and public service announcements. The OLCC has been partnering with alcohol industry representatives for the last four years to create public service announcement campaigns designed to educate the public on responsible alcohol consumption. These social responsibility messages reach a broad audience through television, social media, the web, and news stories.

B. BACKGROUND

In 1999-2001, OLCC restructured the Government Affairs and Communications Division to ensure stronger partnership building, legislative liaison activities, and production of modern communication materials. But, the 2003-05 Legislatively Adopted Budget reduced the Communications Division by one FTE, the community relations coordinator. Since then, other staff such as the executive director, the Communications Division director and program managers, have performed those partnership activities. The abolished coordinator also was responsible for agency legislative coordination and communication functions. Other staff – such as the Government Affairs and Communications Division Director – now incorporates many of those functions into their positions.

BUDGET NARRATIVE

Before 2005-07, the Communications' budget appeared as part of Administration, subprogram 10. Since 2005-07, Communications' budget appears as subprogram 11.

C. EXPECTED RESULTS

The efforts of the Government Affairs and Communications Division staff help communicate the work of the agency to the public, all other interested stakeholders, and to internal staff in a manner that reflects the OLCC's mission, and keeps the citizens of Oregon aware of the role an alcohol-controlled state plays in their lives. Expected results include both strengthening existing partnerships and creating new partnerships to improve the reach of OLCC messages, as well as to expand the strength of the OLCC's constituency.

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

BUDGET NARRATIVE

Management Consulting Division – Subprogram 16
Administrative Services Division – Subprogram 15
Supply Center – Subprogram 60
Motor Pool – Subprogram 75
OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

The Management Consulting Services (MCS) Division and its subprograms serve to ensure OLCC’s sound stewardship of the state’s resources, and to enable OLCC’s Distilled Spirits and Public Safety programs to perform their functions effectively and efficiently. Providing process improvement, strategic planning, internal auditing services, preventing business disruption, and safeguarding information assets are essential functions for the division. Through its Administrative Services Division, MCS provides the internal support and services OLCC programs need to realize their goals and missions. Staff provide facilities and procurement-related support for the OLCC’s internal functions and its offices statewide.

As a consequence of budget reductions in the last seventeen years, the Administrative Services Unit lost positions and funding that helped manage risk and provide stewardship. In addition, the division has had to absorb new and unfunded statutory responsibilities requiring an internal audit function, information security program, and business continuity planning. (see descriptions below). This presents a challenge to continue the division’s responsibility to protect the state’s investments and more efficiently support OLCC’s operational aims.

Management Consulting Services Division (*subprogram 16*) This subprogram provides reviews of program performance and provides information for corrective actions through internal auditing, process improvement, business analysis, business continuity planning, and information security.

The division’s internal audit function is an independent, objective assurance-and-consulting activity with a goal of adding value and improving the operations of the OLCC. In 2009-11 and 2011-13, the division provides these services for the agency on a contracted basis. The internal audit function focuses on operational accountability and performance, and provides management with appraisals, analyses, and recommendations concerning the activities reviewed. Per OAR 125-700-0010 and with the passage of HB 3139, required internal audit activities include:

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An annual risk assessment – this is a process of identifying and prioritizing possible events that could adversely affect the achievement of OLCC’s mission.

An annual audit plan – based on the risk assessment, this is a roadmap defining audit areas, schedules, and objectives.

Individual audits – these are targeted studies of areas of concern based on the risk assessment. They typically result in recommendations for improving efficiency and effectiveness, customer service, and other operational or financial controls.

The division’s management consultants collaborate with and advise agency executive staff and management on technical, operational, and strategic matters relating to the agency’s three program areas. By providing supplemental quantitative and qualitative expertise to the Public Safety Services Program, the Distilled Spirits Program and the Support Services Program, management consulting activities promote more effective and consistent decision-making, streamline or enhance processes, and allow for more efficient use of limited resources. This optimizes OLCC’s path toward its strategic goals and mission. Examples of consulting services include: sales and resource forecasting, cost benefit analyses, distilled spirits market research, the Performance Measurement Program, and management of contract researchers and graduate student interns. The division is also responsible for overseeing business continuity planning and ensuring OLCC’s ability to conduct business soon after a disaster for those who depend on its services and revenues – such as from liquor agents, licensed restaurants and other licensed establishments, to state and local governments that depend on OLCC revenue.

This division is also responsible for OLCC’s Information Security Program and policies required by the state Enterprise Security Office. Information security is the protection of information assets from a wide range of threats in order to ensure business continuity, ensure privacy of information, minimize business risk, and maximize return on investments and business opportunities. Activities include: conducting business security risk and technical vulnerability assessments, establishing an incident response team, conducting security awareness training, and monitoring for compliance.

Administrative Services Division (subprogram 15) The Administrative Services Division staff provide internal services including supplies and services procurement and contracting; property control, motor pool (see narrative for motor pool, subprogram 75, below), physical plant maintenance, grounds/building maintenance, mail/supply services (see supply center, subprogram 60, below) and the capital improvements program (see separate narrative in the Capital Improvements Program, program 088, section). Issues facing this unit in the 2011-13 biennium include managing the budget to meet the increased cost of gasoline and utilities (electricity and natural gas) including those associated with the Milport warehouse facility which OLCC acquired at the close of the 2005-07 biennium with a reduced budget limitation. The unit continues to focus on and take pride in providing quality services and supplies necessary for a productive workplace; maintaining a safely and efficiently operated building facility; and providing centralized

BUDGET NARRATIVE

purchasing and contracting services that are cost effective, timely, and compliant with all state rules and policies. Major projects in 2011-13 included continuing the business process improvements and streamlining enhanced by the acquisition of purchasing software in the preceding biennium.

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 notebooks, pens, pencils, technology supplies, file folders, photocopier toner/developer, copier/computer paper, labels, envelopes, batteries and other items used in general by all OLCC work units. The supply center is a cost-effective, centralized service that provides normal 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 all kinds of paper through reuse and recycling.

Motor Pool (*subprogram 75*) The OLCC's Administrative Services Division uses the motor pool, subprogram 75, as a cost center to track, monitor and manage expenditures for purchase, maintenance, and fuel for vehicles of the OLCC. Since 1935, the OLCC has purchased, owned, and maintained a fleet so staff statewide can perform their duties. Liquor inspectors, investigators and Retail Services Division district managers are located in offices around the state to serve geographic areas. Additionally, other staff must travel on state business routinely. Despite budget reductions in this subprogram in past biennia, OLCC has consistently received an exemplary "Exceeds" job of operating its fleet according to the DAS-commissioned biennial fleet studies. These reports note that the OLCC conscientiously complies with DAS and federal guidelines for efficiency, economy, and safety.

In the 2011-13 biennium, the motor pool continues to maximize its budgeted financial resources while maintaining the fleet in an efficient, cost-effective way. Rapidly increasing fuel costs have challenged the Administrative Services Division to regularly review individual vehicle use to ensure optimum use of the fleet, making reassignments among agency drivers as necessary or downsizing if appropriate. For 2013-15, the OLCC's fleet size will remain the same at 65 vehicles.

B. BACKGROUND

The Management Consulting Services Division (*subprogram 16*) was organized in 2005-07 to bring together services previously found in separate parts of the agency. Services within the Support Services Program were reorganized for greater efficiency and concentration of professional internal consulting services, such as internal auditing, consulting, process improvement, and information security became a state and agency priority.

BUDGET NARRATIVE

Some of these functions historically appeared within a General Services Unit, within an Administrative Services Division, subprogram 15. The historical Administrative Services Division was created in 1978 to place support functions in one division for greater effectiveness and efficiency. In 1983, supplies and services procurement, office space leasing, human resources, contracting and property control were added. An Information technology Services (IS) Unit was added to the division in 1984. Information Services has since become a stand-alone division as its manager gained greater authority for project management and coordinating with outside stakeholders, such as DAS, and directly advising and consulting with the OLCC executive team. Since 2007-09, human resources (HR) services (previously subprogram 12) is reported as part of subprogram 10, Administration. These budget reorganizations follow organizational reporting structure changes.

C. EXPECTED RESULTS

These support services structures will continue in 2013-15 to provide the quality services and supplies necessary for a productive workplace, using best practices to provide professional services. Management Consulting Services will focus on identifying proper internal control systems and best practices, including meaningful and reliable performance measures, internal auditing, prevention of business disruption, protection of information assets, and efficiency through centralized purchasing, fleet and property management services.

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

BUDGET NARRATIVE

FINANCIAL SERVICES DIVISION – SUBPROGRAM 25 OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

The Financial Services Division provides fiscal accountability by administering the laws, rules, and policies of the state and the Oregon Liquor Control Commission. In accordance with generally accepted accounting principles, the division’s goals are to provide fiscal services, ensure protection of the state’s assets in conjunction with the activities of the Distilled Spirits Program, ensure OLCC-wide accountability, and maintain financial records in support of the OLCC’s mission.

Financial Services is an integral component of the systems approach to distilled spirits industry adopted by the OLCC and serves a critical function in the safeguarding of the states 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. Financial Services ensures that the net cash flow generated each month from its activities is timely distributed 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’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 of more than \$975 million; 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. In addition, manufacturers and distributors of malt beverages and wine pay privilege tax monthly to the OLCC, amounting to approximately \$35 million per biennium. Staff audit their monthly tax returns, maintain appropriate accounting records to ensure full payment of the tax and compliance with records maintenance and reporting procedures. OLCC Financial Services staff also administer and process tax returns, maintain accounting records and collect amounts due for the payment of the vinifera grape tonnage tax on behalf of the Oregon Wine Board.

BUDGET NARRATIVE

The wine industry has grown steadily in the last 10 to 15 years, significantly affecting Oregon's economy. This growth and changes in the operating environment place new demands on OLCC, which collects privilege taxes on this activity.

The division has seen substantial workload increases in the last 15 years as a result of a 230 percent increase in gross revenues and the corresponding increase in transaction count. The Division has seen additional workload responsibilities due to changes in the budget, operating and legal environments. Liquor business increases have increased the resources required to perform audits of liquor stores due to increases in the quantity and variety of inventory products. Many audits that previously required two staff persons to perform, now require as many as five staff to insure accuracy. As the wine industry has matured, the number of licensees submitting tax returns has increased. Legislative action in 2008 approved the issuance of Direct Shipper permits to wineries, including out of state licensees. Each permit holder is required to submit tax reports for shipments into Oregon. During this time of dramatic growth, Financial Services staff decreased from 24.50 FTE in 1995 to the current 21.63 FTE. As a result of continuous efforts to streamline processes and the incorporation of technological improvements, Financial Services has maintained the highest level of accountability to the taxpayers of Oregon.

B. BACKGROUND

The Oregon Liquor Control Commission functions in accordance with Oregon Revised Statutes Chapters 471, 472, and 473. ORS 471.780, 471.790, 471.805, and 471.810 specifically deal with preservation of records, deposit of funds, disposition of monies and distribution of available funds. The Privilege Tax Section primarily administers ORS 473, which imposes a privilege tax on manufacturers and importing distributors of malt beverages and wine. Malt beverages are taxed at the rate of \$2.60 per 31-gallon barrel. Wine with not more than 14 percent alcohol by volume is taxed at the rate of \$0.67 per gallon. Wine with more than 14 percent but not more than 21 percent alcohol by volume is taxed at the rate of \$0.77 per gallon. The section also collects vinifera grape tonnage taxes for the Oregon Wine Board with a tax rate of \$25 per ton. These areas are under the jurisdiction of the OLCC's Financial Services Division.

The 2003-05 Legislatively Adopted Budget eliminated one support position, (one FTE), from the Financial Services staff. This position provided administrative support for the Disbursements and Revenue sections, including preparation of voucher documents, privilege tax data input, and preparation of OLCC refund payments. This position also assisted division staff in basic functions of typing, filing and clerical support. Eliminating this position has required that higher-level staff perform the required duties since then.

BUDGET NARRATIVE

C. EXPECTED RESULTS

The division's objectives are to: prepare correct financial statements within thirty days of each month's end so that accurate and timely distribution of funds are made to the state, cities, and counties; have all reported revenue timely and appropriately banked, recorded, and transferred to appropriate accounts with the state treasurer's office; pay the correct amount of bills on a timely basis; ensure 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.

Additional objectives are to have monthly privilege tax reports reviewed, posted and recorded within one month of assessment, and discrepancies resolved immediately through correspondence and/or telephone; have all privilege tax revenue appropriately and timely banked and recorded; have an adequate bond or other acceptable collateral for each licensee; have manufacturers and importing distributors of malt beverages and wine audited in each three-year period; provide comprehensive information about the tax laws, tax reporting, and tax statistics to the malt beverage and wine industries and other interested parties; and to support the agency mission by providing cost/benefit and other financial management analyses of agency functions.

For 2013-15, Financial Services will continue working to enhance fiscal systems through continued review and analysis of internal control policies and procedures, and improvements in software applications. The division will work closely with the wine/beer industry in coordination with the Administrative Policy and Process Division to promulgate and implement rules for the administration and collection of privilege tax revenues. Division managers will continue their practice of involving other OLCC managers in the preparation and monitoring of the agency budget. In addition, Financial Services will support the agency mission by providing financial management analyses of agency functions.

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

BUDGET NARRATIVE

INFORMATION SERVICES DIVISION – SUBPROGRAM 26 OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

The Information Services (IS) Division provides the means for the OLCC to transform agency data into meaningful and timely information. The IS staff support and serve a varied customer base – including OLCC staff, other agencies, local governments, liquor licensees, service permittees, liquor suppliers, liquor agents, and the general public – with various platform and desktop configurations. The OLCC has more than 200 internal PC clients who use standard office product systems and networks to interface with both custom-developed and off-the-shelf applications that provide major functionality for the OLCC programs. The OLCC complies with published state standards for network, e-mail, office software, servers, connectivity, and security.

OLCC continually evaluates program areas and existing technologies for opportunities to increase effectiveness through the enhancement or application of information technology. In the 2011-13 biennium, IS is continuing to pursue modernization efforts along three strategic tracks: network and infrastructure, distilled spirits operations and public safety operations.

B. BACKGROUND

The OLCC IS Division is replacing core components of its aging networking systems with modern systems in order to improve operational capacity, reliability and security. This improvement will provide OLCC with a significantly higher level of network capability with which to serve business partners, stakeholders and constituents as well as highly resilient, redundant systems to provide uninterrupted data processing for OLCC’s Distilled Spirits and Public Safety programs. OLCC is also investing in modern network security systems that will enable OLCC to drastically increase security and meet the requirements of emerging and future security standards, such as those issued by the Department of Administrative Services. Finally, OLCC is investing in server and storage virtualization technologies in order to more efficiently utilize computing resources, decrease power and cooling requirements and improve OLCC’s disaster recovery capabilities

The IS Division is working actively to modernize OLCC’s Merchandising Business System (MBS) - the primary operations system for the Distilled Spirits Program. MBS is used for liquor order and inventory processing, product maintenance and allocation, product pricing, inventory accounting, forecasting and liquor agent compensation. MBS is an aging COBOL-based system comprised of hundreds of interdependent programs. Utilizing existing budgetary resources, OLCC will move MBS from the current

BUDGET NARRATIVE

COBOL system to a client-server based PowerBuilder system. Given the size, complexity and criticality of MBS, OLCC IS expects that the modernization effort will extend through the 2013-15 biennium.

The OLCC IS Division also is working to modernize OLCC's public safety operations systems, starting with the development of a new license processing system. OLCC IS is working closely with the License Services Division to meet requested needs such as improved data processing and integrity, full online license application and renewal processing capability for liquor licensees, comprehensive security, assignment and management metrics, and extensibility to accommodate future license types and changes to existing license types. OLCC is targeting a thoroughly modern, fully online, Web-based system in this modernization. Given the breadth and depth of OLCC's licensing activities and OLCC's scarcity of development staff with Web development skills, OLCC anticipates that the development effort for the new licensing system will extend into the 2013-15 biennium, postponing start of work on an online licensing system into the 2015-17 biennium.

C. EXPECTED RESULTS

The OLCC IS Division expects to realize tangible increases in network and server system reliability and performance; improved data security and disaster recovery capabilities; a significant reduction in energy consumption; improved customer service for business partners and citizens; and improved management and decision-making capabilities in both the Distilled Spirits and Public Safety Programs. OLCC IS views these efforts strategically and expects to continue building on this base foundation to provide future improvements in customer service, processing capability and communications technologies.

During 2011-13, the OLCC will manage within the constraints of the budget reductions.

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

BUDGET NARRATIVE

ADMINISTRATIVE POLICY AND PROCESS SERVICES DIVISION – SUBPROGRAM 55

OLCC 2013-15 Governor's Balanced Budget

During 2011-2013, OLCC Administrative Policy and Process Services Division (Subprogram 55) was moved from the Public Safety Services Program to the Support Services Program.

A. PURPOSE, ACTIVITIES & ISSUES

The Administrative Policy and Process Services (APP) Division provides technical and legal support and consulting to OLCC programs. The APP division assists in formulating and recommending agency policies, procedures, or practices; resolving technical legal issues encountered while enforcing liquor laws, licensing or issuing permits to applicants, operating the state's Distilled Spirits Program, or responding to industry issues connected to wholesaling and manufacturing; writing manuals; providing technical regulatory-related training to staff, and reviewing staff work in a quality assurance role.

The APP Division reviews and evaluates investigative reports with recommended enforcement actions or with actions involving contractual violations. APP staff review the cases for legal sufficiency. They recommend and implement resolving the case through settlement, withdrawal, or issuance a violation notice initiating the contested case hearing process.

The division reviews licensing investigative reports for legal sufficiency. The APP Division makes recommendations to the OLCC executive director for cases where the executive director or the liquor commissioners must make the final decisions. If the final licensing decision is negative, AP&P staff issue a refusal notice initiating the contested case hearing process.

The division prosecutes the OLCC's enforcement, licensing, and Distilled Spirits Program's cases at contested case hearings. An OLCC employee representative prepares and presents the contested case in front of the state's Office of Administrative Hearings administrative law judge. OLCC's assigned assistant Attorney General sometimes presents the case, with the OLCC employee representative assisting. Case preparation involves reviewing the case for legal sufficiency, identifying witnesses and documentary evidence, responding to discovery requests, subpoenaing witnesses, participating in pre-hearing conferences, filing and responding to motions, and planning and executing the presentation of the case at hearing. The OLCC employee representative reviews the administrative law judge's proposed order, files exceptions as appropriate, and orally presents the exceptions to the liquor commissioners at their monthly meeting.

After the state's Office of Administrative Hearings issues the proposed orders, the director of APP reviews the hearing record and assists the liquor commissioners in drafting and issuing final orders. If a final order is appealed, staff prepares and files the official hearing record with the Court of Appeals and tracks the progress of the appeal.

BUDGET NARRATIVE

The APP director provides review of OLCC policies, rulemaking, and significant legal issues. The APP director provides technical/legal leadership and support to external stakeholder groups and agency task forces. The APP director receives all requests for legal assistance from throughout the OLCC and, in coordination with the Attorney General's (AG) Office, answers the requests where appropriate or routes to the AG's Office.

The APP Division staff draft agency rules and conducts the agency's rulemaking function in accordance with the Administrative Procedures Act, including legal review of each proposed rulemaking action, empanelling stakeholder advisory groups and conducting rulemaking hearings.

The APP Division 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.

The APP director is part of a team responsible for the OLCC's legislative initiatives, including drafting legislative concepts, providing testimony, and lobbying the Legislature.

The volume of rules, technical requests and reviews, initiation of contested case prosecutions and number and complexity of contested case hearings have increased greatly since the 2003-05 biennium, while the staffing level has not increased. Since 2003-05, the number of separate rulemaking actions is up more than 30 percent (with each rulemaking action possibly containing multiple rules to amend); requests for AP&P's technical assistance and technical reviews continue to rise steadily; and prosecutions initiated by notice or charge letter are also up substantially. The OLCC expects these demands on its services to continue to rise.

B. BACKGROUND

The division has historically performed the following functions: reviewing and evaluating final reports generated by the Enforcement and Compliance Services Division; prosecuting or otherwise resolving contested case hearings for the OLCC Public Safety and Distilled Spirits programs (including hearing preparations, post-hearing exceptions and oral argument to the liquor commissioners); drafting rules and conducting rulemaking agency-wide providing technical assistance to the Enforcement Division; coordinating with the state Office of Administrative Hearings; providing technical and legal support to the liquor commissioners, including assistance with drafting final orders in contested cases; compiling the contested case record on appeal, and compiling a Digest of Cases chronicling final orders in contested cases.

BUDGET NARRATIVE

In February 2005, the agency consolidated Public Safety Program technical and legal resources into the Administrative Policy and Process Services Division. The reorganization was to provide consistent, centralized technical guidance and training to the agency; to respond to legal/technical issues from the agency as a whole; to review and make recommendations on policy issues and technical determinations concerning enforcement, licensing, retailing, rulemaking and hearings; to provide legal coordination for the agency; and, in coordination with the Attorney General's Office, to provide review for legal sufficiency and consistency at all levels. The decision to review for the legal sufficiency earlier in the agency's processes and having one central clearinghouse for evaluating legal sufficiency and ensuring consistency was implemented using existing resources. In the 2011-13 biennium, AP&P was moved to the Support Services Program to better reflect the agency-wide support role played by the division and to align with the Governor's budget outcome areas.

C. EXPECTED RESULTS

The Administrative Policy and Process Division will continue to provide its services and activities into the 2013-15 biennium.

Based on actual case history through June 30, 2012, the division projects a 137.2 percent increase (Beginning in January 2012, the division began evaluating cases and issuing notices or charge letters for all fast track cases previously issued by the Enforcement Division) in the number of cases evaluated and notices or charge letters issued for contested case hearings in the 2011-13 biennium (1,454 cases) over the prior biennia. The division expects the trend to continue, albeit at a reduced growth rate, into 2013-15. It expects to prosecute 2,200 cases in the 2013-15 biennium. To improve customer service, the division continues a process for formal, confidential settlement conferences to increase the number of settlements and reduce the number of contested case hearings.

Based on rulemaking actions through June 30, 2012, the division projects that the number and complexity of rulemaking actions will continue to increase, due to the expanded requirements for processing rulemaking petitions, complex shifts in the traditional three-tier system of alcohol distribution and taxation, and the industry's increased use of the petition process to effect administrative rule changes. The division projects a 13.5 percent increase in rulemaking actions from the 2009-11 biennium through the 2011-13 biennium, and that this trend will continue through the 2013-15 biennium.

The Technical Services Unit will continue to respond to requests for technical assistance throughout the agency. These requests are on the rise due, in part, to increased licensing and enforcement actions; fundamental shifts in the liquor industry, resulting in multi-faceted challenges to the traditional three-tier model of alcohol manufacture, distribution, and sales; new or expanded technical areas (such as the Oregon Bottle Bill expansion); and changes in interpretations governing privilege taxes.

BUDGET NARRATIVE

The program intends to manage within the constraints posed by the reductions, and minimize or avoid measurable reductions in service.

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	99,230	-	-	-	99,230
Total Revenues	-	-	\$99,230	-	-	-	\$99,230
Personal Services							
Temporary Appointments	-	-	137	-	-	-	137
Overtime Payments	-	-	686	-	-	-	686
Shift Differential	-	-	45	-	-	-	45
All Other Differential	-	-	491	-	-	-	491
Public Employees' Retire Cont	-	-	253	-	-	-	253
Pension Obligation Bond	-	-	93,465	-	-	-	93,465
Social Security Taxes	-	-	103	-	-	-	103
Mass Transit Tax	-	-	9,868	-	-	-	9,868
Vacancy Savings	-	-	(5,816)	-	-	-	(5,816)
Reconciliation Adjustment	-	-	(2)	-	-	-	(2)
Total Personal Services	-	-	\$99,230	-	-	-	\$99,230
Total Expenditures							
Total Expenditures	-	-	99,230	-	-	-	99,230
Total Expenditures	-	-	\$99,230	-	-	-	\$99,230
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control 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
Revenues							
Transfer In - Intrafund	-	-	(961)	-	-	-	(961)
Total Revenues	-	-	(\$961)	-	-	-	(\$961)
Services & Supplies							
Instate Travel	-	-	2,176	-	-	-	2,176
Out of State Travel	-	-	610	-	-	-	610
Employee Training	-	-	1,413	-	-	-	1,413
Office Expenses	-	-	4,607	-	-	-	4,607
Telecommunications	-	-	(26,400)	-	-	-	(26,400)
State Gov. Service Charges	-	-	(33,128)	-	-	-	(33,128)
Data Processing	-	-	5,596	-	-	-	5,596
Publicity and Publications	-	-	246	-	-	-	246
Professional Services	-	-	(39,361)	-	-	-	(39,361)
IT Professional Services	-	-	2,240	-	-	-	2,240
Attorney General	-	-	51,306	-	-	-	51,306
Employee Recruitment and Develop	-	-	263	-	-	-	263
Dues and Subscriptions	-	-	285	-	-	-	285
Facilities Rental and Taxes	-	-	59	-	-	-	59
Fuels and Utilities	-	-	7,696	-	-	-	7,696
Facilities Maintenance	-	-	4,756	-	-	-	4,756
Agency Program Related S and S	-	-	295	-	-	-	295
Other Services and Supplies	-	-	3,920	-	-	-	3,920

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
Pkg: 031 - Standard Inflation

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	9,477	-	-	-	9,477
Total Services & Supplies	-	-	(\$3,944)	-	-	-	(\$3,944)
Capital Outlay							
Automotive and Aircraft	-	-	2,983	-	-	-	2,983
Total Capital Outlay	-	-	\$2,983	-	-	-	\$2,983
Total Expenditures							
Total Expenditures	-	-	(961)	-	-	-	(961)
Total Expenditures	-	-	(\$961)	-	-	-	(\$961)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control 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
Revenues							
Transfer In - Intrafund	-	-	701,327	-	-	-	701,327
Total Revenues	-	-	\$701,327	-	-	-	\$701,327
Personal Services							
Temporary Appointments	-	-	3,049	-	-	-	3,049
Overtime Payments	-	-	782	-	-	-	782
Shift Differential	-	-	127	-	-	-	127
Public Employees' Retire Cont	-	-	188	-	-	-	188
Social Security Taxes	-	-	303	-	-	-	303
Mass Transit Tax	-	-	7,054	-	-	-	7,054
Vacancy Savings	-	-	(4,330)	-	-	-	(4,330)
Total Personal Services	-	-	\$7,173	-	-	-	\$7,173
Services & Supplies							
Instate Travel	-	-	5,429	-	-	-	5,429
Out of State Travel	-	-	1,308	-	-	-	1,308
Employee Training	-	-	5,418	-	-	-	5,418
Office Expenses	-	-	27,913	-	-	-	27,913
Telecommunications	-	-	15,250	-	-	-	15,250
State Gov. Service Charges	-	-	16,015	-	-	-	16,015
Data Processing	-	-	104,535	-	-	-	104,535
Publicity and Publications	-	-	402	-	-	-	402
Professional Services	-	-	376,343	-	-	-	376,343
IT Professional Services	-	-	75,000	-	-	-	75,000

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
Pkg: 060 - Technical Adjustments

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Employee Recruitment and Develop	-	-	525	-	-	-	525
Dues and Subscriptions	-	-	3,722	-	-	-	3,722
Agency Program Related S and S	-	-	757	-	-	-	757
Other Services and Supplies	-	-	1,044	-	-	-	1,044
IT Expendable Property	-	-	60,493	-	-	-	60,493
Total Services & Supplies	-	-	\$694,154	-	-	-	\$694,154
Capital Outlay							
Technical Equipment	-	-	16,308	-	-	-	16,308
Automotive and Aircraft	-	-	(16,308)	-	-	-	(16,308)
Total Capital Outlay	-	-	-	-	-	-	-
Total Expenditures							
Total Expenditures	-	-	701,327	-	-	-	701,327
Total Expenditures	-	-	\$701,327	-	-	-	\$701,327
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
 Pkg: 091 - Statewide Administrative Savings

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(200,826)	-	-	-	(200,826)
Total Revenues	-	-	(\$200,826)	-	-	-	(\$200,826)
Personal Services							
Undistributed (P.S.)	-	-	(146,439)	-	-	-	(146,439)
Total Personal Services	-	-	(\$146,439)	-	-	-	(\$146,439)
Services & Supplies							
Undistributed (S.S.)	-	-	(52,979)	-	-	-	(52,979)
Total Services & Supplies	-	-	(\$52,979)	-	-	-	(\$52,979)
Capital Outlay							
Undistributed (C.O.)	-	-	(1,408)	-	-	-	(1,408)
Total Capital Outlay	-	-	(\$1,408)	-	-	-	(\$1,408)
Total Expenditures							
Total Expenditures	-	-	(200,826)	-	-	-	(200,826)
Total Expenditures	-	-	(\$200,826)	-	-	-	(\$200,826)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
Pkg: 092 - PERS Taxation Policy

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

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(33,764)	-	-	-	(33,764)
Total Revenues	-	-	(\$33,764)	-	-	-	(\$33,764)
Personal Services							
PERS Policy Adjustment	-	-	(33,764)	-	-	-	(33,764)
Total Personal Services	-	-	(\$33,764)	-	-	-	(\$33,764)
Total Expenditures							
Total Expenditures	-	-	(33,764)	-	-	-	(33,764)
Total Expenditures	-	-	(\$33,764)	-	-	-	(\$33,764)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
Pkg: 093 - Other PERS 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
Revenues							
Transfer In - Intrafund	-	-	(270,461)	-	-	-	(270,461)
Total Revenues	-	-	(\$270,461)	-	-	-	(\$270,461)
Personal Services							
PERS Policy Adjustment	-	-	(270,461)	-	-	-	(270,461)
Total Personal Services	-	-	(\$270,461)	-	-	-	(\$270,461)
Total Expenditures							
Total Expenditures	-	-	(270,461)	-	-	-	(270,461)
Total Expenditures	-	-	(\$270,461)	-	-	-	(\$270,461)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C0104	AA OFFICE SPECIALIST 2	1	1.00	24.00	2,410.00		57,840			57,840
000	AL	C0107	AA ADMINISTRATIVE SPECIALIST 1	3	3.00	72.00	3,138.66		225,984			225,984
000	AL	C0108	AA ADMINISTRATIVE SPECIALIST 2	3	3.00	72.00	3,210.33		231,144			231,144
000	AL	C0211	AA ACCOUNTING TECHNICIAN 2	5	4.63	111.20	2,811.40		314,893			314,893
000	AL	C0212	AA ACCOUNTING TECHNICIAN 3	1	1.00	24.00	3,032.00		72,768			72,768
000	AL	C0323	AA PUBLIC SERVICE REP 3	1	1.00	24.00	2,371.00		56,904			56,904
000	AL	C0758	AA SUPPLY SPECIALIST 1	1	1.00	24.00	2,554.00		61,296			61,296
000	AL	C0759	AA SUPPLY SPECIALIST 2	1	1.00	24.00	3,837.00		92,088			92,088
000	AL	C0864	AA PUBLIC AFFAIRS SPECIALIST 1	1	1.00	24.00	4,211.00		101,064			101,064
000	AL	C0865	AA PUBLIC AFFAIRS SPECIALIST 2	1	1.00	24.00	5,874.00		140,976			140,976
000	AL	C0871	AA OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	5,604.00		134,496			134,496
000	AL	C1215	AA ACCOUNTANT 1	3	3.00	72.00	3,839.00		276,408			276,408
000	AL	C1216	AA ACCOUNTANT 2	1	1.00	24.00	3,333.00		79,992			79,992
000	AL	C1217	AA ACCOUNTANT 3	2	2.00	48.00	4,977.00		238,896			238,896
000	AL	C1244	AA FISCAL ANALYST 2	1	1.00	24.00	5,604.00		134,496			134,496
000	AL	C1339	AA TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	5,604.00		134,496			134,496
000	AL	C1483	IA INFO SYSTEMS SPECIALIST 3	3	3.00	72.00	4,069.33		292,992			292,992
000	AL	C1485	IA INFO SYSTEMS SPECIALIST 5	3	3.00	72.00	5,699.66		410,376			410,376
000	AL	C1486	IA INFO SYSTEMS SPECIALIST 6	4	4.00	96.00	5,900.25		566,424			566,424
000	AL	C1487	IA INFO SYSTEMS SPECIALIST 7	2	2.00	48.00	6,490.50		311,544			311,544
000	AL	C1488	IA INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	7,587.00		182,088			182,088
000	AL	C4033	AA FACILITY ENERGY TECHNICIAN 2	2	2.00	48.00	4,020.00		192,960			192,960
000	AL	C4110	AA GROUNDS MAINTENANCE WORKER 2	1	1.00	24.00	3,487.00		83,688			83,688
000	AL	C5248	AA COMPLIANCE SPECIALIST 3	5	5.00	120.00	5,440.60		652,872			652,872
000	AL	C5641	AA FISCAL AUDITOR 1	5	5.00	120.00	4,232.20		507,864			507,864

OLC SUPPORT SERVICES
 Governors Balanced Budget
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PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	B	Y7500	AE BOARD AND COMMISSION MEMBER		.00	.00	0.00		24,000			24,000
000	MEAHZ7014	HA	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	11,697.00		280,728			280,728
000	MENNZ0119	AA	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	3,970.00		95,280			95,280
000	MESNZ7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	3	3.00	72.00	7,252.00		522,144			522,144
000	MESNZ7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	2	2.00	48.00	8,613.00		413,424			413,424
000	MMC X1319	AA	HUMAN RESOURCE ASSISTANT	1	1.00	24.00	3,781.00		90,744			90,744
000	MMN X1118	AA	RESEARCH ANALYST 4	1	1.00	24.00	5,567.00		133,608			133,608
000	MMN X1322	AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	5,567.00		133,608			133,608
000	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	3	3.00	72.00	6,773.33		487,680			487,680
000	MMS X7006	IA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	8,206.00		196,944			196,944
000	MMS X7008	IA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	9,035.00		216,840			216,840
000				68	67.63	1623.20	4,650.69		8,149,549			8,149,549
				68	67.63	1623.20	4,650.69		8,149,549			8,149,549
				233	227.63	5463.20	4,138.55		23,222,293			23,222,293

12/28/12 REPORT NO.: PPDPLBUDCL
 REPORT: SUMMARY LIST BY PKG BY SUMMARY XREF
 AGENCY: 84500 LIQUOR CONTROL COMMISSION
 SUMMARY XREF: 003-00-00 000 Administration and S

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

2013-15
 PICS SYSTEM: BUDGET PREPARATION

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				233	227.63	5463.20	4,138.55		23,222,293			23,222,293

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

Oregon Liquor Control Comm
2013-15 Biennium

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

Source	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
Other Funds						
Transfer In - Intrafund	15,732,203	13,924,482	14,632,455	18,240,095	17,587,264	-
Total Other Funds	\$15,732,203	\$13,924,482	\$14,632,455	\$18,240,095	\$17,587,264	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Administration and Support

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 84500-003-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
LIMITED BUDGET (Excluding Packages)						
PERSONAL SERVICES						
Other Funds	9,930,952	10,410,102	10,410,102	13,128,872	13,070,366	-
SERVICES & SUPPLIES						
Other Funds	4,890,790	3,390,072	4,098,045	4,098,045	4,098,045	-
CAPITAL OUTLAY						
Other Funds	910,461	124,308	124,308	124,308	124,308	-
TOTAL LIMITED BUDGET (Excluding Packages)						
Other Funds	15,732,203	13,924,482	14,632,455	17,351,225	17,292,719	-
AUTHORIZED POSITIONS	60	60	60	68	68	-
AUTHORIZED FTE	59.30	59.30	59.30	67.63	67.63	-
LIMITED BUDGET (Essential Packages)						
010 NON-PICS PSNL SVC / VACANCY FACTOR						
PERSONAL SERVICES						
Other Funds	-	-	-	99,239	99,230	-
031 STANDARD INFLATION						
SERVICES & SUPPLIES						
Other Funds	-	-	-	85,315	(3,944)	-
CAPITAL OUTLAY						
Other Funds	-	-	-	2,983	2,983	-
060 TECHNICAL ADJUSTMENTS						

Agency Request
 2013-15 Biennium

Governor's Budget
 Page

Legislatively Adopted
 Program Unit Appropriated Fund and Category Summary- BPR007A

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Administration and Support

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 84500-003-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
PERSONAL SERVICES						
Other Funds	-	-	-	7,179	7,173	-
SERVICES & SUPPLIES						
Other Funds	-	-	-	694,154	694,154	-
TOTAL LIMITED BUDGET (Essential Packages)						
Other Funds	-	-	-	888,870	799,596	-
LIMITED BUDGET (Current Service Level)						
Other Funds	15,732,203	13,924,482	14,632,455	18,240,095	18,092,315	-
AUTHORIZED POSITIONS	60	60	60	68	68	-
AUTHORIZED FTE	59.30	59.30	59.30	67.63	67.63	-
LIMITED BUDGET (Policy Packages)						
PRIORITY 0						
091 STATEWIDE ADMINISTRATIVE SAVINGS						
PERSONAL SERVICES						
Other Funds	-	-	-	-	(146,439)	-
SERVICES & SUPPLIES						
Other Funds	-	-	-	-	(52,979)	-
CAPITAL OUTLAY						
Other Funds	-	-	-	-	(1,408)	-
092 PERS TAXATION POLICY						
PERSONAL SERVICES						

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
Other Funds	-	-	-	-	(33,764)	-
093 OTHER PERS ADJUSTMENTS						
PERSONAL SERVICES						
Other Funds	-	-	-	-	(270,461)	-
TOTAL LIMITED BUDGET (Policy Packages)						
Other Funds	-	-	-	-	(505,051)	-
TOTAL LIMITED BUDGET (Including Packages)						
Other Funds	15,732,203	13,924,482	14,632,455	18,240,095	17,587,264	-
AUTHORIZED POSITIONS	60	60	60	68	68	-
AUTHORIZED FTE	59.30	59.30	59.30	67.63	67.63	-
OPERATING BUDGET						
Other Funds	15,732,203	13,924,482	14,632,455	18,240,095	17,587,264	-
AUTHORIZED POSITIONS	60	60	60	68	68	-
AUTHORIZED FTE	59.30	59.30	59.30	67.63	67.63	-
TOTAL BUDGET						
Other Funds	15,732,203	13,924,482	14,632,455	18,240,095	17,587,264	-
AUTHORIZED POSITIONS	60	60	60	68	68	-
AUTHORIZED FTE	59.30	59.30	59.30	67.63	67.63	-

BUDGET NARRATIVE

**STORE OPERATING
EXPENSES**

BUDGET NARRATIVE

STORE OPERATING EXPENSES PROGRAM – PROGRAM 005 OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

The OLCC appoints liquor agents – independent business people who serve as retail contractors — to operate liquor stores for the state of Oregon. The Store Operating Expenses Program contains funds available to pay agents for their retailing services for the state. The OLCC pays agents monthly for their services, using a formula based on several factors, the most important of which is store sales. This payment is not only the agents' take-home pay, but also the dollars they use to operate the liquor stores. For example, out of their compensation, agents must pay liquor store rent, insurance, telephone, electricity, heat, water, city and county business taxes, employee salaries, sick leave and vacation coverage. Infrastructure improvements, such as in-store remodels, appearance or computer equipment, also comes from these funds. From the remainder, agents pay their own salaries, Social Security, state and federal taxes, medical insurance, and retirement plan.

Agents are compensated based on the sales volume the liquor stores produce. However, agents do not enjoy the opportunities wholly private retailers have to increase sales, such as product price adjustments and advertising. These are controlled by state liquor laws for agents. The Legislature mandates the average funding rate to be paid on forecasted sales; but, it also has chosen to set a maximum limitation. If sales exceed forecasts during a biennium, OLCC must request a limitation increase from the Emergency Board to maintain paying agents the mandated average funding rate of compensation. On the other hand, if sales do not meet the biennia forecast, OLCC does not distribute the entire fund to agents.

For 2013-15, the budget calculation provides agents a store expenses fund at an average rate of 8.88 percent of sales, the same as for the prior five biennia. Since 1997 the Legislature has increased the average rate three times to meet the continued business demands of the sales force. Prior to 1997 the approved average rate was 8.2 percent; in 1997 it moved to 8.54 percent. The 8.54 percent rate was unchanged until 2003, when the 2003 Legislature increased the rate from 8.54 percent to the 8.88 percent. The modest change in rates still may fail to address increased agents’ costs due to inflation and those that exceed average consumer inflation rates, such as retail rental space. Agents have continued upgrading their facilities, improving customer service, and investing in remodels.

BUDGET NARRATIVE

The 2005 Legislature directed the OLCC to initiate a study of the payment schedule for liquor agents and to report the results of the study to the Legislature. The study was completed in June 2006 and was reported to House Business and Labor Committee on November 26, 2007. As a result of the study, the OLCC created a task force of agents, OLCC staff and other interested parties to develop recommendations regarding agents' compensation. The task force reported to the board of liquor commissioners in December 2007. OLCC requested packages for 2009-11 and 2011-13 in response to the task force proposals. The 2013-15 Agency Request Budget recommended one of them again, package 101 "*Respond to Variable Store Business Costs*". The Governor's proposal did not approve this package. Please see the narrative following for a description of the package. OLCC also proposed package 103 "*Sortation*", to improve efficiencies in the Distribution Center. Package 103 would increase expected sales revenue by \$47.5 million over the current service level. The additional Sales would require an increase of \$4.2 million in Store Operating Expenses to maintain the Legislatively approved funding rate of 8.88% of sales. The Governor's budget did not approve the expenditures for the infrastructure improvements, but did approve the increase in limitation for store operating expenses. Please reference the package narrative in the Distilled Spirits Program for a discussion of the sortation proposal.

The Governor's Balanced Budget assumes the OLCC's extension of 50-cents per bottle surcharge on spirits through 2013-15. This extension is projected to generate \$32.4 million in spirits revenue and is included in the revenue projection of \$1.071 billion for the biennium. The Governor's request for funding of \$95.16 million for the Store Operating Expense fund will maintain an average compensation rate of 8.88 percent with the achievement of sales revenue in the amount of \$1.071 billion.

B. BACKGROUND

Originally, the OLCC annually determined the compensation amount that agents would receive each month. In 1979, the OLCC started calculating compensation monthly as a percentage of actual monthly sales. As a result, agents' monthly compensation for store operating expenses fluctuates as sales fluctuate. Until 1980, the OLCC made biennial adjustments to this basic formula. From 1980 to 1985, the basic formula did not change, but the Legislature added annual cost-of-living increases to the base formula. In a 1985-87 budget footnote, the Legislature directed OLCC to allocate agents compensation based on a redesigned compensation schedule.

The OLCC has used this basic formula since 1987 and plans to use it for 2013-15. The percentages used in the formula to calculate compensation have changed over time as the Legislature approved increases in the average compensation rate. Please note the sales commission rates listed below will vary during a biennium to maintain an average payout of compensation statewide as 8.88 percent of actual sales. The sales commission rates below are the ones in use as of April 2012.

BUDGET NARRATIVE

NON-EXCLUSIVE AGENT FORMULA (A non-exclusive agent runs the liquor store in conjunction with another business.)

Base Compensation

14.25 percent of first \$10,000 of monthly sales

PLUS

Sales Commission

7.73 percent of all monthly consumer sales

6.03 percent of all monthly dispenser (licensee) sales

PLUS

Each non-exclusive agent is eligible for up to \$118.00 in additional monthly compensation, which is deposited into deferred compensation if the agent also deposits a like amount into the fund.

BUDGET NARRATIVE

EXCLUSIVE AGENT FORMULA (An exclusive agent runs a store whose only business is the sale of distilled spirits and some distilled spirits-related items.)

Base Compensation

<u>Sales Class</u>	<u>Annual Sales</u>	<u>Compensation Base</u>
I	up to \$209,999	14.25 percent of first \$10,000 monthly sales
II	\$210,000 - \$449,999	\$1,660
III	\$450,000 - \$749,999	\$1,920
IV	\$750,000 - \$1,049,999	\$2,348
V	\$1,050,000 - \$1,649,999	\$2,440
VI	\$1,650,000 and up	\$2,700

PLUS

Sales Commission

7.73 percent of all monthly consumer sales

6.03 percent of all monthly dispenser (licensee) sales

PLUS

Each exclusive agent is eligible for up to \$150 monthly in additional compensation, which is deposited into deferred compensation if the agent contributes a like amount into the fund.

C. EXPECTED RESULTS

As of April 2012, OLCC expects to generate an estimated \$ 1.07 billion in liquor sales in 2013-15. As of April 2012, the Store Operating Expenses Program funds 249 stores located throughout the state, making alcohol available in a controlled, regulated fashion for the people of Oregon and its visitors. The agents ensure the responsible sale of alcohol to the public. Agents are responsible for following all liquor laws, and for protecting the state's inventory investment in the stores.

BUDGET NARRATIVE

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

BUDGET NARRATIVE

THE GOVERNOR'S BUDGET DOES NOT RECOMMEND THIS PACKAGE.

Respond to Variable Store Business Costs
OLCC 2013-15 Agency Request Budget
Policy Option Package No. 101, Agency Priority No. 1

A. PACKAGE PURPOSE

By assuring the liquor agents that the state will appropriately compensate them for the work they do, liquor agents will be better positioned to provide stability and certainty to the entire retail chain. This package requests changing the fixed-limitation Store Operating Expense Fund to a non-limited fund, in order to achieve that.

Background -- The 2005 Legislature instructed the OLCC to initiate a study of the payment schedule for liquor agents and to report to the Legislature the results of the study. The study was completed in June 2006 and was reported to House Business and Labor Committee on November 26, 2007. As a result of the study, the OLCC created a task force of agents, OLCC staff and other interested parties to develop recommendations regarding agents compensation. The task force recommended adopting a non-limited status for the Store Operating Expenses Program fund. The OLCC supports this recommendation. The OLCC requests the Legislature remove the fixed spending limitation for store operating expenses.

As of 2011-13, the budgetary process still establishes both an average funding rate percentage and a fixed limitation amount for the store operating expenses fund. The Legislature ultimately determines the fixed limitation by multiplying the forecasted revenue for the following biennium by the average funding rate. The budget process requires OLCC to develop that revenue forecast as much as 42 months in advance of actual sales activity. If sales exactly equal the forecast, then the fixed limitation is adequate to fund payments to agents for their services. If sales are less than forecast, the fund is still adequate. But, if sales exceed the forecasted amounts, then contracted liquor agents experience uncertainty about how to manage their operations. They must wait for the result of OLCC's pursuing additional limitation through an Emergency Board action. If the Emergency board declines OLCC's request for additional funding limitation, then the effective payout percentage will be less than the amount mandated during the regular legislative session.

BUDGET NARRATIVE

The contracted liquor agents must plan and make business decisions based on the authorized statewide average rate. If the rate changes, agents may change hours of operation and otherwise reduce variable expenses. They may even decide to change store locations or remodeling plans to stay within the reduction. Such operational changes would affect sales in turn and the state's sales projection will not be achieved. Compensation paid to the liquor agents are a variable cost of doing business. It is strictly a function of the average percentage funding rate established by the Legislature and the purchasing decisions made by licensees and consumers. By assuring the liquor agents that the state will appropriately compensate them for the work they do, even if sales vary from the forecast, agents will provide stability and certainty to the entire retail chain.

B. HOW ACHIEVED

This *Respond to Variable Store Business Costs* package, when approved, will allow agents to be compensated at the legislatively approved average funding percentage without a limitation cap. Approval of this package will recognize compensation to agents as a function of sales. The Legislature will continue to establish the average funding rate as a percent of sales. The OLCC will only expend funds at the rate the Legislature sets. Store operating expenses will be viewed similarly to other variable costs of doing business, such as purchasing product (cost of goods sold) and freight costs.

OLCC will implement an approved policy option package immediately with the start of the 2013-15 biennium. OLCC will continue to use the existing agents compensation system to pay liquor agents for their services.

C. STAFFING IMPACT

This package does not request any changes to FTE or positions.

D. QUANTIFY RESULTS

The OLCC will monitor payments to contracted liquor agents to ensure that total expenditures are paid at the average statewide funding rate as the Legislature mandates in the budget process. Agents' commission payments are a variable cost of business which fluctuate with the actual sales revenue the liquor stores generate. Approval of this package will allow the OLCC to pay the agents according to the will of the Legislature. Should sales not achieve the forecasted level; actual compensation paid would be less than projected. Should sales exceed forecast, OLCC would pay commissions only at the average payout rate.

BUDGET NARRATIVE

E. REVENUE SOURCE

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Store Operating Expenses
 Cross Reference Number: 84500-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	(2,552,000)	-	-	-	(2,552,000)
Total Revenues	-	-	(\$2,552,000)	-	-	-	(\$2,552,000)
Services & Supplies							
Professional Services	-	-	(2,552,000)	-	-	-	(2,552,000)
Total Services & Supplies	-	-	(\$2,552,000)	-	-	-	(\$2,552,000)
Total Expenditures							
Total Expenditures	-	-	(2,552,000)	-	-	-	(2,552,000)
Total Expenditures	-	-	(\$2,552,000)	-	-	-	(\$2,552,000)
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
Pkg: 031 - Standard Inflation

Cross Reference Name: Store Operating Expenses
Cross Reference Number: 84500-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	1,899,696	-	-	-	1,899,696
Total Revenues	-	-	\$1,899,696	-	-	-	\$1,899,696
Services & Supplies							
Professional Services	-	-	1,899,696	-	-	-	1,899,696
Total Services & Supplies	-	-	\$1,899,696	-	-	-	\$1,899,696
Total Expenditures							
Total Expenditures	-	-	1,899,696	-	-	-	1,899,696
Total Expenditures	-	-	\$1,899,696	-	-	-	\$1,899,696
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Store Operating Expenses
Cross Reference Number: 84500-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Transfer In - Intrafund	-	-	9,882,304	-	-	-	9,882,304
Total Revenues	-	-	\$9,882,304	-	-	-	\$9,882,304
Services & Supplies							
Professional Services	-	-	9,882,304	-	-	-	9,882,304
Total Services & Supplies	-	-	\$9,882,304	-	-	-	\$9,882,304
Total Expenditures							
Total Expenditures	-	-	9,882,304	-	-	-	9,882,304
Total Expenditures	-	-	\$9,882,304	-	-	-	\$9,882,304
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control Comm
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Store Operating Expenses
Cross Reference Number: 84500-005-00-00-00000

<i>Description</i>	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
Liquor Sales	-	-	4,222,000	-	-	-	4,222,000
Total Revenues	-	-	\$4,222,000	-	-	-	\$4,222,000
Services & Supplies							
Professional Services	-	-	4,222,000	-	-	-	4,222,000
Total Services & Supplies	-	-	\$4,222,000	-	-	-	\$4,222,000
Total Expenditures							
Total Expenditures	-	-	4,222,000	-	-	-	4,222,000
Total Expenditures	-	-	\$4,222,000	-	-	-	\$4,222,000
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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

Oregon Liquor Control Comm
2013-15 Biennium

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

<i>Source</i>	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
Other Funds						
Liquor Sales	-	-	-	4,222,000	4,222,000	-
Transfer In - Intrafund	77,048,991	81,706,000	81,706,000	-	90,936,000	-
Total Other Funds	\$77,048,991	\$81,706,000	\$81,706,000	\$4,222,000	\$95,158,000	-
Nonlimited Other Funds						
Transfer In - Intrafund	-	-	-	90,936,000	-	-
Total Nonlimited Other Funds	-	-	-	\$90,936,000	-	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Blennium
 Store Operating Expenses

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 84500-005-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
LIMITED BUDGET (Excluding Packages)						
SERVICES & SUPPLIES						
Other Funds	77,048,991	81,706,000	81,706,000	81,706,000	81,706,000	-
TOTAL LIMITED BUDGET (Excluding Packages)						
Other Funds	77,048,991	81,706,000	81,706,000	81,706,000	81,706,000	-
LIMITED BUDGET (Essential Packages)						
022 PHASE-OUT PGM & ONE-TIME COSTS						
SERVICES & SUPPLIES						
Other Funds	-	-	-	(2,552,000)	(2,552,000)	-
031 STANDARD INFLATION						
SERVICES & SUPPLIES						
Other Funds	-	-	-	1,899,696	1,899,696	-
032 ABOVE STANDARD INFLATION						
SERVICES & SUPPLIES						
Other Funds	-	-	-	9,882,304	9,882,304	-
TOTAL LIMITED BUDGET (Essential Packages)						
Other Funds	-	-	-	9,230,000	9,230,000	-
LIMITED BUDGET (Current Service Level)						
Other Funds	77,048,991	81,706,000	81,706,000	90,936,000	90,936,000	-
LIMITED BUDGET (Policy Packages)						
PRIORITY 0						

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Store Operating Expenses

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 84500-005-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
090 ANALYST ADJUSTMENTS						
SERVICES & SUPPLIES						
Other Funds	-	-	-	-	4,222,000	-
101 RESPOND TO VARIABLE STORE BUSINESS COS						
SERVICES & SUPPLIES						
Other Funds	-	-	-	(90,936,000)	-	-
103 SORTATION						
SERVICES & SUPPLIES						
Other Funds	-	-	-	4,222,000	-	-
TOTAL LIMITED BUDGET (Policy Packages)						
Other Funds	-	-	-	(86,714,000)	4,222,000	-
TOTAL LIMITED BUDGET (Including Packages)						
Other Funds	77,048,991	81,706,000	81,706,000	4,222,000	95,158,000	-
NONLIMITED BUDGET (Policy Packages)						
PRIORITY 0						
101 RESPOND TO VARIABLE STORE BUSINESS COS						
SERVICES & SUPPLIES						
Other Funds	-	-	-	90,936,000	-	-
TOTAL NONLIMITED BUDGET (Policy Packages)						
Other Funds	-	-	-	90,936,000	-	-
TOTAL NONLIMITED BUDGET (Including Packages)						

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Store Operating Expenses

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 84500-005-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
Other Funds	-	-	-	90,936,000	-	-
OPERATING BUDGET						
Other Funds	77,048,991	81,706,000	81,706,000	95,158,000	95,158,000	-
TOTAL BUDGET						
Other Funds	77,048,991	81,706,000	81,706,000	95,158,000	95,158,000	-

BUDGET NARRATIVE

CAPITAL BUDGETING

BUDGET NARRATIVE

CAPITAL IMPROVEMENTS PROGRAM – PROGRAM 088 OLCC 2013-15 Governor’s Balanced Budget

A. PURPOSE, ACTIVITIES & ISSUES

Through the Capital Improvements Program, the OLCC provides effective stewardship of its building and grounds. The OLCC owns its main office and distribution center complex on McLoughlin Blvd., Milwaukie. OLCC’s distribution center comprises the warehouse connected to the main office building and a second warehouse on Milport Road, acquired in 2005-07. The entire campus houses approximately 190 employees.

Preventive maintenance and regular repairs of the OLCC offices and distribution center are high priorities, in order to avoid potentially more costly projects that might result from deferring maintenance. The OLCC has no deferred maintenance items and manages carefully to avoid incurring any. The OLCC Management Consulting Services Division’s Administrative Services Unit 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.

The OLCC has a perpetual ten-year maintenance plan. Each biennium the OLCC receives legislative limitation authority to accomplish its facility maintenance projects. The OLCC’s capital improvement expenditures typically average two percent of the cost of the facility. More extensive maintenance projects follow the policy option package budget process.

In 2011-13, major scheduled projects included:

- HVAC repairs and improvements
- Energy conservation projects
- Roof repairs at the McLoughlin and Milport facilities
- Repairs to boiler system
- Various building improvements
- Warehouse beam upgrade

BUDGET NARRATIVE

B. BACKGROUND

The original Milwaukie complex was built in 1954. The main warehouse was expanded in 1977 to its present 124,000 square feet. The office was expanded in 1989-91 to its 50,361 square feet in 2007-09. In fiscal year 2007, OLCC acquired a second warehouse building, with 104,875 square feet of warehouse and 2,369 square feet of office space. The OLCC provides warehouse security for both the state- and vendor-owned bottled distilled spirits inventory. The overall wholesale value of the entire inventory in the warehouse, both vendor and OLCC-owned, is approximately \$30 million.

Each biennium, the OLCC completes regular maintenance and repairs per its ten-year plan, and does major projects as provided for by the Legislatively Adopted Budget. For example, in 2009-11 OLCC accomplished:

- Energy conservation projects
- Facility upgrades and improvements
- Roof repairs
- HVAC repairs and improvements
- Mechanical system upgrades
- Parking lot maintenance

C. EXPECTED RESULTS

The OLCC Management Consulting Services Division's main objective for the capital improvement program is to maintain a safe and efficiently operated facility. The 2011-13 Legislatively Adopted Budget will enable OLCC to continue to ensure a quality work life by providing a safe, clean environment.

As of spring 2012, OLCC's ten-year plan, beginning in 2013-15, contains the following elements:

2013-2015:

- McLoughlin warehouse beam upgrade project
- Upgrade and remodel Restrooms
- Roof Repairs at McLoughlin and Milport facilities
- Partial carpet replacement in office building
- Repair and re-coat sections of warehouse exterior
- Energy conservation projects

BUDGET NARRATIVE

- Boiler re-commission study

2015-2017:

- Replace steam system valves and traps in offices
- Upgrade and remodel Restrooms
- Partial carpet replacement in office building
- Resurface office building and warehouse asphalt parking lots
- Roof Repairs at McLoughlin facility
- Replace roof at Milport warehouse
- Repair and re-coat sections of warehouse exterior

2017-19

- Partial carpet replacement in office building
- Re-point office building exterior
- Repaint awnings
- Replace window blinds for improved energy conservation
- Replace vinyl flooring in Cafeteria
- Replace windows in office
- Repair or replace old plumbing
- Upgrade and remodel Restrooms
- Roof Repairs at McLoughlin and Milport facilities

2019-21

- Partial carpet replacement in office building
- Replace roof over warehouse repack, boiler room, front canopy of warehouse
- Roof Repairs at McLoughlin and Milport facilities

2021-23

- Replace roof over west hallway
- Seismic repairs to the 1991 office addition

BUDGET NARRATIVE

D. REVENUE SOURCE

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

E. PROPOSED LEGISLATIVE CHANGES

There are no proposed legislative changes.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Oregon Liquor Control 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
Revenues							
Transfer In - Intrafund	-	-	5,002	-	-	-	5,002
Total Revenues	-	-	\$5,002	-	-	-	\$5,002
Capital Outlay							
Land and Improvements	-	-	117	-	-	-	117
Building Structures	-	-	4,885	-	-	-	4,885
Total Capital Outlay	-	-	\$5,002	-	-	-	\$5,002
Total Expenditures							
Total Expenditures	-	-	5,002	-	-	-	5,002
Total Expenditures	-	-	\$5,002	-	-	-	\$5,002
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	-	-	-	-	-	-	-

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

Oregon Liquor Control Comm
2013-15 Biennium

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

<i>Source</i>	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
Other Funds						
Transfer In - Intrafund	215,816	208,406	208,406	213,408	213,408	-
Total Other Funds	\$215,816	\$208,406	\$208,406	\$213,408	\$213,408	-

Program Unit Appropriated Fund Group and Category Summary
 2013-15 Biennium
 Capital Improvements

Version: Y - 01 - Governor's Budget
 Cross Reference Number: 84500-088-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
CAPITAL IMPROVEMENT (Excluding Packages)						
SERVICES & SUPPLIES						
Other Funds	28,045	-	-	-	-	-
CAPITAL OUTLAY						
Other Funds	187,771	208,406	208,406	208,406	208,406	-
TOTAL CAPITAL IMPROVEMENT (Excluding Package						
Other Funds	215,816	208,406	208,406	208,406	208,406	-
CAPITAL IMPROVEMENT (Essential Packages)						
031 STANDARD INFLATION						
CAPITAL OUTLAY						
Other Funds	-	-	-	5,002	5,002	-
TOTAL CAPITAL IMPROVEMENT (Essential Package						
Other Funds	-	-	-	5,002	5,002	-
CAPITAL IMPROVEMENT (Current Service Level)						
Other Funds	215,816	208,406	208,406	213,408	213,408	-
TOTAL CAPITAL IMPROVEMENT (Including Package						
Other Funds	215,816	208,406	208,406	213,408	213,408	-
TOTAL BUDGET						
Other Funds	215,816	208,406	208,406	213,408	213,408	-

FACILITIES MAINTENANCE SUMMARY REPORT

AGENCY: Oregon Liquor Control Commission

Agency #: 84500

Value of Buildings and Building Improvements			Facilities Operations and Maintenance (O&M) Budget			
Cost of Buildings <small>(as reported to Risk Management)</small>	6/30/11 Replacement Value <small>(Risk Management)</small>		Personal Services	Services & Supplies	Total	
\$13,647,378	\$30,403,365		\$448,702	\$788,894	\$1,237,596	
Total Sq. Ft. of Bldgs: <u>281,605</u> sq. ft.		2013-15 est. Maint. Budget (no janitorial or utility)			Utilities Budget: \$ <u>426,981</u>	
÷ Square Feet of building: \$ <u>2.88</u> sq. ft. total less utilities/sq ft						
Total Outstanding Deferred Maintenance			Deferred Maintenance Budget 2013-15			
	Categories 1-2	Categories 3-5	Total	Personal Services	Services & Supplies	Capital Outlay
As of 6/30/11	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Projected 6/30/12	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Briefly describe the software (or manual process) used to identify routine (including preventative) facility maintenance needs. *At this time, OLCC does not have a software program for tracking preventative and deferred maintenance. OLCC has facilities maintenance staff with over 30 years of combined experience in maintaining this facility. OLCC has a ten year maintenance plan that is developed by the Administrative Services manager and the facilities staff.*

What data elements do you track with software (or manual process) described above? *A manual schedule has been developed that notifies the maintenance staff when maintenance is due.*

Briefly describe how the facilities maintenance budget is developed (note whether software (or manual process) described above is used in budget development). *Budgeted amounts for maintenance is part of the essential budget and projected needs greater than the amounts provided for in the allowed inflationary increases are requested in policy option packages.*

Briefly describe the system or process used to identify Deferred Maintenance (e.g.; staff makes an annual estimate based on periodic assessments; evaluation of facilities using contract structural engineering firm, etc.) *OLCC currently does not have any deferred maintenance until approximately the 2015-2017 biennium. OLCC has identified seismic repairs that have not been funded in previous biennia. The seismic repairs are a Category Four and would be economical and reasonable to include when portions of the facility are re-roofed.*

Briefly describe the process to provide funding for facilities maintenance. (e.g.; biennial appropriation; assessment to applicable programs to sustain a Capital Maintenance/ Improvement Fund authorized under ORS 276.285(2); etc.) *Facilities maintenance is included as a separate item in the Agency Request Budget on a biennial basis.*

Statutory references: ORS 276.229(2), ORS 276.227(5)

Agency Request

Governor's Balanced

Legislatively Adopted

Budget Page 8

FACILITIES OPERATIONS AND MAINTENANCE REPORT

(Excluding facilities improvements and deferred maintenance)

AGENCY Name: Oregon Liquor Control Commission

Agency #: 84500

Leg Approved

	2009-11 Actuals	FTE	2011-13	FTE	2011-13 Estimates	FTE	2013-15 Budget	FTE
General Fund								
Personal Serv - Utilities & Janitorial	\$		\$		\$		\$	
Personal Services - Maintenance	\$		\$		\$		\$	
S&S - Utilities & Janitorial	\$		\$		\$		\$	
S&S - Maintenance	\$		\$		\$		\$	
GF Subtotal	\$		\$		\$		\$	
Lottery Funds								
Personal Serv - Utilities & Janitorial	\$		\$		\$		\$	
Personal Services - Maintenance	\$		\$		\$		\$	
S&S - Utilities & Janitorial	\$		\$		\$		\$	
S&S - Maintenance	\$		\$		\$		\$	
LF Subtotal	\$		\$		\$		\$	
Other Funds								
Personal Serv - Utilities & Janitorial	\$		\$		\$		\$	
Personal Services - Maintenance	\$ 463,380	3.0	\$ 510,380	3.0	\$ 510,380	3.0	\$ 473,227	3.0
S&S - Utilities & Janitorial	\$ 574,665		\$ 402,214		\$ 402,214		\$ 426,981	
S&S - Maintenance	\$ 472,645		\$ 356,919		\$ 356,919		\$ 361,913	
OF Subtotal	\$1,510,690	3.0	\$1,269,513	3.0	\$1,269,513	3.0	\$1,262,121	3.0
Federal Funds								
Personal Serv - Utilities & Janitorial	\$		\$		\$		\$	
Personal Services - Maintenance	\$		\$		\$		\$	
S&S - Utilities & Janitorial	\$		\$		\$		\$	
S&S - Maintenance	\$		\$		\$		\$	
FF Subtotal	\$		\$		\$		\$	
Total All Funds	\$ 1,510,690		\$ 1,269,513		\$ 1,269,513		\$1,262,121	

The Facilities Operations and Maintenance budget includes costs to operate and maintain facilities and keep them in repair including utilities, janitorial and maintenance costs. Maintenance costs are categorized as external building (roof, siding, windows, etc.); interior systems (electrical, mechanical, interior walls, doors, etc.); roads and ground (groundskeeper, parking lots, sidewalks, etc.) and centrally operated systems (electrical, mechanical, etc.). Agencies with significant facilities may include support staff if directly associated with facilities maintenance activities. Do not include other overhead costs such as accounting, central government charges, etc.

Agency Request

Governor's Balanced

Legislatively Adopted

Budget Page 9

FACILITIES DEFERRED MAINTENANCE DETAIL REPORT

AGENCY: Oregon Liquor Control Commission
 Agency #: 845000

Building Name or Identifier	Replacement Value (as of 6/30/11)	2013-15 Deferred Maintenance Budget for this Facility	Total O/S Deferred Maint. (projected) (as of 6/30/13)	Outstanding Deferred Maintenance (projected) by Category	
				1 - 2	3 - 5
Facilities > \$1 million (attach additional sheets if necessary)					
McLoughlin Blvd. Bldg	\$ 23,978,012	\$ None	\$ None	\$	\$
Milport Bldg	\$ 6,425,353	\$ None	\$ None	\$	\$
	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$
From attached Sheets					
From page _____	\$	\$	\$	\$	\$
From page _____	\$	\$	\$	\$	\$
Total Facilities > \$1 million (total from detail above)	\$ 30,403,365	\$ None	\$ None	\$ 0	\$ 0
Facilities < \$1 million (total for all facilities < \$1 million)	\$ 0	\$	\$	\$	\$
Total all Facilities	\$ 30,403,365	\$ None	\$ None	\$ 0	\$ 0

Agency Request
 Governor's Balanced
 Legislatively Adopted
 Budget Page 10

BUDGET NARRATIVE

SPECIAL REPORTS

Oregon Liquor Control Commission

Steve Pharo, OLCC Executive Director
9079 SE McLoughlin Blvd
Milwaukie, OR 97222
Phone: 503-872-5062



Affirmative Action Plan **July 1, 2011 – June 30, 2013**

BUDGET NARRATIVE

August 30, 2010

Governor's Affirmative Action Office
155 Cottage Street NE
Salem, OR 97301

Dear Affirmative Action Office:

Attached is the Oregon Liquor Control Commission's revised Affirmative Action Plan for the 2011-13 biennium, which we are submitting for your review. I hope you will find our revised plan to be satisfactory. Please let me know if there is anything else that needs to be changed or clarified. I also welcome any comments or suggestions. All of us at the Liquor Commission can be truly proud of our diverse work force and we will continually strive to enhance and honor this diversity, and will seek to address the remaining areas of underutilization.

Sincerely,

Steve Pharo
Executive Director, Oregon Liquor Control Commission

BUDGET NARRATIVE

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BUDGET NARRATIVE

VIII. Appendix C

A. OLCC Organizational Chart (attachment)

BUDGET NARRATIVE

I. Description of Agency:

The Oregon Liquor Control Commission (OLCC) is a small/medium size state agency and is headquartered in Milwaukie (Portland Metro area). OLCC is responsible for regulating the alcohol beverage industry and providing important revenue for the state through responsible sales of distilled spirits. As of June 30, 2010 OLCC had a total of 227 employees: 181 at the main office in Milwaukie and 46 at our field offices located throughout the state. (See Appendix C for Organizational Chart).

Our Mission: "To promote the public interest through the responsible sale and service of alcoholic beverages"

Our Goals: OLCC's policy will focus on public safety and community livability considerations when guiding alcohol beverage system growth.

- OLCC will help ensure public safety through the effective enforcement of liquor statutes.
- OLCC will meet potential customer demand for alcoholic beverages and outlets in a socially responsible manner.
- OLCC's policy and operational decisions will support economic viability for Oregonians and the state's revenue base.
- OLCC will contribute to supporting a positive business climate in the state.
- OLCC will enable business people to be viable in their sale of alcohol, supporting the Oregon economy.
- OLCC will support the healthy growth of the distilled spirits program in response to customer demand.
- OLCC will intelligently manage the Distilled Spirits Program so distilled spirits products reach the customer timely and efficiently.
- OLCC will continue to work collaboratively with local government, public safety and other partners to gain efficiencies and effectiveness.
- OLCC will continue to provide responsible stewardship of its assets, managing risks and protecting revenue flow.

Agency Director: Steve Pharo, 9079 SE McLoughlin Blvd, Milwaukie, OR 97222
Phone: 503-872-5062

Governor's Policy Advisor: Kelley Skye, Phone: 503-378-3109

Affirmative Action Representative: Barry Emmerling, Phone: 503-872-5152

Organizational Chart (see Appendix C)

BUDGET NARRATIVE

II. Affirmative Action Plan

A. Agency Policy Statement on Equal Employment Opportunity and Affirmative Action

**The Oregon Liquor Control Commission's policy statement
on
Equal Employment Opportunity and Affirmative Action**

People are the Oregon Liquor Control Commission's most important asset. Every one of us is different, and it is these differences that enrich our lives and our workplace. The productive combination of our individual differences gives our work vitality.

It is the Commission's policy to provide Equal Employment Opportunity (EEO) at all levels and in all aspects of the agency's operations. We also serve the public fairly, and as matters of policy try to make sure that our services are not discriminatory.

The Commission conducts its Human Resources management programs and personnel actions, including recruitment, hiring, training, promotion, transfer, demotion, layoff and termination without regard to race, religion, national origin, age, sex, sexual orientation, marital status, or physical or mental disability which does not prevent satisfactory work performance.

The Commission's affirmative action goals, contained in our Affirmative Action Plan, help us develop and maintain a representative workforce and allow us to provide true equal employment opportunity. Managers at all levels are responsible for actively supporting recruitment, career development, and other affirmative action programs to help us achieve our goals. The Commission formally evaluates managers' efforts and accomplishments in this area.

Each Commission employee is responsible for helping develop a work climate reflecting care and respect for all individuals, including co-workers, customers, other stake holders, and members of the public. We expect all employees to actively help create and promote a work environment that is free of harassment, especially in regard to race, religion, national origin, age, sex, sexual orientation, marital status, or disability. We will not tolerate harassing behavior. Commission managers will strive to eliminate and prevent harassment based on protected class status and other forms of unlawful discrimination.

The Commission has a complaint process employees and members of the public can use to bring Equal Employment Opportunity issues or concerns to the awareness of Commission leaders for resolution. A copy of the complaint procedure is in our Affirmative Action Plan.

The Commission developed its Affirmative Action Plan to ensure implementation of this policy. The Affirmative Action representative (HR Analyst Barry Emmerling Ph:503-872-5152) is responsible for coordinating the Plan's implementation. The Affirmative Action Plan is kept in the Human Resources office and posted electronically on the agency Intranet and is available to all employees. Hard copies of the plan are

BUDGET NARRATIVE

available to anyone who requests one. In addition, hard copies of this policy statement are posted on agency bulletin boards. Our current Plan covers from the present through June 30, 2013 and implementation is continuous.

Steve Pharo, Executive Director

August 2010

BUDGET NARRATIVE

B. Training, Education and Development Plan

OLCC supports employee growth and enrichment through a proactive training program. All new employees attend a two and a half day orientation program ("Focus on Success") that includes training on understanding and valuing diversity, sexual harassment, and interpersonal communication. New employees also attend Stephen Covey's "7 Habits of Highly Effective People". A growing number of staff completed communication classes on topics such as "Compelling Communication", "No Limits to Cooperation", and "Winning Teamwork". A twelve week class on "Compassionate Communication" is nearly completed with two additional classes planned. There are numerous opportunities for permanent staff to attend similar training yearly. (See Appendix A for OLCC's Training Policy and Diversity Committee Charter).

1. Employees have the opportunity to set up an individual development plan (IDP) with the agency's Training and Development Manager or their own manager. Career goals are identified and a plan for achieving those goals is established. Tuition reimbursement, Work-Out-of-Class and Career Development job assignments are typically included in an employee's plan. Twenty-three staff are actively pursuing advancement goals and an additional ten considering advancing to management positions.
 - a. Individual Development Plans (IDPs) are available to all regular status employees
 - b. Each plan is tailored to the individual employee as appropriate.
 - c. For succession planning OLCC created a workforce and succession planning guide, "Our Workforce Matters", in 2009 and is steadily accomplishing the goals in the guide. Research on the number of employees retiring in the next five years has spurred knowledge transfer activities for some employees. Additional training is taking place to help employees gain experience to advance in the agency. This currently includes two Career Development assignments (up to two years in duration) and several long-term Work-Out-of-Class (WOC) rotational assignments intended to provide employees with new skills and experience in higher level positions, with the ultimate goal of helping them promote within the agency.
 - d. Management service employees are subject to annual performance reviews per DAS policy. For represented employees the agency is currently in the process of developing a new performance review program, the "Individual Accomplishment Report" (IAR). See further discussion under section "D" below.
 - e. All-staff meetings are held on a regular basis; typically 3 - 4 times per year. Field staff are able to participate via conference calls on a speaker phone (we also hope to add video-conferencing capability in the future, though current budgetary considerations may push back implementation).
2. Volunteers: (N/A - OLCC generally does not employ volunteers other than police cadets who occasionally assist with "minor decoy" operations)

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3. Contractors/Vendors: OLCC's Affirmative Action Policy Statement is posted on agency bulletin boards, and is available to contractors, vendors and members of the public upon request.

C. Programs

1. OLCC believes in and supports internship programs and has periodically employed interns over the years. While we currently have no interns working here we always try to accommodate such opportunities when they arise. Although our main focus for the next few years is to provide work-out-of-class and career development opportunities to current employees to help with retention and succession planning, we will also continue to look for opportunities to employ interns.
2. The Commission believes in community outreach but our efforts in this area have regrettably been very limited in recent years. This is due simply to lack of HR staff time available for such activities. We do at least advertise selected recruitments in minority publications. Over the years HR's workload has increased significantly in amount and complexity, while staffing levels have remained the same. Mandatory unpaid furlough days have only exacerbated the situation. Our goal is to add a new position in HR as soon as possible. If successful this will allow us to devote much more time for outreach to diverse communities, as well as for safety, wellness, training, and other worthwhile programs. Unfortunately, given the current budgetary climate we are not optimistic about gaining additional staff during the 2011-13 biennium - so this may have to wait until the following biennium.
3. OLCC has a Diversity Committee that helps promotes diversity throughout the agency. The committee maintains an excellent diversity bulletin board, "Honoring Diversity", which is updated each month with themes based on the Governor's Proclamations (e.g., Women's History Month, American's with Disabilities Awareness Month). HR also publishes the Governor's Proclamations on the agency Intranet. Other diversity efforts include participation in the Oregon Youth Authority's innovative "Art on Loan" program. OLCC also has a number of pieces of diversity themed artwork on permanent display throughout the facility. To provide a welcoming environment the agency also sponsors various events such as potluck lunches, wellness related events ("Wear Red Day" for heart health, etc.), and programs such as the annual Employee Recognition program (current program entitled "Winning Optimism at Work"), and Service Awards Ceremony.
4. The Affirmative Action Representative periodically attends training offered by various organizations, e.g., NW/EEO Association. In 2009 the AA Representative attended a workshop on "Cultural Competence Leadership: Managing Diversity 21st Century" presented by Dr James Mason, and in 2010 attended the "Employment Law Update" presented by Rick Liebman and Karen O'Connor of Barran-Liebman Associates.

BUDGET NARRATIVE

D. Update: Executive Order 08-18

1. Participation in Statewide Cultural Competency Assessment: OLCC has not participated in this program, but we instead provided similar cultural inclusivity training for all staff in 2008 (Sharif Abdullah - Commonway Institute).

2. Statewide Exit Interview Survey

In our goal to continue to make the "Oregon Liquor Control Commission" (OLCC) the "Employer of Choice", the survey will allow the employee to share their honest opinions regarding their work experience with the agency. As employees change agencies or depart from state employment, OLCC is interested in how employees view their tenure and what information and suggestions they can provide related to their experience. The survey covers issues such as: benefits; working conditions; opportunities for career advancement; the quality and quantity of the workload; and relationships with co-workers and supervisors.

OLCC will run periodic reports to review the results collected and perform a data analysis. The data analysis will provide an understanding of how much of the voluntary turnover is preventable and how much is non-preventable. This data represents an essential piece of information that is fundamental in the data analysis. If the analysis identifies a negative opinion regarding the agency's workplace environment, OLCC will use this information as an opportunity to make changes to improve the work environment for the current employees, and improve job satisfaction.

Data obtained from employees leaving the agency provides information critical to:

1. Assess workplace deficiencies;
2. Enhance the work place;
3. Improve employee retention;
4. Achieve a diverse workforce through workforce planning; and
5. Improve any negative feedback from the survey.

The result of the data analysis will be reviewed with the agency Director/Administrator for any corrective action and approve program strategies to implement that will help retention of skilled and valued employees.

Performance Evaluations of All Management Personnel

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OLCC has incorporated affirmative action objectives as a key consideration for the manager's or supervisor's performance evaluation. Specific examples of the managers and supervisors affirmative action objectives and diversity successes and achievement are described below. Management personnel will receive an annual performance evaluation to assess whether they are meeting its affirmative action objectives. Any goals or work plans for future performance will be outline in the evaluation.

Sample affirmative action duty descriptions:

- a. Understand Equal Employment Opportunity (EEO), Affirmative Action (AA), Diversity and Cultural Competency principles, and the agency's AA Plan goals and objectives. Develop and implement strategies to meet goals and objectives; and report annual efforts, successes and/or accomplishments during the period.
- b. Review hiring, transfers, promotional, developmental/rotational or training practices and procedures to identify and remove barriers in the attainment of the agency's affirmative action goals and objectives.
- c. Make hiring, transfer and promotional decisions in support of agency's affirmative action goals and objectives. Engage in appropriate recruitment efforts designed to reach agency's affirmative action goals and objectives.
- d. Promote and foster a positive work environment within the agency programs concerning EEO, AA, Diversity and Cultural Competencies by ensuring employees are aware and follow agency policies and procedures, and address work-related issues and/or concerns immediately and take appropriate action if necessary.
- e. Attend EEO, AA, and other diversity-related training to provide leadership to staff by being aware of diversity and cultural issues. This also includes supporting employees to attend such programs for further professional development.
- f. Ensure information regarding EEO, AA and Americans with Disabilities (ADA) information is properly displayed on the appropriate boards at the worksites(s).

Ref: 659A.012 State agencies to carry out policy against discrimination in employment; evaluation of supervisors; affirmative action reports. (1) To achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, disability or age, every state agency shall be required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance. (2) To achieve the public policy of the State of Oregon for persons in the state to attain employment and advancement without discrimination because of race, religion, color, sex, marital status, national origin, age or disability, every state agency shall be required to present the affirmative action objectives and performance of that agency of the current biennium

BUDGET NARRATIVE

and those for the following biennium to the Governor of the State of Oregon and to the Legislative Assembly. These plans shall be reviewed as part of the budget review process.

3. Performance Evaluations of Management Personnel: OLCC is currently developing a new performance review process, the "Individual Accomplishment Report" (IAR). Unlike traditional performance review methods the IAR has a more positive focus, based on the principles of "appreciative inquiry". The IAR will emphasize employees' accomplishments and strengths while also identifying opportunities for further growth. The training for this program will be scheduled for managers and union officers and stewards this summer. We anticipate the new IAR review process will be implemented September 2010.

E. Status of Contracts to Minority-owned Businesses (ORS 659A.015)

1. During the period of 07/01/08 through 06/30/10, OLCC's General Services section solicited and awarded 30 contracts where the contract value was between \$5,000 and \$150,000. All solicitations were posted and public noticed on the Department of Administrative Services' ORPIN system. Total value of all contracts awarded was \$731,564. Of the 30 awarded contracts, one was with a DBE WBE ESB Tier 1 contractor ("Innovative Growth Solutions") for facilitation of strategic planning meeting with a contract value of \$6,225; and one was with ESB Tier 2 contractor ("Studio 3 Architecture") for creation of expansion plans and budget costs for the Milport storage facility with a contract value of \$16,240.
2. In addition, as of July 2010 OLCC's 245 contract retail liquor store agents included two African Americans, five Hispanics, 17 Asian-American/Pacific Islanders, and two Native Americans (store agents' ethnicity is tracked on a voluntary basis). 84 (34%) of the store agents are women.

III. Roles for Implementation of Plan:

Executive Director

- Foster and promote to executives, managers, and employees the importance of a diverse workplace, free from discrimination and harassment.
- Review agency Affirmative Action Plan with Executive Committee.
- Consider agency deputy directors' efforts towards meeting Affirmative Action goals when developing performance evaluations.
- Meet periodically or as needed with the Agency Human Resource Director to review agency affirmative action goals and

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- progress, EEO, and diversity issues.
- Sponsor and support the Commission's diversity committee.
- Support and participate in inclusivity training (2008).
- Director's performance, including Affirmative Action accomplishments, subject to annual review by the Liquor Commissioners.

Division Directors

- Foster and promote to subordinate managers and employees the importance of a diverse workplace, free from discrimination and harassment.
- Consider subordinate managers' efforts towards meeting Affirmative Action goals when developing performance evaluations.
- Promote retention through training and development opportunities (e.g., "Career Development program", Work-Out-of-Class assignments) and internal promotions.

Managers and Supervisors

- Foster and promote to employees the importance of a diverse workplace, free from discrimination and harassment.
- Obtain information from Human Resources on status of meeting Affirmative Action goals
- Make good faith efforts towards meeting Affirmative Action hiring goals.
- Promote retention through training and development opportunities, and internal promotions.

Affirmative Action Representative

- Develop and publish the agency's Affirmative Action Plan.
- Keep managers apprised as to the agency's Affirmative Action goals and assist in meeting these goals.
- Place employment ads in minority publications for selected recruitments.
- Assist hiring managers in developing objective, non-discriminatory selection criteria and ensure that diversity is a key consideration when assembling interview panels.
- Monitor Agency's Affirmative Action status and prepare reports.
- Investigate discrimination complaints submitted under the bargaining agreement and make recommendations to Executive Director for final disposition (HR Director may also conduct or assist in investigations)
- Promote retention through training and development opportunities, internal promotions, and use of information from exit interviews.

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IV. July 1, 2008 - June 30, 2010

The tables below compare OLCC's AA underutilization figures for 6/30/08 and 6/30/10. Dashes [--] indicate areas of no underutilization. Data obtained from DAS AA/EEO Reports.

OLCC's Underutilization (in FTE) - 6/30/08:

EEO-4 Job Category [# of employees]	F	B	H	A	N	D
A) Official/Administrators [27]	1.3	0.6	1.1	0.4	--	1.6
B) Professionals [51]	1.8	0.5	1.1	1.9	0.1	2.0
C) Technicians (Computer) (no positions)	n/a	n/a	n/a	n/a	n/a	n/a
D) Protective Service Workers [54]	--	--	--	--	--	2.2
E) Para-Professionals (no positions at OLCC)	n/a	n/a	n/a	n/a	n/a	n/a
F) Administrative Support [46]	--	0.8	--	--	--	0.7
G) Skilled Craft Workers [4]	0.4	--	--	--	--	0.1
H) Service-Maintenance [41]	11.4	--	--	--	--	2.4
Total Underutilization by AA Group	14.9	1.9	2.2	2.3	0.1	9.0

OLCC's Underutilization (in FTE) - 6/30/10:

EEO-4 Job Category [# of employees]	F	B	H	A	N	D
A) Official/Administrators [29]	0.1	0.5	0.9	0.1	--	1.5
B) Professionals [50]	1.2	0.6	1.1	1.6	0.1	2.0
C) Technicians (Computer) (no positions)	n/a	n/a	n/a	n/a	n/a	n/a
D) Protective Service Workers [55]	--	--	--	--	--	1.3
E) Para-Professionals (no positions at OLCC)	n/a	n/a	n/a	n/a	n/a	n/a

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F) Administrative Support [47]	--	0.8	0.6	0.1	--	2.8
G) Skilled Craft Workers [3]	0.3	--	--	--	--	0.1
H) Service-Maintenance [43]	11.2*	--	--	--	--	2.5
Total Underutilization by AA Group	12.8	1.9	2.6	1.8	0.1	10.4

Key: F = Women, B = African American, H = Hispanic, A = Asian & Pacific Islander, N = Native American, D = People with Disabilities

* See note regarding underutilization in the Service-Maintenance Job Category on page 12.

A. Accomplishments:

OLCC has consistently maintained a very diverse workforce going back many years. Our goal is to maintain our current level of diversity and look for opportunities to address remaining areas of affirmative action underutilization; as well as increasing our overall workforce diversity generally. As of 6/30/10 OLCC's total workforce of 227 employees included: 107 Women (47.1 %), 39 People of Color (17.2 %), and 3 People w/Disabilities (1.3 %). The 2011-13 biennium may present challenges as we anticipate that hiring activity will slow due to the current economic downturn. Turnover rates may be modest due to current employees' reluctance to seek other employment; in addition employees who are eligible to retire are likely to work for several more years than they originally planned.

B. Progress made or lost since previous biennium:

The above tables comparing June 2008 and June 2010 show there has been relatively little change in OLCC's underutilization figures. The good news is that the agency is at or near parity in most of the EEO-4 job categories. The main area of concern continues to be the category for People w/Disabilities (PWD). OLCC continues to have underutilization for PWD in four out of six job categories. HR continues to create more awareness of this issue, especially by ensuring that hiring managers are kept apprised as to the underutilization status for PWD. We also must ensure that our recruitment and selection process continues to be accessible and responsive to People with Disabilities.

During the past year (7/1/09 through present) we promoted six women employees, including two who promoted into manager positions, and one into a professional investigative position; we also promoted three minority employees into higher level positions.

The Affirmative Action Representative shares with managers and others information learned from attendance at various trainings and at AA Workgroup meetings. This information can help foster understanding of the perspective members of protected classes have, and helps create a climate of mutual respect and acceptance.

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Job announcements for management positions, and other professional and/or hard to fill positions, are sent to the Governor's Affirmative Action office.

While the Commission does not yet have a formal retention strategy per se, we continuously endeavor to create a positive and supportive work environment; for example we have an active Wellness program that promotes a variety of healthy activities (e.g., wellness flex lunches, on-site weight watchers meetings, tai-chi classes, and chair massage opportunities, and most recently we created a workout room with a variety of exercise equipment that is well used by staff).

The Commission has not had much success from attending job fairs in the past - usually because we had few or no open recruitments at the times they were scheduled. However, we will consider attending future job fairs, especially those that are targeted towards diverse applicants. This will depend on our recruitment status, and availability of staff to represent the agency, etc. There may be limited recruitment activity in the 2011-13 biennium due to the state's severe budget situation.

* Note regarding *apparent* underutilization in the Service-Maintenance category:

According to the data contained in the DAS AA/EEO Report women appear to be significantly underutilized in the "Service-Maintenance" category (Note: of 43 positions in this category at OLCC 42 are warehouse positions). OLCC currently employs four women in the Service-Maintenance category according to the AA/EEO report data we remain underutilized by 11.4 FTE. OLCC has for years contended that the Service-Maintenance parity percentage for women (37.8%) is not applicable to highly physical warehouse jobs like the ones at OLCC. In our experience relatively few women apply for warehouse jobs, typically less than one out of 10 applicants is female. Because warehouse jobs are not typically found in the public sector these jobs do not readily fit into any of the current EEO-4 job categories. As a result the parity goals are highly skewed. OLCC continues to advocate for the creation of a new EEO-4 job category or sub-category with a more realistic parity percentage for women relevant to warehouse jobs.

V. July 1, 2011 - June 30, 2013

Goals for Affirmative Action Plan:

- Maintain our current level of workforce diversity and look for opportunities to eliminate remaining areas of underutilization for Women, People of Color, and People with Disabilities.
- Look for opportunities to promote from within Women, People of Color, People with Disabilities, and other protected class members.
- Provide diversity training for all staff.

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- Work with the Diversity Committee to promote and celebrate diversity.
- Ensure that managers' and supervisors' efforts towards achieving AA goals are included in their performance evaluations.
- Affirmative Action representative to attend monthly Affirmative Action Workgroup meetings whenever possible.
- Engage in outreach activities with institutions of higher education and local ethnic groups and diverse communities when possible (especially once we gain an additional position in HR).

Strategies and Timelines for Implementation:

- Advertise selected recruitments in minority/diversity publications and web sites. Ongoing.
- Ensure diversity is a key consideration when assembling interview panels. Ongoing.
- The Training Manager and Executive Committee will work together to continue to provide diversity training for all OLCC managers and staff, and to actively encourage all employees to attend the workshops and participate in other diversity related programs. Dates TBD.
- Keep hiring managers apprised regarding agency AA hiring goals. Ongoing.
- Help increase the promotion of women, people of color, people with disabilities, and other protected class members to higher level positions through internal promotional recruitments, temporary job rotations (e.g., work-out-of-class and career development job assignments) which typically result in permanent reassignments, and support for education via tuition reimbursement for approved courses.
- Maintain a supportive environment at the Commission so that employees, applicants, and clients from diverse backgrounds will feel welcome. Examples include a 2.5 day orientation program for new employees, and holding events such as employee recognition program, holiday potluck lunches, wellness programs (“Wear Red Day” for heart health, etc.).
- Encourage mentoring relationships. While the Commission does not have a formal mentoring program, management actively promotes and supports the development of mentor/mentee relationships. For example, new inspectors are assigned a senior training partner who they work closely with during the “on-boarding” period and beyond; and newly promoted supervisors work closely with their division director and the HR director to learn skills and gain insights into effective management techniques.

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VI. Appendix A

DAS DEPARTMENT OF ADMINISTRATIVE SERVICES STATEWIDE POLICY

SUBJECT: ADA and Reasonable Accommodation in Employment
DIVISION: Human Resource Services Division
APPROVED: Signature on file with Human Resource Services Division

NUMBER: 50.020.10
EFFECTIVE DATE: 6/7/10

POLICY STATEMENT:

Oregon state government follows the clear mandate in state law and the Americans with Disabilities Act (ADA) of 1990, as amended by the ADA Amendments Act of 2008, to remove barriers that prevent qualified people with disabilities from enjoying the same employment opportunities that are available to people without disabilities. Oregon state government provides equal access and equal opportunity in employment. Its agencies do not discriminate based on disability. Oregon state government uses only job-related standards, criteria, and methods of administration that are consistent with business necessity. These standards, criteria and methods do not discriminate or perpetuate discrimination based on disability. According to OAR 105-040-0001 Equal Employment Opportunity and Affirmative Action, Oregon state government takes positive steps to recruit, hire, train, and provide reasonable accommodation to applicants and employees with disabilities.

AUTHORITY: ORS 240.145; 240.240; 240.250; ORS 659A.103 -145; 243.305; 243.315; The Americans with Disabilities Act (ADA) of 1990 as amended by the Americans with Disabilities Act Amendments Act (ADAAA) of 2008; Civil Rights Act of 1991; and 42 U.S.C. §12101 *et seq.*

APPLICABILITY: This policy applies to all state employees, including state temporary employees, according to provisions of federal and state law.

ATTACHMENTS: ADA Accommodation Tool Kit

APPROVED: Signature on file with Human Resource Services Division

DEFINITIONS: See State HR Policy 10.000.01 Definitions and OAR 105-010-0000

The following definitions apply to terms referenced in this policy and its attachments: Americans with Disabilities Act (ADA) –The ADA is a federal civil rights statute that removes barriers that prevent qualified people with disabilities from enjoying the same employment opportunities available to people without disabilities. References to ADA also refer to amendments to that Act.

“Essential Functions” – These include, but are not limited to, duties that are necessary because:

- The primary reason the position exists is to perform these duties.
- A limited number of employees are available who can perform these duties.
- The incumbent is hired or retained to perform highly specialized duties.

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"Individual with a Disability" – This term means a person to whom one or more of the following apply:

- A person with a physical or mental impairment that substantially limits one or more of the major life activities of such a person without regard to medications or other assistive measures a person might use to eliminate or reduce the effect of impairment.
- A person with a record of such an impairment
- A person regarded as having such impairment.

"Major Life Activities" – This term means the basic activities the average person in the general population can perform with little or no difficulty. These including breathing; walking; hearing; thinking; concentrating; seeing; communicating; speaking; reading; learning; eating; self-care; performing manual tasks such as reaching, bending, standing and lifting; sleeping; or working (working in general, not the ability to perform a specific job). The term also includes but not limited to "major bodily functions," such as functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

"Physical or Mental Impairment" – This term refers to any of the following:

- Physiological disorder, condition, cosmetic disfigurement, or anatomical loss that affects one or more bodily systems, including neurological, musculoskeletal, special sense organs, respiratory, cardiovascular or reproductive
- Mental or psychological disorder including but not limited to mental retardation, organic brain syndrome, emotional or mental illness or specific learning disability
- Disease or condition including orthopedic, visual, speech and hearing impairment, cerebral palsy, epilepsy, muscular dystrophy, multiple sclerosis, cancer, heart disease, diabetes, HIV disease or alcoholism
- Any other physical or mental impairment listed under the ADA.

Qualified Person – This term means a person who has the personal and professional attributes, including skill, experience, education, physical and mental ability, medical, safety and other requirements to hold the position.

"Qualified person" does not include people who currently engage in illegal use of drugs.

A person may qualify, however, if he or she is currently enrolled in or has completed a rehabilitation program, and continues to abstain from illegal use of drugs.

Reasonable Accommodation – This term means change or adjustment to a job or work environment that enables a qualified employee with a disability to perform the essential functions of a job, or enjoy the benefits and privileges of employment equal to those enjoyed by employees who have no disabilities.

"Reasonable accommodation" does not include modifications or adjustments that cause an undue hardship to the agency. "Reasonable accommodation" does not mean providing personal auxiliary aids or services, such as service dogs or hearing aids that person uses both on and off the job. A reasonable accommodation does not include lowering production standards, promoting or assigning an employee to a higher-paying job, creating a position or reassigning essential functions to another worker.

"Undue Hardship" – This term means significant difficulty or expense. Whether a particular accommodation imposes undue hardship is determined on a case-by-case basis, with consideration of such factors as the following:

- The nature and cost of the accommodation needed
- The agency's size, employee's official worksite, and financial resources
- The agency's operation, structure, functions, and geographic separateness
- The agency's administrative or fiscal relationship to its facility responding to the accommodation request and to the other state agencies
- The impact of the accommodation on the operation of the agency or its facility.

POLICY

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- (1) Each state agency director or authorized designee (agency) administers State HR Policy 50.020.10 as the agency's policy. Compliance with the ADA is mandatory.
- (a) Each agency identifies an ADA Coordinator for the agency to coordinate ADA accommodation requests and function as an agency resource on ADA matters.
- (b) Each agency develops and follows its own procedures for receiving, processing and documenting accommodation requests under this policy. The attached tool kit will assist in this process.
- (2) An employee may request an accommodation under this policy by following agency procedures.
- (3) The agency must review and respond in a timely manner to each request for accommodation. The agency must engage in an interactive dialogue with the employee to determine whether the accommodation is necessary and will be effective.
- (4) Each accommodation is unique to the person, the disability and the nature of the job. No specific form of accommodation can guarantee success for all people in any particular job. The agency must give primary consideration to the specific accommodation requested by the employee. Through the interactive process the agency may identify and provide an alternative accommodation.
- (5) The duty to provide reasonable accommodation is ongoing. The agency and the employee must engage in the interactive process again if an accommodation proves ineffective.
- (6) The agency may deny an accommodation if it is not effective, if it will cause undue hardship to the agency, or if the agency identifies imminent physical harm or risk. The undue hardship exception is available only after careful consideration. The agency must consider alternative accommodations, should a requested accommodation pose undue hardship.
- (7) Federal and state law prohibit retaliation against an employee with respect to hiring or any other term or condition of employment because the employee asked about, requested, or was previously accommodated under the ADA.

DAS DEPARTMENT OF ADMINISTRATIVE SERVICES **STATEWIDE POLICY**

SUBJECT: Discrimination and Harassment Free Workplace
DIVISION: Human Resource Services Division
APPROVED: Signature on file with Human Resource Services Division

NUMBER: 50.010.01
EFFECTIVE DATE: 1/25/08

POLICY STATEMENT:

The State of Oregon is committed to a discrimination and harassment free work environment. This policy outlines types of prohibited conduct and procedures for reporting and investigating prohibited conduct.

AUTHORITY: ORS 174.100, 240.086(1); 240.145(3); 240.250; 240.316(4); 240.321; 240.555; 240.560; 659A.029; 659A.030; Title VII; Civil Rights Act of 1964; Executive Order EO-93-05; Rehabilitation Act of 1973; Employment Act of 1967; Americans with Disabilities Act of 1990; and 29 CFR §37.

APPLICABILITY: All employees, state temporary employees and volunteers.

ATTACHMENTS: None

BUDGET NARRATIVE

DEFINITIONS: See also HRSD State Policy 10.000.01, Definitions; and OAR 105-010-0000

Collective Bargaining Agreement (CBA): A written agreement between the State of Oregon, (Department of Administrative Services) and a labor union. References to CBAs contained in this policy are applicable only to employees covered by a CBA.

Complainant: A person or persons allegedly subjected to discrimination, workplace harassment or sexual harassment.

Contractor: For the purpose of this policy, a contractor is an individual or business with whom the State of Oregon has entered into an agreement or contract to provide goods or services. Qualified rehabilitation facilities who by contract provide temporary workers to state agencies are considered contractors. Contractors are not subject to ORS 240 but must comply with all federal and state laws.

Discrimination: Making employment decisions related to hiring, firing, transferring, promoting, demoting, benefits, compensation, and other terms and conditions of employment, based on or because of an employee's protected class status.

Employee: Any person employed by the state in one of the following capacities: management service, unclassified executive service, unclassified or classified unrepresented service, unclassified or classified represented service, or represented or unrepresented temporary service. For the purpose of this policy, this definition includes board and commission members, and individuals who volunteer their services on behalf of state government.

Higher Standard: Applies to managers and supervisors. Proactively taking an affirmative posture to create and maintain a discrimination and harassment free workplace.

Manager/Supervisor: Those who supervise or have authority or influence to effect employment decisions.

Protected Class Under Federal Law: Race; color; national origin; sex (includes pregnancy related conditions); religion; age (40 and older); disability; a person who uses leave covered by the Federal Family and Medical Leave Act; a person who uses Military Leave; a person who associates with a protected class; a person who opposes unlawful employment practices, files a complaint or testifies about violations or possible violations; and any other protected class as defined by federal law.

Protected Class Under Oregon State Law: All Federally protected classes, plus: age (18 and older); physical or mental disability; injured worker; a person who uses leave covered by the Oregon Family Leave Act; marital status; family relationship; sexual orientation; whistleblower; expunged juvenile record; and any other protected class as defined by state law.

Sexual Harassment: Sexual harassment is unwelcome, unwanted, or offensive sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- 1) Submission to such conduct is made either explicitly or implicitly a term or condition of the individual's employment, or is used as a basis for any employment decision (granting leave requests, promotion, favorable performance appraisal, etc.); or
- 2) Such conduct is unwelcome, unwanted or offensive and has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Examples of sexual harassment include but are not limited to: unwelcome, unwanted, or offensive touching or physical contact of a sexual nature, such as, closeness, impeding or blocking movement, assaulting or pinching; gestures; innuendoes; teasing, jokes, and other sexual talk; intimate inquiries; persistent unwanted courting; sexist put-downs or insults; epithets; slurs; or derogatory comments.

Sexual Orientation under Oregon State Law: An individual's actual or perceived heterosexuality, homosexuality, bisexuality or gender identity, regardless of whether the individual's gender identity, appearance, expression or behavior differs from that traditionally associated with the individual's sex at birth.

Workplace Harassment: Unwelcome, unwanted or offensive conduct based on or because of an employee's protected class status. Harassment may occur between a manager/supervisor and a subordinate, between employees, and among non-employees who have business contact with employees. A complainant does not have to be the person harassed, but could be a person affected by the offensive conduct.

Examples of harassing behavior include, but are not limited to, derogatory remarks, slurs and jokes about a person's protected class status.

POLICY

(1) The State of Oregon is committed to a discrimination and harassment free work environment. This policy outlines types of prohibited conduct and procedures for reporting and investigating prohibited conduct.

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(a) Discrimination, Workplace Harassment and Sexual Harassment. The State of Oregon provides a work environment free from unlawful discrimination or workplace harassment based on or because of an employee's protected class status. Additionally, the state of Oregon provides a work environment free from sexual harassment. Employees at every level of the organization, including state temporary employees and volunteers, must conduct themselves in a business-like and professional manner at all times and not engage in any form of discrimination, workplace harassment or sexual harassment.

(b) Higher Standard. Managers/supervisors are held to a higher standard and are expected to take a proactive stance to ensure the integrity of the work environment. Managers/supervisors must exercise reasonable care to prevent and promptly correct any discrimination, workplace harassment or sexual harassment they know about or should know about.

(c) Reporting. Anyone who is subject to or aware of what he or she believes to be discrimination, workplace harassment, or sexual harassment should report that behavior to the employee's immediate supervisor, another manager, or the agency, board, or commission Human Resource section, Executive Director, or chair, as applicable. A report of discrimination, workplace harassment or sexual harassment is considered a complaint. A supervisor or manager receiving a complaint should promptly notify the Human Resource section, Executive Director, or chair, as applicable.

(A) A complaint may be made orally or in writing.

(B) A complaint must be filed within one year of the occurrence.

(C) An oral or written complaint should contain the following:

(i) the name of the person filing the report;

(ii) the name of the complainant;

(iii) the names of all parties involved, including witnesses;

(iv) a specific and detailed description of the conduct or action that the employee believes is discriminatory or harassing;

(v) the date or time period in which the alleged conduct occurred; and

(vi) a description of the remedy the employee desires.

(d) Other Reporting Options. Nothing in this policy prevents any person from filing a formal grievance in accordance with a CBA, or a formal complaint with the Bureau of Labor and Industries (BOLI) or the Equal Employment Opportunity Commission (EEOC) or if applicable, the United States Department of Labor (USDOL) Civil Rights Center. However, some CBAs require an employee to choose between the complaint procedure outlined in the CBA and filing a BOLI or EEOC complaint.

(e) Filing a Report with the USDOL Civil Rights Center. An employee whose position is funded by the Oregon Workforce Investment Act (WIA), such as employees of the Oregon Workforce One-stop System, may file a complaint under the WIA, Methods of Administration (MOA) with the State of Oregon WIA, MOA Equal Opportunity Officer or directly through the USDOL, Civil Rights Center. The complaint must be written, signed and filed within 180 days of when the alleged discrimination or harassment occurred.

(f) Investigation. The agency, board, or commission Human Resource section, Executive Director, or chair, as applicable, will coordinate and conduct or delegate responsibility for coordinating and conducting an investigation.

(A) All complaints will be taken seriously and an investigation will be initiated as quickly as possible.

(B) The agency, board or commission may need to take steps to ensure employees are protected from further potential discrimination or harassment.

(C) Complaints will be dealt with in a discreet and confidential manner, to the extent possible.

(D) All parties are expected to cooperate with the investigation and keep information regarding the investigation confidential.

(E) The agency, board or commission will notify the accused and all witnesses that retaliating against a person for making a report of discrimination, workplace harassment or sexual harassment will not be tolerated.

(F) The agency, board or commission will notify the complainant and the accused when the investigation is concluded.

(G) Immediate and appropriate action will be taken if a complaint is substantiated.

(H) The agency, board or commission will inform the complainant if any part of a complaint is substantiated and that action has been taken. The complainant will not be given the specifics of the action.

(I) The complainant and the accused will be notified by the agency, board or commission if a complaint is not substantiated.

(g) Penalties. Conduct in violation of this policy will not be tolerated.

BUDGET NARRATIVE

- (A) Employees engaging in conduct in violation of this policy may be subject to disciplinary action up to and including dismissal.
- (B) State temporary employees and volunteers who engage in conduct in violation of this policy may be subject to termination of their working or volunteer relationship with the agency, board or commission.
- (C) An agency, board or commission may be liable for discrimination, workplace harassment or sexual harassment if it knows of or should know of conduct in violation of this policy and fails to take prompt, appropriate action.
- (D) Managers and supervisors who know or should know of conduct in violation of this policy and who fail to report such behavior or fail to take prompt, appropriate action may be subject to disciplinary action up to and including dismissal.
- (E) An employee who engages in harassment of other employees while away from the workplace and outside of working hours may be subject to the provisions of this policy if that conduct has a negative impact on the work environment and/or working relationships.
- (F) If a complaint involves the conduct of a contracted employee or a contractor, the agency, board, or commission Human Resource section, Executive Director, chair, or designee must inform the contractor of the problem behavior and require prompt, appropriate action.
- (G) If a complaint involves the conduct of a client, customer, or visitor, the agency, board or commission should follow its own internal procedures and take prompt, appropriate action.

(h) Retaliation. This policy prohibits retaliation against employees who file a complaint, participate in an investigation, or report observing discrimination, workplace harassment or sexual harassment.

(A) Employees who believe they have been retaliated against because they filed a complaint, participated in an investigation, or reported observing discrimination, workplace harassment or sexual harassment, should report this behavior to the employee's supervisor, another manager, the Human Resource section, the Executive Director, or the chair, as applicable. Complaints of retaliation will be investigated promptly.

(B) Employees who violate this policy by retaliating against others may be subject to disciplinary action, up to and including dismissal.

(C) State temporary employees and volunteers who retaliate against others may be subject to termination of their working or volunteer relationship with the agency, board or commission.

(i) Policy Notification. All employees including state temporary employees and volunteers shall:

(A) be given a copy or the location of Statewide Policy 50.010.01, Discrimination and Harassment Free Workplace;

(B) be given directions to read the policy;

(C) be provided an opportunity to ask questions and have their questions answered; and

(D) sign an acknowledgement indicating the employee read the policy and had the opportunity to ask questions.

(i) Signed acknowledgements are kept on file at the agency, board or commission.

(1) Performance Measure: Percent of employees informed of Policy 50.010.01, prohibited behavior and reporting procedures.

Performance Standard: 100%

(2) Performance Measure: Percent of complaints where prompt, appropriate action is taken following investigation of a substantiated complaint.

Performance Standard: 100%

OLCC complaint procedure (as listed in the AFSCME Contract):

All complaints alleging any form of discrimination may be submitted in writing directly to the EEO/AA Coordinator. The EEO/AA Coordinator will investigate the complaint within ten (10) working days of the receipt of the complaint and will attempt to resolve the issue with the employee and/or the Union. Recommendations will be made to the Agency Administrator for final disposition. The Agency Administrator or designated representative shall advise the employee and the Union in writing, within fifteen (15) calendar days, of completion of the investigation of the Agency's position. If the complaint is not satisfactorily resolved, the employee may submit the complaint to the Bureau of Labor for

BUDGET NARRATIVE

resolution.

DAS DEPARTMENT OF ADMINISTRATIVE SERVICES **STATEWIDE POLICY**

SUBJECT: Maintaining a Professional Workplace

NUMBER: 50.010.03

DIVISION: Human Resource Services Division

EFFECTIVE DATE: 08/27/07

APPROVED: Signature on file with Human Resource Services Division

POLICY

STATEMENT:

It is the policy of the State of Oregon to create and maintain a work environment that is respectful, professional and free from inappropriate workplace behavior.

AUTHORITY: ORS 240.145 and ORS 240.250

APPLICABILITY:

All employees, including state temporary employees.

ATTACHMENTS: N/A

DEFINITIONS:

See also HRSD State Policy 10.000.01, Definitions; and OAR 105-010-0000

Agency: Refers to state agencies, boards and commissions

Professional Workplace Behavior: Supporting the values and mission of the State of Oregon and the agency, building positive relationships with others, communicating in a respectful manner, holding oneself accountable and pursuing change within the system.

Inappropriate Workplace Behavior: Unwelcome or unwanted conduct or behavior that causes a negative impact or disruption to the workplace or the business of the state, or results in the erosion of employee morale and is not associated with an employee's protected class status.

Examples of inappropriate workplace behavior include but are not limited to, comments or behaviors of an individual or group that disparage, demean or show

BUDGET NARRATIVE

disrespect for another employee, a manager, a subordinate, a customer, a contractor or a visitor in the workplace.

Inappropriate workplace behavior does not include actions of performance management such as supervisor instructions, expectations or feedback, administering of disciplinary actions, or investigatory meetings.

Inappropriate workplace behavior does not include assigned, requested or unsolicited constructive peer feedback on projects or work.

Protected Class Under Federal Law: Race; color; national origin; sex (includes pregnancy-related conditions); religion; age (40 and older); disability; a person who uses leave covered by the Federal Family and Medical Leave Act; a person who uses Military Leave; a person who associates with a protected class; a person who opposes unlawful employment practices, files a complaint or testifies about violations or possible violations; and any other protected class as defined by federal law.

Protected Class Under Oregon State Law: All Federally protected classes, plus: age (18 and older); physical or mental disability; injured worker; a person who uses leave covered by the Oregon Family Leave Act; marital status; family relationship; sexual orientation; whistleblower; expunged juvenile record; and any other protected class as defined by state law.

POLICY

(1) It is the policy of the State of Oregon to create and maintain a work environment that is respectful, professional and free from inappropriate workplace behavior.

(a) Conduct Employees at every level of the agency should foster an environment that encourages professionalism and discourages disrespectful behavior. All employees are expected to behave respectfully and professionally and refrain from engaging in inappropriate workplace behavior.

(b) Addressing Inappropriate Workplace Behavior

(A) Supervisors must address inappropriate behavior that they observe or experience and should do so as close to the time of the occurrence as possible and appropriate.

(B) If an employee observes or experiences inappropriate workplace behavior and the employee feels comfortable in doing so, they should:

- (i) redirect inappropriate conversations or behavior to workplace business; and/or
- (ii) tell an offending employee his/her behavior is offensive and ask him/her to stop.

BUDGET NARRATIVE

(c) Reporting Inappropriate Workplace Behavior

(A) An employee should report inappropriate workplace behavior he/she experiences or observes to his/her immediate supervisor as soon as practicable. If the employee's immediate supervisor is the one engaging in the inappropriate behavior, the employee should report the behavior to upper management, the agency head or Human Resource section, as soon as practicable. The report may be made orally or in writing.

(B) If past practice exists in the agency, an employee who is represented by a labor union may have a union representative present during regular work hours, when reporting inappropriate workplace behavior and through the process set forth in this policy. The union representative must not be a witness or party to the investigation.

(C) Reporting behavior or conduct directed toward an employee because of his/her protected class status is addressed in DAS Statewide Policy 50.010.01, Discrimination and Harassment Free Workplace.

(d) Responding to a Report of Inappropriate Workplace Behavior Inappropriate workplace behavior must be addressed and corrected before it becomes pervasive, causes further workplace disruption or lowers employee morale. Unless the agency decides otherwise, the supervisor of the employee allegedly engaging in the inappropriate workplace behavior must investigate the report as soon as possible.

(e) Consequences

(A) Any employee found to have engaged in inappropriate workplace behavior, will be counseled, or, depending on the severity of the behavior, may be subject to discipline, up to and including dismissal.

(B) A supervisor who fails to address inappropriate behavior, will be counseled, or, depending on the severity of the behavior, may be subject to disciplinary action, up to and including dismissal.

(f) Retaliation Retaliating against someone for reporting or addressing inappropriate workplace behavior is prohibited. The agency will investigate reports of retaliation. Any employee found to have engaged in retaliation may be subject to discipline, up to and including dismissal.

Oregon Liquor Control Commission Policy and Procedures (Employee and Training Policy)

SUBJECT: Training and Development

NUMBER: PP 845-153-007

CITATION OF AUTHORITY

Department of Administration, Human Resource Management Division Policy 50.045.01: Employee Development and Implementation of Oregon Benchmarks for Workforce Development; ORS 240.145(3)(4); 240.250; Oregon Benchmarks; Oregon Liquor Control Commission Mission and Goals; A Strategic Plan for the Oregon Liquor Control Commission

BUDGET NARRATIVE

POLICY

The ongoing development of Oregon Liquor Control Commission employees is essential to achieving our mission of serving as a model for state alcohol programs and our goals of high performance, promoting public safety, excellent customer service and revenue. The proactive development of Commission employees creates a deeper pool of experience, helps to maintain a moderate rate of turnover, and fosters the success of high-performance employees to rise above the expectations of Oregonians.

I. Agency Training

Agency Training is consistent with the Commission goals of high performance, promoting public safety, excellent customer service and revenue. We strive to exceed these goals through ongoing training in the core areas of communication, technology, cultural competency, and safety.

II. Training and Education Criteria

Training decisions are based on the following:

- fund availability and cost/value of training
- consistency with division priorities and goals
- knowledge, skills and/or abilities
- fulfill or enhance new or existing requirements for a current or future position
- ability to meet operating requirements while employee attends training

III. Funding

Commission Training Funds - The Training and Development Manager has the responsibility and authority to manage the Commission training funds. If the subject matter is relevant to the agency in general rather than work done solely within the division, funding usually comes from Commission training funds. Example: Leadership, supervisory skills or diversity training benefits the Commission regardless where the employee works in the Commission.

Division Funds - If the subject matter focuses on work done solely within the employee's current division, the funding source will generally be division funds. Example: Training on a computer program that is only relevant to the Financial Services Division is paid from division funds.

IV. New Employee Orientation

Orientation provides all new employees with consistent information about the Commission and the Commission's expectations for their success.

Orientation's goals are to:

- welcome the new employee to the Commission
- introduce the Commission's Mission and Goals and selected policies to the new employee
- give an overview of the Commission and its work
- support the socialization of the new employee

V. Conferences

The Commission generally does not pay for conferences with agency training funds. However, any conference workshop or presentation that increases the employee's knowledge, skills or abilities to improve his/her job performance is recorded in the employee's training file as training.

BUDGET NARRATIVE

Following a conference, an employee gives the Training and Development Manager a training evaluation indicating the number of hours spent in training and a description of how the training improves the employee's work performance at the Commission. See also: Policy PP 845-153-010, Conferences.

VI. College Tuition

When the Agency requires employees to attend courses or seminars either during or after work hours, the Agency shall reimburse the employee for course registration, books and required instructional materials. All books and instructional materials shall become property of the Agency.

Employees may request tuition and fee reimbursement for college courses they take to improve their work in their current position or to advance their Commission career. Books and materials are the responsibility of the employee.

To apply for reimbursement, an employee completes an Individual Training and Performance Plan listing his/her goals as well as a Training Request Form for each credited class. The manager and division director will determine on a course by course basis, in accordance with the Training and Education Criteria, whether the division will reimburse the employee for up to 50% of course tuition and fees. There is an \$1100 tuition reimbursement limit per employee per fiscal year. Reimbursement is based only on the out of pocket amount of tuition and fees the employee pays after any grants or scholarships are deducted. Reimbursement is awarded only on the employee's successful completion (grade C or better) of the course.

After any college course, the employee completes an evaluation for the Training and Development Manager showing the number of credits earned, the hours attended, and a description of how the training improves his/her work performance at the Commission.

VII. College Tuition - Career Development

For an employee participating in the Career Development program who must take one or more college courses as a requirement of his/her Career Development contract, the division will reimburse the employee for up to 50% of course tuition and fees, with an \$1100 limit per employee per fiscal year. Reimbursement is based only on the out of pocket amount of tuition and fees the employee pays after any grant or scholarship amounts are deducted. Any reimbursement is based on the employee's successful completion (grade C or better) of the course.

After any college course, the employee completes an evaluation for the e Training and Development Manager showing the number of credits earned, the hours attended, and a description of how the training improves his/her work performance at the Commission.

VIII. Training for Temporary Employees

Temporary employees are not typically included in training opportunities. Possible exceptions may include:

- training that is necessary for the temporary status employee to fully function as a member of the work team
- in-house group training with a set fee rather than individual fees per participant which enhances the temporary employee's ability to perform the job

PROCEDURES

Responsibility

Action

Agency Request Governor's Budget Agency Request **Affirmative Action Report** Budget Page 29 29

BUDGET NARRATIVE

Training and Development Manager/Executive Committee	<p><u>Agency Training Plan</u></p> <ol style="list-style-type: none"> 1. Collects information each biennium regarding the Commission's plans and resulting needs. 2. Updates the training plan.
<p style="text-align: center;"><u>Individual Training</u> (Training Request Form required)</p>	
Employee and/or Manager	<ol style="list-style-type: none"> 1. Identifies relevant training opportunity.
Employee	<ol style="list-style-type: none"> 2. Completes a Training Request Form and gives it to his/her manager at least three (3) weeks prior to registration deadline.
Manager	<ol style="list-style-type: none"> 3. Determines whether the training request is appropriate and consistent with the Commission's and employee's needs and confirms that it is at least three (3) weeks before the registration deadline. <ol style="list-style-type: none"> A. If it is not appropriate or is untimely, denies the request and discusses the decision with the employee. B. If it is appropriate, proceeds to step 4, below. 4. Develops, jointly with the employee, appropriate learning objectives prior to the training. 5. Indicates if the funding will come from division funds or agency training funds as outlined above. 6 Signs the Training Request Form. 7. Completes a Requisition and signs it if division funds will pay for the training. 8. If agency training funds will pay for the training, forwards the Training Request Form to Training & Development manager. 9. Forwards the Training Request Form and the Requisition to the Training and Development Manager.
Training and Development Manager	<ol style="list-style-type: none"> 8. Verifies that the requested training is appropriate and within the three (3) week deadline. 9. If Commission training funds are requested, determines if funds are available and if the cost/value of the training is the best use of Commission training funds.

BUDGET NARRATIVE

- A. If not, discusses with manager.
- B. If so, proceeds to step 10, below.
- 10.
- A. If the training is relevant to the agency, signs the Requisition for agency training funds or,
- B. If the division is funding the training, initials the Requisition signed by the manager.

Registers the employee for class if not pre-registered unless payment is by credit card.

11. Sends the Requisition to General Services.

General Services

12. Checks for the Training and Development Manager's initials or signature on all requisitions that appear to be for training. If the initials or signature are missing, returns the requisition to the Training and Development Manager.

13. Generates a Purchase Order (PO) for the training.

14. Registers the employee for class if not pre-registered.

15. Forwards the PO to the Financial Services Division.

Financial Services Division

16. Processes the PO for payment.

Employee

17. After training, completes and forwards evaluation to the Training & Development Manager.

Training and Development Manager

New Employee Orientation (no Training Request Form required)

- 1. When a new employee is hired, contacts the employee's supervisor and arranges for the employee to attend orientation.
- 2. Coordinates orientation content.

3. Completes training record and collects evaluation forms.

In-House Trainer, Manager, or Coordinator }

Staff Group Training (no Training Request Form required)

- 1. Informs the Training & Development Manager title, time, date and instructors for the training.

BUDGET NARRATIVE

	2. Sends attendance record to Training and Development Manager.
Employee	<u>College Tuition Reimbursement</u> (Individual Training and Performance Plan (ITPP) and Training Request Form required) 1. Completes an Individual Training and Performance Plan (ITPP) at the onset of attending credited college courses. Meets with manager to discuss and gain approval.
Manager	Meets with employee to discuss ITPP. Revises it if needed. Signs it if approved.
Employee	Completes a Training Request Form before registering for each class.
Manager and Division Director	2. Determines if funding is available on a course- by-course basis. 3. Approves and signs or denies employee's Training Request based on its appropriateness for employee's training goals. 4. Notify employee of decision.
Employee	5. Forwards signed copies of ITPP and signed Training Request to Training and Development Manager. 6. After completing the course, completes a Travel Expense Detail Sheet gives Training & Development Manager completed Travel Expense Detail Sheet, ITPP, and Training Request Form
Training & Development Manager	Initials Travel Expense Detail Sheet and gives it, ITPP and Training Request to payroll accountant in Financial Services Division.
Payroll Accountant	8. Records hours for employee and tracks amount spent on tuition. Processes requests for reimbursement at 50% of tuition and fees up to \$1100 per fiscal year. Forwards check to employee.

BUDGET NARRATIVE

105-040-0015

Veteran's Preference in Employment

Applicability: Recruitment and selection processes for all State of Oregon positions in agencies subject to ORS 240, State Personnel Relations Law, including but not limited to promotional opportunities.

(1) Definitions: (See also HRSD Rule 105-010-0000 Definitions Applicable Generally to Personnel Rules and Policies.)

(a) Initial Application Screening: An agency's process of determining whether an applicant meets the minimum and special qualifications for a position. An Initial Application Screening may also include an evaluation of skills or grading of supplemental test questions if required on the recruiting announcement.

(b) Application Examination: The selection process utilized by an agency after Initial Application Screening. This selection process includes, but is not limited to, formal testing or other assessments resulting in a score as well as un-scored examinations such as interviews and reference checks.

(c) Veteran and Disabled Veteran: As defined by ORS 408.225 and 408.235.

(2) Application of preference points upon Initial Application Screening: Qualifying Veterans and Disabled Veterans receive preference points as follows;

(a) Five Veteran's Preference points are added upon Initial Application Screening when an applicant submits as verification of eligibility a copy of the Certificate of Release or Discharge from Active Duty (DD Form 214 or 215), or a letter from the US Department of Veteran's Affairs indicating the applicant receives a non-service connected pension with the State of Oregon Application; or

(b) Ten Disabled Veteran's points are added upon Initial Application Screening when an applicant submits as verification of eligibility a copy of the Certificate of Release or Discharge from Active Duty (DD Form 214 or 215) with the State of Oregon Application. Disabled Veterans must also submit a copy of their Veteran's disability preference letter from the US Department of Veteran Affairs, unless the information is included in the DD Form 214 or 215.

(c) Veteran's and Disabled Veteran's preference points are not added when a Veteran or Disabled Veteran fails to meet the minimum or the special qualifications for a position.

BUDGET NARRATIVE

(3) Following an Initial Application Screening the agency generates a list of qualified applicants to consider for Appointment. An Appointing Authority or designee may then:

(a) Determine whether or not to interview all applicants who meet the minimum and special qualifications of the position (including all Veterans and Disabled Veterans); or

(b) Select a group of Veteran and Disabled Veteran applicants who most closely match the agency's purposes in filling the position. This group of applicants may be considered along with non-veteran applicants who closely match the purposes of the agency in filling the position as determined by:

(A) Scored Application Examinations (including scored interviews): If an agency utilizes, after an Initial Application Screening, a scored Application Examination to determine whom to consider further for Appointment, the agency will add (based on a 100-point scale) five points to a Veteran's score or 10 points to a Disabled Veteran's score or;

(B) Un-scored Application Examinations: Un-scored Application Examinations done by sorting into levels (such as "unsatisfactory," "satisfactory," "excellent") based on desired attributes or other criteria for further consideration will be accomplished by:

(i) Advancing the application of a Veteran one level;

(ii) Advancing an application of a Disabled Veteran two levels.

(4) Preference in un-scored interviews: A Veteran or Disabled Veteran who, in the judgment of the Appointing Authority or designee, meets all or substantially all of the agency's purposes in filling the position will continue to be considered for Appointment.

(5) If a Veteran or Disabled Veteran has been determined to be equal to the top applicant or applicants for a position by the Appointing Authority or designee then the Veteran or Disabled Veteran is ranked more highly than non-veteran applicants and, a Disabled Veteran is ranked more highly than non-veteran and Veteran applicants.

(6) Preference described in Sections 2 through 5 of this rule is not a requirement to appoint a Veteran or Disabled Veteran to a position. An agency may base a decision not to appoint the Veteran or Disabled Veteran solely on the Veteran's or Disabled Veteran's merits or qualifications.

(7) A Veteran or a Disabled Veteran applicant not appointed to a position may request an explanation from the agency. The request must be in writing and be sent within 30 calendar days of the date the Veteran or Disabled Veteran was notified that they were not selected. The agency will respond in writing with the reasons for not appointing the Veteran or Disabled Veteran.

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[ED. NOTE: Forms referenced are available from the agency.]

Stat. Auth: ORS 240.145(3) & 240.250

Stats. Implemented: ORS 408.225, 408.230 & 408.235

Hist.: HRSD 3-2007(Temp), f. & cert ef. 9-5-07 thru 3-3-08; HRSD 1-2008, f. 2-27-08, cert. ef. 3-1-08; HRSD 3-2009, f. 12-30-09, cert. ef. 1-1-10

BUDGET NARRATIVE

VIII. Appendix B

Prohibited Employment Policies/Practices

Under the laws enforced by EEOC, it is illegal to discriminate against someone (applicant or employee) because of that person's race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information. It is also illegal to retaliate against a person because he or she complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.

The law forbids discrimination in every aspect of employment.

The laws enforced by EEOC prohibit an employer or other covered entity from using neutral employment policies and practices that have a disproportionately negative effect on applicants or employees of a particular race, color, religion, sex (including pregnancy), or national origin, or on an individual with a disability or class of individuals with disabilities, if the policies or practices at issue are not job-related and necessary to the operation of the business. The laws enforced by EEOC also prohibit an employer from using neutral employment policies and practices that have a disproportionately negative impact on applicants or employees age 40 or older, if the policies or practices at issue are not based on a reasonable factor other than age.

Job Advertisements

It is illegal for an employer to publish a job advertisement that shows a preference for or discourages someone from applying for a job because of his or her race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information.

For example, a help-wanted ad that seeks "females" or "recent college graduates" may discourage men and people over 40 from applying and may violate the law.

Recruitment

It is also illegal for an employer to recruit new employees in a way that discriminates against them because of their race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information.

For example, an employer's reliance on word-of-mouth recruitment by its mostly Hispanic work force may violate the law if the result is that almost all new hires are Hispanic.

Application & Hiring

It is illegal for an employer to discriminate against a job applicant because of his or her race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information. For example, an employer may not refuse to give employment applications to people of a certain race.

An employer may not base hiring decisions on stereotypes and assumptions about a person's race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information.

If an employer requires job applicants to take a test, the test must be necessary and related to the job and the employer may not exclude people of a particular race, color, religion, sex (including pregnancy), national origin, or individuals with disabilities. In addition, the employer may not use a test that excludes applicants age 40 or older if the test is not based on a reasonable factor other than age.

If a job applicant with a disability needs an accommodation (such as a sign language interpreter) to apply for a job, the employer is required to provide the accommodation, so long as the accommodation does not cause the employer significant difficulty or expense.

Job Referrals

BUDGET NARRATIVE

It is illegal for an employer, employment agency or union to take into account a person's race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information when making decisions about job referrals.

Job Assignments & Promotions

It is illegal for an employer to make decisions about job assignments and promotions based on an employee's race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information. For example, an employer may not give preference to employees of a certain race when making shift assignments and may not segregate employees of a particular national origin from other employees or from customers.

An employer may not base assignment and promotion decisions on stereotypes and assumptions about a person's race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information.

If an employer requires employees to take a test before making decisions about assignments or promotions, the test may not exclude people of a particular race, color, religion, sex (including pregnancy), or national origin, or individuals with disabilities, unless the employer can show that the test is necessary and related to the job. In addition, the employer may not use a test that excludes employees age 40 or older if the test is not based on a reasonable factor other than age.

Pay And Benefits

It is illegal for an employer to discriminate against an employee in the payment of wages or employee benefits on the bases of race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information. Employee benefits include sick and vacation leave, insurance, access to overtime as well as overtime pay, and retirement programs. For example, an employer may not pay Hispanic workers less than African-American workers because of their national origin, and men and women in the same workplace must be given equal pay for equal work.

In some situations, an employer may be allowed to reduce some employee benefits for older workers, but only if the cost of providing the reduced benefits is the same as the cost of providing benefits to younger workers.

Discipline & Discharge

An employer may not take into account a person's race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information when making decisions about discipline or discharge. For example, if two employees commit a similar offense, an employer may not discipline them differently because of their race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information.

When deciding which employees will be laid off, an employer may not choose the oldest workers because of their age.

Employers also may not discriminate when deciding which workers to recall after a layoff.

Employment References

It is illegal for an employer to give a negative or false employment reference (or refuse to give a reference) because of a person's race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information.

Reasonable Accommodation & Disability

The law requires that an employer provide reasonable accommodation to an employee or job applicant with a disability, unless doing so would cause significant difficulty or expense for the employer.

A reasonable accommodation is any change in the workplace (or in the ways things are usually done) to help a person with a disability apply for a job, perform the duties of a job, or enjoy the benefits and privileges of employment.

BUDGET NARRATIVE

Reasonable accommodation might include, for example, providing a ramp for a wheelchair user or providing a reader or interpreter for a blind or deaf employee or applicant.

Reasonable Accommodation & Religion

The law requires an employer to reasonably accommodate an employee's religious beliefs or practices, unless doing so would cause difficulty or expense for the employer. This means an employer may have to make reasonable adjustments at work that will allow the employee to practice his or her religion, such as allowing an employee to voluntarily swap shifts with a co-worker so that he or she can attend religious services.

Training & Apprenticeship Programs

It is illegal for a training or apprenticeship program to discriminate on the bases of race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information. For example, an employer may not deny training opportunities to African-American employees because of their race.

In some situations, an employer may be allowed to set age limits for participation in an apprenticeship program.

Harassment

It is illegal to harass an employee because of race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information.

It is also illegal to harass someone because they have complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.

Harassment can take the form of slurs, graffiti, offensive or derogatory comments, or other verbal or physical conduct. Sexual harassment (including unwelcome sexual advances, requests for sexual favors, and other conduct of a sexual nature) is also unlawful. Although the law does not prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal if it is so frequent or severe that it creates a hostile or offensive work environment or if it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Harassment outside of the workplace may also be illegal if there is a link with the workplace. For example, if a supervisor harasses an employee while driving the employee to a meeting.

Read more about [harassment](#).

Terms & Conditions Of Employment

The law makes it illegal for an employer to make any employment decision because of a person's race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information. That means an employer may not discriminate when it comes to such things as hiring, firing, promotions, and pay. It also means an employer may not discriminate, for example, when granting breaks, approving leave, assigning work stations, or setting any other term or condition of employment - however small.

Pre-Employment Inquiries (General)

As a general rule, the information obtained and requested through the pre-employment process should be limited to those essential for determining if a person is qualified for the job; whereas, information regarding race, sex, national origin, age, and religion are irrelevant in such determinations.

Employers are explicitly prohibited from making pre-employment inquiries about disability.

BUDGET NARRATIVE

Although state and federal equal opportunity laws do not clearly forbid employers from making pre-employment inquiries that relate to, or disproportionately screen out members based on race, color, sex, national origin, religion, or age, such inquiries may be used as evidence of an employer's intent to discriminate unless the questions asked can be justified by some business purpose.

Therefore, inquiries about organizations, clubs, societies, and lodges of which an applicant may be a member or any other questions, which may indicate the applicant's race, sex, national origin, disability status, age, religion, color or ancestry if answered, should generally be avoided.

Similarly, employers should not ask for a photograph of an applicant. If needed for identification purposes, a photograph may be obtained after an offer of employment is made and accepted.

Pre-Employment Inquiries and:

Race

Height & Weight

Credit Rating Or Economic Status

Religious Affiliation Or Beliefs

Citizenship

Marital Status, Number Of Children

Gender

Arrest & Conviction

Security/Background Checks For Certain Religious Or Ethnic Groups

Disability

Medical Questions & Examinations

Dress Code

In general, an employer may establish a dress code which applies to all employees or employees within certain job categories. There are a few possible exceptions.

A dress code must not treat some employees less favorably because of their national origin. For example, a dress code that prohibits certain kinds of ethnic dress, such as traditional African or East Indian attire, but otherwise permits casual dress would treat some employees less favorably because of their national origin.

An employer may require all workers to follow a uniform dress code even if the dress code conflicts with some workers' ethnic beliefs or practices.

BUDGET NARRATIVE

If the dress code conflicts with an employee's religious practices and the employee requests an accommodation, the employer must modify the dress code or permit an exception to the dress code unless doing so would result in undue hardship. Similarly, if an employee requests an accommodation to the dress code because of his disability, the employer must modify the dress code or permit an exception to the dress code, unless doing so would result in undue hardship.

If an employee needs to modify a dress requirement because of a disability, the employer may need to grant that employee a reasonable accommodation.

Constructive Discharge/Forced To Resign

Discriminatory practices under the laws EEOC enforces also include constructive discharge or forcing an employee to resign by making the work environment so intolerable a reasonable person would not be able to stay.

BUDGET NARRATIVE

Age Discrimination

The Age Discrimination in Employment Act of 1967 (ADEA) protects individuals who are 40 years of age or older from employment discrimination based on age. The ADEA's protections apply to both employees and job applicants. Under the ADEA, it is unlawful to discriminate against a person because of his/her age with respect to any term, condition, or privilege of employment, including hiring, firing, promotion, layoff, compensation, benefits, job assignments, and training. The ADEA permits employers to favor older workers based on age even when doing so adversely affects a younger worker who is 40 or older.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on age or for filing an age discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under the ADEA.

The ADEA applies to employers with 20 or more employees, including state and local governments. It also applies to employment agencies and labor organizations, as well as to the federal government. ADEA protections include:

Apprenticeship Programs

It is generally unlawful for apprenticeship programs, including joint labor-management apprenticeship programs, to discriminate on the basis of an individual's age. Age limitations in apprenticeship programs are valid only if they fall within certain specific exceptions under the ADEA or if the EEOC grants a specific exemption.

Job Notices and Advertisements

The ADEA generally makes it unlawful to include age preferences, limitations, or specifications in job notices or advertisements. A job notice or advertisement may specify an age limit only in the rare circumstances where age is shown to be a "bona fide occupational qualification" (BFOQ) reasonably necessary to the normal operation of the business.

Pre-Employment Inquiries

The ADEA does not specifically prohibit an employer from asking an applicant's age or date of birth. However, because such inquiries may deter older workers from applying for employment or may otherwise indicate possible intent to discriminate based on age, requests for age information will be closely scrutinized to make sure that the inquiry was made for a lawful purpose, rather than for a purpose prohibited by the ADEA. If the information is needed for a lawful purpose, it can be obtained after the employee is hired.

Benefits

The Older Workers Benefit Protection Act of 1990 (OWBPA) amended the ADEA to specifically prohibit employers from denying benefits to older employees. Congress recognized that the cost of providing certain benefits to older workers is greater than the cost of providing those same benefits to younger workers, and that those greater costs might create a disincentive to hire older workers. Therefore, in limited circumstances, an employer may be permitted to reduce benefits based on age, as long as the cost of providing the reduced benefits to older workers is no less than the cost of providing benefits to younger workers.

Employers are permitted to coordinate retiree health benefit plans with eligibility for Medicare or a comparable state-sponsored health benefit.

Waivers of ADEA Rights

BUDGET NARRATIVE

An employer may ask an employee to waive his/her rights or claims under the ADEA. Such waivers are common in settling ADEA discrimination claims or in connection with exit incentive or other employment termination programs. However, the ADEA, as amended by OWBPA, sets out specific minimum standards that must be met in order for a waiver to be considered knowing and voluntary and, therefore, valid. Among other requirements, a valid ADEA waiver must:

be in writing and be understandable;

specifically refer to ADEA rights or claims;

not waive rights or claims that may arise in the future;

be in exchange for valuable consideration in addition to anything of value to which the individual already is entitled;

advise the individual in writing to consult an attorney before signing the waiver; and

provide the individual at least 21 days to consider the agreement and at least seven days to revoke the agreement after signing it.

If an employer requests an ADEA waiver in connection with an exit incentive or other employment termination program, the minimum requirements for a valid waiver are more extensive. See "Understanding Waivers of Discrimination Claims in Employee Severance Agreements" at http://www.eeoc.gov/policy/docs/qanda_severance-agreements.html

BUDGET NARRATIVE

Disability Discrimination

Disability discrimination occurs when an employer or other entity covered by the Americans with Disabilities Act, as amended, or the Rehabilitation Act, as amended, treats a qualified individual with a disability who is an employee or applicant unfavorably because she has a disability.

Disability discrimination also occurs when a covered employer or other entity treats an applicant or employee less favorably because she has a history of a disability (such as cancer that is controlled or in remission) or because she is believed to have a physical or mental impairment that is not transitory (lasting or expected to last six months or less) and minor (even if she does not have such an impairment).

The law requires an employer to provide reasonable accommodation to an employee or job applicant with a disability, unless doing so would cause significant difficulty or expense for the employer ("undue hardship").

The law also protects people from discrimination based on their relationship with a person with a disability (even if they do not themselves have a disability). For example, it is illegal to discriminate against an employee because her husband has a disability.

Note: Federal employees and applicants are covered by the Rehabilitation Act of 1973, instead of the Americans with Disabilities Act. The protections are mostly the same.

Disability Discrimination & Work Situations

The law forbids discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

Disability Discrimination & Harassment

It is illegal to harass an applicant or employee because he has a disability, had a disability in the past, or is believed to have a physical or mental impairment that is not transitory (lasting or expected to last six months or less) and minor (even if he does not have such an impairment).

Harassment can include, for example, offensive remarks about a person's disability. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that aren't very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Disability Discrimination & Reasonable Accommodation

The law requires an employer to provide reasonable accommodation to an employee or job applicant with a disability, unless doing so would cause significant difficulty or expense for the employer.

A reasonable accommodation is any change in the work environment (or in the way things are usually done) to help a person with a disability apply for a job, perform the duties of a job, or enjoy the benefits and privileges of employment.

Reasonable accommodation might include, for example, making the workplace accessible for wheelchair users or providing a reader or interpreter for someone who is blind or hearing impaired.

While the federal anti-discrimination laws don't require an employer to accommodate an employee who must care for a disabled family member, the Family and Medical Leave Act (FMLA) may require an employer to take such steps. The Department of Labor enforces the FMLA. For more information, call: 1-866-487-9243.

BUDGET NARRATIVE

Disability Discrimination & Reasonable Accommodation & Undue Hardship

An employer doesn't have to provide an accommodation if doing so would cause undue hardship to the employer.

Undue hardship means that the accommodation would be too difficult or too expensive to provide, in light of the employer's size, financial resources, and the needs of the business. An employer may not refuse to provide an accommodation just because it involves some cost. An employer does not have to provide the exact accommodation the employee or job applicant wants. If more than one accommodation works, the employer may choose which one to provide.

Definition Of Disability

Not everyone with a medical condition is protected by the law. In order to be protected, a person must be qualified for the job and have a disability as defined by the law.

A person can show that he or she has a disability in one of three ways:

A person may be disabled if he or she has a physical or mental condition that substantially limits a major life activity (such as walking, talking, seeing, hearing, or learning).

A person may be disabled if he or she has a history of a disability (such as cancer that is in remission).

A person may be disabled if he is believed to have a physical or mental impairment that is not transitory (lasting or expected to last six months or less) and minor (even if he does not have such an impairment).

Disability & Medical Exams During Employment Application & Interview Stage

The law places strict limits on employers when it comes to asking job applicants to answer medical questions, take a medical exam, or identify a disability.

For example, an employer may not ask a job applicant to answer medical questions or take a medical exam before extending a job offer. An employer also may not ask job applicants if they have a disability (or about the nature of an obvious disability). An employer may ask job applicants whether they can perform the job and how they would perform the job, with or without a reasonable accommodation.

Disability & Medical Exams After A Job Offer For Employment

After a job is offered to an applicant, the law allows an employer to condition the job offer on the applicant answering certain medical questions or successfully passing a medical exam, but only if all new employees in the same type of job have to answer the questions or take the exam.

Disability & Medical Exams For Persons Who Have Started Working As Employees

Once a person is hired and has started work, an employer generally can only ask medical questions or require a medical exam if the employer needs medical documentation to support an employee's request for an accommodation or if the employer believes that an employee is not able to perform a job successfully or safely because of a medical condition.

The law also requires that employers keep all medical records and information confidential and in separate medical files.

Available Resources

In addition to a variety of [formal guidance documents](#), EEOC has developed a wide range of fact sheets, question & answer documents, and other publications to help employees and employers understand the complex issues surrounding disability discrimination.

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Your Employment Rights as an Individual With a Disability

Job Applicants and the ADA

Veterans with Service-Connected Disabilities in the Workplace and the ADA

Questions and Answers: Promoting Employment of Individuals with Disabilities in the Federal Workforce

The Family and Medical Leave Act, the ADA, and Title VII of the Civil Rights Act of 1964

The ADA: A Primer for Small Business

Your Responsibilities as an Employer

Small Employers and Reasonable Accommodation

Work At Home/Telework as a Reasonable Accommodation

Applying Performance And Conduct Standards To Employees With Disabilities

Obtaining and Using Employee Medical Information as Part of Emergency Evacuation Procedures

Veterans with Service-Connected Disabilities in the Workplace and the ADA-A Guide for Employers

Pandemic Preparedness in the Workplace and the Americans with Disabilities Act

Employer Best Practices for Workers with Caregiving Responsibilities

Reasonable Accommodations for Attorneys with Disabilities

How to Comply with the Americans with Disabilities Act: A Guide for Restaurants and Other Food Service Employers

Final Report on Best Practices For the Employment of People with Disabilities In State Government

ABCs of Schedule A Documents

The Questions and Answers Series

Health Care Workers and the Americans with Disabilities Act

Deafness and Hearing Impairments in the Workplace and the Americans with Disabilities Act

Blindness and Vision Impairments in the Workplace and the ADA

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The Americans with Disabilities Act's Association Provision

Diabetes in the Workplace and the ADA

Epilepsy in the Workplace and the ADA

Persons with Intellectual Disabilities in the Workplace and the ADA

Cancer in the Workplace and the ADA

Mediation and the ADA

Questions and Answers for Mediation Providers: Mediation and the Americans with Disabilities Act (ADA)

Questions and Answers for Parties to Mediation: Mediation and the Americans with Disabilities Act (ADA)

Facts About the Americans with Disabilities Act

Title I of the Americans with Disabilities Act of 1990 prohibits private employers, state and local governments, employment agencies and labor unions from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment. The ADA covers employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations. The ADA's nondiscrimination standards also apply to federal sector employees under section 501 of the Rehabilitation Act, as amended, and its implementing rules.

An individual with a disability is a person who:

Has a physical or mental impairment that substantially limits one or more major life activities;

Has a record of such an impairment; or

Is regarded as having such an impairment.

A qualified employee or applicant with a disability is an individual who, with or without reasonable accommodation, can perform the essential functions of the job in question. Reasonable accommodation may include, but is not limited to:

Making existing facilities used by employees readily accessible to and usable by persons with disabilities.

Job restructuring, modifying work schedules, reassignment to a vacant position;

Acquiring or modifying equipment or devices, adjusting or modifying examinations, training materials, or policies, and providing qualified readers or interpreters.

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An employer is required to make a reasonable accommodation to the known disability of a qualified applicant or employee if it would not impose an "undue hardship" on the operation of the employer's business. Reasonable accommodations are adjustments or modifications provided by an employer to enable people with disabilities to enjoy equal employment opportunities. Accommodations vary depending upon the needs of the individual applicant or employee. Not all people with disabilities (or even all people with the same disability) will require the same accommodation. For example:

A deaf applicant may need a sign language interpreter during the job interview.

An employee with diabetes may need regularly scheduled breaks during the workday to eat properly and monitor blood sugar and insulin levels.

A blind employee may need someone to read information posted on a bulletin board.

An employee with cancer may need leave to have radiation or chemotherapy treatments.

An employer does not have to provide a reasonable accommodation if it imposes an "undue hardship." Undue hardship is defined as an action requiring significant difficulty or expense when considered in light of factors such as an employer's size, financial resources, and the nature and structure of its operation.

An employer is not required to lower quality or production standards to make an accommodation; nor is an employer obligated to provide personal use items such as glasses or hearing aids.

An employer generally does not have to provide a reasonable accommodation unless an individual with a disability has asked for one. If an employer believes that a medical condition is causing a performance or conduct problem, it may ask the employee how to solve the problem and if the employee needs a reasonable accommodation. Once a reasonable accommodation is requested, the employer and the individual should discuss the individual's needs and identify the appropriate reasonable accommodation. Where more than one accommodation would work, the employer may choose the one that is less costly or that is easier to provide.

Title I of the ADA also covers:

Medical Examinations and Inquiries

Employers may not ask job applicants about the existence, nature, or severity of a disability. Applicants may be asked about their ability to perform specific job functions. A job offer may be conditioned on the results of a medical examination, but only if the examination is required for all entering employees in similar jobs. Medical examinations of employees must be job related and consistent with the employer's business needs.

Medical records are confidential. The basic rule is that with limited exceptions, employers must keep confidential any medical information they learn about an applicant or employee. Information can be confidential even if it contains no medical diagnosis or treatment course and even if it is not generated by a health care professional. For example, an employee's request for a reasonable accommodation would be considered medical information subject to the ADA's confidentiality requirements.

Drug and Alcohol Abuse

Employees and applicants currently engaging in the illegal use of drugs are not covered by the ADA when an employer acts on the basis of such use. Tests for illegal drugs are not subject to the ADA's restrictions on medical examinations. Employers may hold illegal drug users and alcoholics to the same performance standards as other employees.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on disability or for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under the ADA.

Federal Tax Incentives to Encourage the Employment of People with Disabilities and to Promote the Accessibility of Public Accommodations

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The Internal Revenue Code includes several provisions aimed at making businesses more accessible to people with disabilities. The following provides general – non-legal – information about three of the most significant tax incentives. (Employers should check with their accountants or tax advisors to determine eligibility for these incentives or visit the Internal Revenue Service's website, www.irs.gov, for more information. Similar state and local tax incentives may be available.)

Small Business Tax Credit (Internal Revenue Code Section 44: Disabled Access Credit)

Small businesses with either \$1,000,000 or less in revenue or 30 or fewer full-time employees may take a tax credit of up to \$5,000 annually for the cost of providing reasonable accommodations such as sign language interpreters, readers, materials in alternative format (such as Braille or large print), the purchase of adaptive equipment, the modification of existing equipment, or the removal of architectural barriers.

Work Opportunity Tax Credit (Internal Revenue Code Section 51)

Employers who hire certain targeted low-income groups, including individuals referred from vocational rehabilitation agencies and individuals receiving Supplemental Security Income (SSI) may be eligible for an annual tax credit of up to \$2,400 for each qualifying employee who works at least 400 hours during the tax year. Additionally, a maximum credit of \$1,200 may be available for each qualifying summer youth employee.

Architectural/Transportation Tax Deduction (Internal Revenue Code Section 190 Barrier Removal):

This annual deduction of up to \$15,000 is available to businesses of any size for the costs of removing barriers for people with disabilities, including the following: providing accessible parking spaces, ramps, and curb cuts; providing wheelchair-accessible telephones, water fountains, and restrooms; making walkways at least 48 inches wide; and making entrances accessible.

The Equal Pay Act of 1963

EDITOR'S NOTE: The following is the text of the Equal Pay Act of 1963 (Pub. L. 88-38) (EPA), as amended, as it appears in volume 29 of the United States Code, at section 206(d). The EPA, which is part of the Fair Labor Standards Act of 1938, as amended (FLSA), and which is administered and enforced by the EEOC, prohibits sex-based wage discrimination between men and women in the same establishment who perform jobs that require substantially equal skill, effort and responsibility under similar working conditions. Cross references to the EPA as enacted appear in italics following the section heading. Additional provisions of the Equal Pay Act of 1963, as amended, are included as they appear in volume 29 of the United States Code.

MINIMUM WAGE

SEC. 206. [Section 6]

(d) Prohibition of sex discrimination

(1) No employer having employees subject to any provisions of this section shall discriminate, within any establishment in which such employees are employed, between employees on the basis of sex by paying wages to employees in such establishment at a rate less than the rate at which he pays wages to employees of the opposite sex in such establishment for equal work on jobs the performance of which requires equal skill, effort, and responsibility, and which are performed under similar working conditions, except where such payment is made pursuant to (i) a seniority system; (ii) a merit system; (iii) a system which measures earnings by quantity or quality of production; or (iv) a differential based on any other factor other than sex: *Provided*, That an employer who is paying a wage rate differential in violation of this subsection shall not, in order to comply with the provisions of this subsection, reduce the wage rate of any employee.

(2) No labor organization, or its agents, representing employees of an employer having employees subject to any provisions of this section shall cause or attempt to cause such an employer to discriminate against an employee in violation of paragraph (1) of this subsection.

BUDGET NARRATIVE

(3) For purposes of administration and enforcement, any amounts owing to any employee which have been withheld in violation of this subsection shall be deemed to be unpaid minimum wages or unpaid overtime compensation under this chapter.

(4) As used in this subsection, the term "labor organization" means any organization of any kind, or any agency or employee representation committee or plan, in which employees participate and which exists for the purpose, in whole or in part, of dealing with employers concerning grievances, labor disputes, wages, rates of pay, hours of employment, or conditions of work.

ADDITIONAL PROVISIONS OF EQUAL PAY ACT OF 1963

An Act

To prohibit discrimination on account of sex in the payment of wages by employers engaged in commerce or in the production of goods for commerce.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That this Act may be cited as the "Equal Pay Act of 1963."

DECLARATION OF PURPOSE

Not Reprinted in U.S. Code [Section 2]

(a) The Congress hereby finds that the existence in industries engaged in commerce or in the production of goods for commerce of wage differentials based on sex-

(1) depresses wages and living standards for employees necessary for their health and efficiency;

(2) prevents the maximum utilization of the available labor

resources;

(3) tends to cause labor disputes, thereby burdening, affecting, and obstructing commerce;

(4) burdens commerce and the free flow of goods in commerce; and

(5) constitutes an unfair method of competition.

(b) It is hereby declared to be the policy of this Act, through exercise by Congress of its power to regulate commerce among the several States and with foreign nations, to correct the conditions above referred to in such industries.

[Section 3 of the Equal Pay Act of 1963 amends section 6 of the Fair Labor Standards Act by adding a new subsection (d). The amendment is incorporated in the revised text of the Fair Labor Standards Act.]

EFFECTIVE DATE

Not Reprinted in U.S. Code [Section 4]

BUDGET NARRATIVE

The amendments made by this Act shall take effect upon the expiration of one year from the date of its enactment: Provided, That in the case of employees covered by a bona fide collective bargaining agreement in effect at least thirty days prior to the date of enactment of this Act entered into by a labor organization (as defined in section 6(d)(4) of the Fair Labor Standards Act of 1938, as amended) [subsection (d)(4) of this section], the amendments made by this Act shall take effect upon the termination of such collective bargaining agreement or upon the expiration of two years from the date of enactment of this Act, whichever shall first occur.

Approved June 10, 1963, 12 m.

[In the following excerpts from the Fair Labor Standards Act of 1938, as amended, authority given to the Secretary of Labor is exercised by the Equal Employment Opportunity Commission for purposes of enforcing the Equal Pay Act of 1963.]

ATTENDANCE OF WITNESSES

SEC. 209 [Section 9]

For the purpose of any hearing or investigation provided for in this chapter, the provisions of sections 49 and 50 of title 15 [Federal Trade Commission Act of September 16, 1914, as amended (U.S.C., 1934 edition)] (relating to the attendance of witnesses and the production of books, papers, and documents), are made applicable to the jurisdiction, powers, and duties of the Administrator, the Secretary of Labor, and the industry committees.

COLLECTION OF DATA

SEC. 211 [Section 11]

(a) Investigations and inspections

The Administrator or his designated representatives may investigate and gather data regarding the wages, hours, and other conditions and practices of employment in any industry subject to this chapter, and may enter and inspect such places and such records (and make such transcriptions thereof), question such employees, and investigate such facts, conditions, practices, or matters as he may deem necessary or appropriate to determine whether any person has violated any provision of this chapter, or which may aid in the enforcement of the provisions of this chapter. Except as provided in section 212 [section 12] of this title and in subsection (b) of this section, the Administrator shall utilize the bureaus and divisions of the Department of Labor for all the investigations and inspections necessary under this section. Except as provided in section 212 [section 12] of this title, the Administrator shall bring all actions under section 217 [section 17] of this title to restrain violations of this chapter.

(b) State and local agencies and employees

With the consent and cooperation of State agencies charged with the administration of State labor laws, the Administrator and the Secretary of Labor may, for the purpose of carrying out their respective functions and duties under this chapter, utilize the services of State and local agencies and their employees and, notwithstanding any other provision of law, may reimburse such State and local agencies and their employees for services rendered for such purposes.

(c) Records

Every employer subject to any provision of this chapter or of any order issued under this chapter shall make, keep, and preserve such records of the persons employed by him and of the wages, hours, and other conditions and practices of employment maintained by him, and shall preserve such records for such periods of time, and shall make such reports therefrom to the Administrator as he shall prescribe by regulation or order as necessary or appropriate for the enforcement of the provisions of this chapter or the regulations or orders thereunder. The employer of an employee who performs substitute work described in section 207(p)(3) [section 7(p)(3)] of this title may not be required under this subsection to keep a record of the hours of the substitute work.

BUDGET NARRATIVE

(d) Homework regulations

The Administrator is authorized to make such regulations and orders regulating, restricting, or prohibiting industrial homework as are necessary or appropriate to prevent the circumvention or evasion of and to safeguard the minimum wage rate prescribed in this chapter, and all existing regulations or orders of the Administrator relating to industrial homework are continued in full force and effect.

EXEMPTIONS

SEC. 213 [Section 13]

(a) Minimum wage and maximum hour requirements

The provisions of sections 206 [section 6] (except subsection (d) in the case of paragraph (1) of this subsection) and section 207 [section 7] of this title shall not apply with respect to-

(1) any employee employed in a bona fide executive, administrative, or professional capacity (including any employee employed in the capacity of academic administrative personnel or teacher in elementary or secondary schools), or in the capacity of outside salesman (as such terms are defined and delimited from time to time by regulations of the Secretary, subject to the provisions of subchapter II of chapter 5 of Title 5 [the Administrative Procedure Act], except that an employee of a retail or service establishment shall not be excluded from the definition of employee employed in a bona fide executive or administrative capacity because of the number of hours in his workweek which he devotes to activities not directly or closely related to the performance of executive or administrative activities, if less than 40 per centum of his hours worked in the workweek are devoted to such activities); or

(2) [Repealed]

[Note: Section 13(a)(2) (relating to employees employed by a retail or service establishment) was repealed by Pub. L. 101-157, section 3(c)(1), November 17, 1989.]

(3) any employee employed by an establishment which is an amusement or recreational establishment, organized camp, or religious or non-profit educational conference center, if (A) it does not operate for more than seven months in any calendar year, or (B) during the preceding calendar year, its average receipts for any six months of such year were not more than 33 1/3 per centum of its average receipts for the other six months of such year, except that the exemption from sections 206 and 207 [sections 6 and 7] of this title provided by this paragraph does not apply with respect to any employee of a private entity engaged in providing services or facilities (other than, in the case of the exemption from section 206 [section 6] of this title, a private entity engaged in providing services and facilities directly related to skiing) in a national park or a national forest, or on land in the National Wildlife Refuge System, under a contract with the Secretary of the Interior or the Secretary of Agriculture; or

(4) [Repealed]

[Note: Section 13(a)(4) (relating to employees employed by an establishment which qualified as an exempt retail establishment) was repealed by Pub. L. 101-157, Section 3(c)(1), November 17, 1989.]

(5) any employee employed in the catching, taking, propagating, harvesting, cultivating, or farming of any kind of fish, shellfish, crustacea, sponges, seaweeds, or other aquatic forms of animal and vegetable life, or in the first processing, canning or packing such marine products at sea as an incident to, or in conjunction with, such fishing operations, including the going to and returning from work and loading and unloading when performed by any such employee; or

(6) any employee employed in agriculture (A) if such employee is employed by an employer who did not, during any calendar quarter during the preceding calendar year, use more than five hundred man-days of agricultural labor, (B) if such employee is the parent, spouse, child, or other member of his employer's immediate family, (C) if such employee (i) is employed as a hand harvest laborer and is paid on a piece rate basis in an operation which has been, and is customarily and generally recognized as having been, paid on a piece rate basis in the region of employment, (ii) commutes daily from his permanent residence to the farm on which he is so employed, and (iii) has been employed in agriculture less than thirteen weeks during the preceding calendar year, (D) if such employee (other than an

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employee described in clause (C) of this subsection) (i) is sixteen years of age or under and is employed as a hand harvest laborer, is paid on a piece rate basis in an operation which has been, and is customarily and generally recognized as having been, paid on a piece rate basis in the region of employment, (ii) is employed on the same farm as his parent or person standing in the place of his parent, and (iii) is paid at the same piece rate as employees over age sixteen are paid on the same farm, or (E) if such employee is principally engaged in the range production of livestock; or

(7) any employee to the extent that such employee is exempted by regulations, order, or certificate of the Secretary issued under section 214 [section 14] of this title; or

(8) any employee employed in connection with the publication of any weekly, semiweekly, or daily newspaper with a circulation of less than four thousand the major part of which circulation is within the county where published or counties contiguous thereto; or

(9) [Repealed]

[Note: Section 13(a)(9) (relating to motion picture theater employees) was repealed by section 23 of the Fair Labor Standards Amendments of 1974. The 1974 amendments created an exemption for such employees from the overtime provisions only in section 13(b)27.]

(10) any switchboard operator employed by an independently owned public telephone company which has not more than seven hundred and fifty stations; or

(11) [Repealed]

[Note: Section 13(a)(11) (relating to telegraph agency employees) was repealed by section 10 of the Fair Labor Standards Amendments of 1974. The 1974 amendments created an exemption from the overtime provisions only in section 13(b)(23), which was repealed effective May 1, 1976.]

(12) any employee employed as a seaman on a vessel other than an American vessel; or

(13) [Repealed]

[Note: Section 13(a)(13) (relating to small logging crews) was repealed by section 23 of the Fair Labor Standards Amendments of 1974. The 1974 amendments created an exemption for such employees from the overtime provisions only in section 13(b)(28).]

(14) [Repealed]

[Note: Section 13(a)(14) (relating to employees employed in growing and harvesting of shade grown tobacco) was repealed by section 9 of the Fair Labor Standards Amendments of 1974. The 1974 amendments created an exemption for certain tobacco producing employees from the overtime provisions only in section 13(b)(22). The section 13(b)(22) exemption was repealed, effective January 1, 1978, by section 5 of the Fair Labor Standards Amendments of 1977.]

(15) any employee employed on a casual basis in domestic service employment to provide babysitting services or any employee employed in domestic service employment to provide companionship services for individuals who (because of age or infirmity) are unable to care for themselves (as such terms are defined and delimited by regulations of the Secretary); or

(16) a criminal investigator who is paid availability pay under section 5545a of Title 5 [Law Enforcement Availability Pay Act of 1994]; or

(17) any employee who is a computer systems analyst, computer programmer, software engineer, or other similarly skilled worker, whose primary duty is—

(A) the application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software, or system functional specifications;

(B) the design, development, documentation, analysis, creation, testing, or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications;

BUDGET NARRATIVE

(C) the design, documentation, testing, creation, or modification of computer programs related to machine operating systems; or
(D) a combination of duties described in subparagraphs (A), (B), and (C) the performance of which requires the same level of skills, and
who, in the case of an employee who is compensated on an hourly basis, is compensated at a rate of not less than \$27.63 an hour.

(g) Certain employment in retail or service establishments, agriculture

The exemption from section 206 [section 6] of this title provided by paragraph (6) of subsection (a) of this section shall not apply with respect to any employee employed by an establishment (1) which controls, is controlled by, or is under common control with, another establishment the activities of which are not related for a common business purpose to, but materially support the activities of the establishment employing such employee; and (2) whose annual gross volume of sales made or business done, when combined with the annual gross volume of sales made or business done by each establishment which controls, is controlled by, or is under common control with, the establishment employing such employee, exceeds \$10,000,000 (exclusive of excise taxes at the retail level which are separately stated).

PROHIBITED ACTS

SEC. 215 [Section 15]

(a) After the expiration of one hundred and twenty days from June 25, 1938 [the date of enactment of this Act], it shall be unlawful for any person-

(1) to transport, offer for transportation, ship, deliver, or sell in commerce, or to ship, deliver, or sell with knowledge that shipment or delivery or sale thereof in commerce is intended, any goods in the production of which any employee was employed in violation of section 206 [section 6] or section 207 [section 7] of this title, or in violation of any regulation or order of the Secretary issued under section 214 [section 14] of this title, except that no provision of this chapter shall impose any liability upon any common carrier for the transportation in commerce in the regular course of its business of any goods not produced by such common carrier, and no provision of this chapter shall excuse any common carrier from its obligation to accept any goods for transportation; and except that any such transportation, offer, shipment, delivery, or sale of such goods by a purchaser who acquired them in good faith in reliance on written assurance from the producer that the goods were produced in compliance with the requirements of this chapter, and who acquired such goods for value without notice of any such violation, shall not be deemed unlawful;

(2) to violate any of the provisions of section 206 [section 6] or section 207 [section 7] of this title, or any of the provisions of any regulation or order of the Secretary issued under section 214 [section 14] of this title;

(3) to discharge or in any other manner discriminate against any employee because such employee has filed any complaint or instituted or caused to be instituted any proceeding under or related to this chapter, or has testified or is about to testify in any such proceeding, or has served or is about to serve on an industry committee;

(4) to violate any of the provisions of section 212 [section 12] of this title;

(5) to violate any of the provisions of section 211(c) [section 11(c)] of this title, or any regulation or order made or continued in effect under the provisions of section 211(d) [section 11(d)] of this title, or to make any statement, report, or record filed or kept pursuant to the provisions of such section or of any regulation or order thereunder, knowing such statement, report, or record to be false in a material respect.

(b) For the purposes of subsection (a)(1) of this section proof that any employee was employed in any place of employment where goods shipped or sold in commerce were produced, within ninety days prior to the removal of the goods from such place of employment, shall be prima facie evidence that such employee was engaged in the production of such goods.

PENALTIES

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SEC. 216 [Section 16]

(a) Fines and imprisonment

Any person who willfully violates any of the provisions of section 215 [section 15] of this title shall upon conviction thereof be subject to a fine of not more than \$10,000, or to imprisonment for not more than six months, or both. No person shall be imprisoned under this subsection except for an offense committed after the conviction of such person for a prior offense under this subsection.

(b) Damages; right of action; attorney's fees and costs; termination of right of action

Any employer who violates the provisions of section 206 [section 6] or section 207 [section 7] of this title shall be liable to the employee or employees affected in the amount of their unpaid minimum wages, or their unpaid overtime compensation, as the case may be, and in an additional equal amount as liquidated damages. Any employer who violates the provisions of section 215(a)(3) [section 15(a)(3)] of this title shall be liable for such legal or equitable relief as may be appropriate to effectuate the purposes of section 215(a)(3) [section 15(a)(3)] of this title, including without limitation employment, reinstatement, promotion, and the payment of wages lost and an additional equal amount as liquidated damages. An action to recover the liability prescribed in either of the preceding sentences may be maintained against any employer (including a public agency) in any Federal or State court of competent jurisdiction by any one or more employees for and in behalf of himself or themselves and other employees similarly situated. No employee shall be a party plaintiff to any such action unless he gives his consent in writing to become such a party and such consent is filed in the court in which such action is brought. The court in such action shall, in addition to any judgment awarded to the plaintiff or plaintiffs, allow a reasonable attorney's fee to be paid by the defendant, and costs of the action. The right provided by this subsection to bring an action by or on behalf of any employee, and the right of any employee to become a party plaintiff to any such action, shall terminate upon the filing of a complaint by the Secretary of Labor in an action under section 217 [section 17] of this title in which (1) restraint is sought of any further delay in the payment of unpaid minimum wages, or the amount of unpaid overtime compensation, as the case may be, owing to such employee under section 206 [section 6] or section 207 [section 7] of this title by an employer liable therefor[sic] under the provisions of this subsection or (2) legal or equitable relief is sought as a result of alleged violations of section 215(a)(3) [section 15(a)(3)] of this title.

(c) Payment of wages and compensation; waiver of claims; actions by the Secretary; limitation of actions

The Secretary is authorized to supervise the payment of the unpaid minimum wages or the unpaid overtime compensation owing to any employee or employees under section 206 [section 6] or section 207 [section 7] of this title, and the agreement of any employee to accept such payment shall upon payment in full constitute a waiver by such employee of any right he may have under subsection (b) of this section to such unpaid minimum wages or unpaid overtime compensation and an additional equal amount as liquidated damages. The Secretary may bring an action in any court of competent jurisdiction to recover the amount of the unpaid minimum wages or overtime compensation and an equal amount as liquidated damages. The right provided by subsection (b) of this section to bring an action by or on behalf of any employee to recover the liability specified in the first sentence of such subsection and of any employee to become a party plaintiff to any such action shall terminate upon the filing of a complaint by the Secretary in an action under this subsection in which a recovery is sought of unpaid minimum wages or unpaid overtime compensation under sections 206 and 207 [sections 6 and 7] of this title or liquidated or other damages provided by this subsection owing to such employee by an employer liable under the provisions of subsection (b) of this section, unless such action is dismissed without prejudice on motion of the Secretary. Any sums thus recovered by the Secretary of Labor on behalf of an employee pursuant to this subsection shall be held in a special deposit account and shall be paid, on order of the Secretary of Labor, directly to the employee or employees affected. Any such sums not paid to an employee because of inability to do so within a period of three years shall be covered into the Treasury of the United States as miscellaneous receipts. In determining when an action is commenced by the Secretary of Labor under this subsection for the purposes of the statutes of limitations provided in section 255(a) of this title [section 6(a) of the Portal-to-Portal Act of 1947], it shall be considered to be commenced in the case of any individual claimant on the date when the complaint is filed if he is specifically named as a party plaintiff in the complaint, or if his name did not so appear, on the subsequent date on which his name is added as a party plaintiff in such action.

(d) Savings provisions

In any action or proceeding commenced prior to, on, or after August 8, 1956 [the date of enactment of this subsection], no employer shall be subject to any liability or punishment under this chapter or the Portal-to-Portal Act of 1947 [29 U.S.C. 251 et seq.] on account of his failure to comply with any provision or provisions of this chapter or such Act (1) with respect to work heretofore or hereafter performed in a workplace to which the exemption in section 213(f) [section 13(f)] of this title is

BUDGET NARRATIVE

applicable, (2) with respect to work performed in Guam, the Canal Zone or Wake Island before the effective date of this amendment of subsection (d), or (3) with respect to work performed in a possession named in section 206(a)(3) [section 6(a)(3)] of this title at any time prior to the establishment by the Secretary, as provided therein, of a minimum wage rate applicable to such work.

(e)(1)(A) Any person who violates the provisions of sections 212 or 213(c) [sections 12 or 13(c)] of this title, relating to child labor, or any regulation issued pursuant to such sections, shall be subject to a civil penalty of not to exceed—

(i) \$11,000 for each employee who was the subject of such a violation; or

(ii) \$50,000 with regard to each such violation that causes the death or serious injury of any employee under the age of 18 years, which penalty may be doubled where the violation is a repeated or willful violation.

(B) For purposes of subparagraph (A), the term “serious injury” means—

(i) permanent loss or substantial impairment of one of the senses (sight, hearing, taste, smell, tactile sensation);

(ii) permanent loss or substantial impairment of the function of a bodily member, organ, or mental faculty, including the loss of all or part of an arm, leg, foot, hand or other body part; or

(iii) permanent paralysis or substantial impairment that causes loss of movement or mobility of an arm, leg, foot, hand or other body part.

(2) Any person who repeatedly or willfully violates section 206 or 207 [section 6 or 7], relating to wages, shall be subject to a civil penalty not to exceed \$1,100 for each such violation.

(3) In determining the amount of any penalty under this subsection, the appropriateness of such penalty to the size of the business of the person charged and the gravity of the violation shall be considered. The amount of any penalty under this subsection, when finally determined, may be-

(A) deducted from any sums owing by the United States to the person charged;

(B) recovered in a civil action brought by the Secretary in any court of competent jurisdiction, in which litigation the Secretary shall be represented by the Solicitor of Labor; or

(C) ordered by the court, in an action brought for a violation of section 215(a)(4) [section 15(a)(4)] of this title or a repeated or willful violation of section 215(a)(2) [section 15(a)(2)] of this title, to be paid to the Secretary.

(4) Any administrative determination by the Secretary of the amount of any penalty under this subsection shall be final, unless within 15 days after receipt of notice thereof by certified mail the person charged with the violation takes exception to the determination that the violations for which the penalty is imposed occurred, in which event final determination of the penalty shall be made in an administrative proceeding after opportunity for hearing in accordance with section 554 of Title 5 [Administrative Procedure Act], and regulations to be promulgated by the Secretary.

(5) Except for civil penalties collected for violations of section 212 [section 12] of this title, sums collected as penalties pursuant to this section shall be applied toward reimbursement of the costs of determining the violations and assessing and collecting such penalties, in accordance with the provision of section 9a of Title 29 [An Act to authorize the Department of Labor to make special statistical studies upon payment of the cost thereof and for other purposes]. Civil penalties collected for violations of section 212 [section 12] of this title shall be deposited in the general fund of the Treasury.

INJUNCTION PROCEEDINGS

SEC. 217 [Section 17]

BUDGET NARRATIVE

The districts courts, together with the United States District Court for the District of the Canal Zone, the District Court of the Virgin Islands, and the District Court of Guam shall have jurisdiction, for cause shown, to restrain violations of section 215 [section 15] of this title, including in the case of violations of section 215(a)(2) of this title the restraint of any withholding of payment of minimum wages or overtime compensation found by the court to be due to employees under this chapter (except sums which employees are barred from recovering, at the time of the commencement of the action to restrain the violations, by virtue of the provisions of section 255 of this title [section 6 of the Portal-to-Portal Act of 1947].

RELATION TO OTHER LAWS

SEC. 218 [Section 18]

(a) No provision of this chapter or of any order thereunder shall

excuse noncompliance with any Federal or State law or municipal ordinance establishing a minimum wage higher than the minimum wage established under this chapter or a maximum work week lower than the maximum workweek established under this chapter, and no provision of this chapter relating to the employment of child labor shall justify noncompliance with any Federal or State law or municipal ordinance establishing a higher standard than the standard established under this chapter. No provision of this chapter shall justify any employer in reducing a wage paid by him which is in excess of the applicable minimum wage under this chapter, or justify any employer in increasing hours of employment maintained by him which are shorter than the maximum hours applicable under this chapter.

SEPARABILITY OF PROVISIONS

SEC. 219 [Section 19]

If any provision of this chapter or the application of such provision to any person or circumstance is held invalid, the remainder of this chapter and the application of such provision to other persons or circumstances shall not be affected thereby.

Approved June 25, 1938.

[In the following excerpts from the Portal-to-Portal Act of 1947, the authority given to the Secretary of Labor is exercised by the Equal Employment Opportunity Commission for purposes of enforcing the Equal Pay Act of 1963.]

PART IV - MISCELLANEOUS

STATUTE OF LIMITATIONS

SEC. 255 [Section 6]

Any action commenced on or after May 14, 1947 [the date of the enactment of this Act], to enforce any cause of action for unpaid minimum wages, unpaid overtime compensation, or liquidated damages, under the Fair Labor Standards Act of 1938, as amended, [29 U.S.C. 201 et seq.], the Walsh-Healey Act [41 U.S.C. 35 et seq.], or the Bacon-Davis Act [40 U.S.C. 276a et seq.]-

(a) If the cause of action accrues on or after May 14, 1947 [the date of the enactment of this Act]-may be commenced within two years after the cause of action accrued, and every such action shall be forever barred unless commenced within two years after the cause of action accrued, except that a cause of action arising out of a willful violation may be commenced within three years after the cause of action accrued;

DETERMINATION OF COMMENCEMENT OF FUTURE ACTIONS

SEC. 256 [Section 7]

BUDGET NARRATIVE

In determining when an action is commenced for the purposes of section 255 [section 6] of this title, an action commenced on or after May 14, 1947 [the date of the enactment of this Act] under the Fair Labor Standards Act of 1938, as amended, [29 U.S.C. 201 et seq.], the Walsh-Healey Act [41 U.S.C. 35 et seq.], or the Bacon-Davis Act [40 U.S.C. 276a et seq.], shall be considered to be commenced on the date when the complaint is filed; except that in the case of a collective or class action instituted under the Fair Labor Standards Act of 1938, as amended, or the Bacon-Davis Act, it shall be considered to be commenced in the case of any individual claimant—

(a) on the date when the complaint is filed, if he is specifically named as a party plaintiff in the complaint and his written consent to become a party plaintiff is filed on such date in the court in which the action is brought; or

(b) if such written consent was not so filed or if his name did not so appear—on the subsequent date on which such written consent is filed in the court in which the action was commenced.

RELIANCE IN FUTURE ON ADMINISTRATIVE RULINGS, ETC.

SEC. 259 [Section 10]

(a) In any action or proceeding based on any act or omission on or after May 14, 1947 [the date of the enactment of this Act], no employer shall be subject to any liability or punishment for or on account of the failure of the employer to pay minimum wages or overtime compensation under the Fair Labor Standards Act of 1938, as amended, [29 U.S.C. 201 et seq.], the Walsh-Healey Act [41 U.S.C. 35 et seq.], or the Bacon-Davis Act [40 U.S.C. 276a et seq.], if he pleads and proves that the act or omission complained of was in good faith in conformity with and in reliance on any written administrative regulation, order, ruling, approval, or interpretation, of the agency of the United States specified in subsection (b) of this section, or any administrative practice or enforcement policy of such agency with respect to the class of employers to which he belonged. Such a defense, if established, shall be a bar to the action or proceeding, notwithstanding that after such act or omission, such administrative regulation, order, ruling, approval, interpretation, practice, or enforcement policy is modified or rescinded or is determined by judicial authority to be invalid or of no legal effect.

(b) The agency referred to in subsection (a) shall be-

(1) in the case of the Fair Labor Standards Act of 1938, as amended [29 U.S.C. 201 et seq.]- the Administrator of the Wage and Hour Division of the Department of Labor;

LIQUIDATED DAMAGES

SEC. 260 [Section 11]

In any action commenced prior to or on or after May 14, 1947 [the date of the enactment of this Act] to recover unpaid minimum wages, unpaid overtime compensation, or liquidated damages, under the Fair Labor Standards Act of 1938, as amended [29 U.S.C. 201 et seq.], if the employer shows to the satisfaction of the court that the act or omission giving rise to such action was in good faith and that he had reasonable grounds for believing that his act or omission was not a violation of the Fair Labor Standards Act of 1938, as amended [29 U.S.C. 201 et seq.], the court may, in its sound discretion, award no liquidated damages or award any amount thereof not to exceed the amount specified in section 216 [section 16] of this title.

DEFINITIONS

SEC. 262 [Section 13]

(a) When the terms "employer", "employee", and "wage" are used in this chapter in relation to the Fair Labor Standards Act of 1938, as amended [29 U.S.C. 201 et seq.], they shall have the same meaning as when used in such Act of 1938.

SEPARABILITY

BUDGET NARRATIVE

Not Reprinted in U.S. Code [Section 14]

If any provision of this Act or the application of such provision to any person or circumstance is held invalid, the remainder of this Act and the application of such provision to other persons or circumstances shall not be affected thereby.

SHORT TITLE

Not Reprinted in U.S. Code [Section 15]

This Act may be cited as the 'Portal-to-Portal Act of 1947.' Approved May 14, 1947.

Genetic Information Discrimination

Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA), which prohibits genetic information discrimination in employment, took effect on November 21, 2009.

Under Title II of GINA, it is illegal to discriminate against employees or applicants because of genetic information. Title II of GINA prohibits the use of genetic information in making employment decisions, restricts acquisition of genetic information by employers and other entities covered by Title II, and strictly limits the disclosure of genetic information.

The EEOC enforces Title II of GINA (dealing with genetic discrimination in employment). The Departments of Labor, Health and Human Services and the Treasury have responsibility for issuing regulations for Title I of GINA, which addresses the use of genetic information in health insurance.

Definition of "Genetic Information"

Genetic information includes information about an individual's genetic tests and the genetic tests of an individual's family members, as well as information about any disease, disorder, or condition of an individual's family members (i.e. an individual's family medical history). Family medical history is included in the definition of genetic information because it is often used to determine whether someone has an increased risk of getting a disease, disorder, or condition in the future.

Discrimination Because of Genetic Information

The law forbids discrimination on the basis of genetic information when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoffs, training, fringe benefits, or any other term or condition of employment. *An employer may never use genetic information to make an employment decision because genetic information doesn't tell the employer anything about someone's current ability to work.*

Harassment Because of Genetic Information

Under GINA, it is also illegal to harass a person because of his or her genetic information. Harassment can include, for example, making offensive or derogatory remarks about an applicant or employee's genetic information, or about the genetic information of a relative of the applicant or employee. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so severe or pervasive that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted). The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee, such as a client or customer.

Retaliation

Under GINA, it is illegal to fire, demote, harass, or otherwise "retaliate" against an applicant or employee for filing a charge of discrimination, participating in a discrimination proceeding (such as a discrimination investigation or lawsuit), or otherwise opposing discrimination.

BUDGET NARRATIVE

Rules Against Acquiring Genetic Information

It will usually be unlawful for an employer to get genetic information. There are six narrow exceptions to this prohibition:

Inadvertent acquisitions of genetic information do not violate GINA, such as in situations where a manager or supervisor overhears someone talking about a family member's illness.

Genetic information (such as family medical history) may be obtained as part of health or genetic services, including wellness programs, offered by the employer on a voluntary basis, if certain specific requirements are met.

Genetic information may be acquired as part of the certification process for FMLA leave (or leave under similar state or local laws), where an employee is asking for leave to care for a family member with a serious health condition.

Acquisition through commercially and publicly available documents like newspapers is permitted, as long as the employer is not searching those sources with the intent of finding genetic information.

Acquisition through a genetic monitoring program that monitors the biological effects of toxic substances in the workplace is permitted where the monitoring is required by law or, under carefully defined conditions, where the program is voluntary.

Acquisition of genetic information of employees by employers who engage in DNA testing for law enforcement purposes as a forensic lab or for purposes of human remains identification is permitted, but the genetic information may only be used for analysis of DNA markers for quality control to detect sample contamination.

Confidentiality of Genetic Information

It is also unlawful for an employer to disclose genetic information about applicants or employees. Employers must keep genetic information confidential and in a separate medical file. (Genetic information may be kept in the same file as other medical information in compliance with the Americans with Disabilities Act.) There are limited exceptions to this non-disclosure rule.

National Origin Discrimination

National origin discrimination involves treating people (applicants or employees) unfavorably because they are from a particular country or part of the world, because of ethnicity or accent, or because they appear to be of a certain ethnic background (even if they are not).

National origin discrimination also can involve treating people unfavorably because they are married to (or associated with) a person of a certain national origin or because of their connection with an ethnic organization or group.

Discrimination can occur when the victim and the person who inflicted the discrimination are the same national origin.

National Origin Discrimination & Work Situations

The law forbids discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

National Origin & Harassment

BUDGET NARRATIVE

It is unlawful to harass a person because of his or her national origin. Harassment can include, for example, offensive or derogatory remarks about a person's national origin, accent or ethnicity. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

National Origin & Employment Policies/Practices

The law makes it illegal for an employer or other covered entity to use an employment policy or practice that applies to everyone, regardless of national origin, if it has a negative impact on people of a certain national origin and is not job-related or necessary to the operation of the business.

An employer can only require an employee to speak fluent English if fluency in English is necessary to perform the job effectively. An "English-only rule", which requires employees to speak only English on the job, is only allowed if it is needed to ensure the safe or efficient operation of the employer's business and is put in place for nondiscriminatory reasons.

An employer may not base an employment decision on an employee's foreign accent, unless the accent seriously interferes with the employee's job performance.

Citizenship Discrimination & Workplace Laws

The Immigration Reform and Control Act of 1986 (IRCA) makes it illegal for an employer to discriminate with respect to hiring, firing, or recruitment or referral for a fee, based upon an individual's citizenship or immigration status. The law prohibits employers from hiring only U.S. citizens or lawful permanent residents unless required to do so by law, regulation or government contract. Employers may not refuse to accept lawful documentation that establishes the employment eligibility of an employee, or demand additional documentation beyond what is legally required, when verifying employment eligibility (i.e., completing the Department of Homeland Security (DHS) Form I-9), based on the employee's national origin or citizenship status. It is the employee's choice which of the acceptable Form I-9 documents to show to verify employment eligibility.

IRCA also prohibits retaliation against individuals for asserting their rights under the Act, or for filing a charge or assisting in an investigation or proceeding under IRCA.

IRCA's nondiscrimination requirements are enforced by the Department of Justice's Office of Special Counsel for Immigration-Related Unfair Employment Practices (OSC), Civil Rights Division. OSC may be reached at:

1-800-255-7688 (voice for employees/applicants),
1-800-237-2515 (TTY for employees/applicants),
1-800-255-8155 (voice for employers), or
1-800-362-2735 (TTY for employers), or
<http://www.usdoj.gov/crt/osc>.

Pregnancy Discrimination

Pregnancy discrimination involves treating a woman (an applicant or employee) unfavorably because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth.

Pregnancy Discrimination & Work Situations

BUDGET NARRATIVE

The law forbids discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, such as leave and health insurance, and any other term or condition of employment.

Pregnancy Discrimination & Temporary Disability

If a woman is temporarily unable to perform her job due to a medical condition related to pregnancy or childbirth, the employer or other covered entity must treat her the same as any other temporarily disabled employee. For example, the employer may have to provide modified tasks, alternative assignments, disability leave or unpaid leave.

Pregnancy Discrimination & Harassment

It is unlawful to harass a woman because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth.

Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Pregnancy & Workplace Laws

Pregnant employees may have additional rights under the Family and Medical Leave Act (FMLA), which is enforced by the U.S. Department of Labor. For more information on FMLA, contact the nearest office of the Wage and Hour Division, Employment Standards Administration, U.S. Department of Labor. The Wage and Hour Division can be reached at:

202-693-0051 (voice),
202-693-7755 (TTY), or
at http://www.dol.gov/esa/public/whd_org.htm.

Pregnancy, Maternity & Parental Leave

Under Federal law, if an employee is temporarily unable to perform her job due to pregnancy or childbirth, the employer must treat her the same as any other temporarily disabled employee. For example, if the employer allows temporarily disabled employees to modify tasks, perform alternative assignments or take disability leave or leave without pay, the employer also must allow an employee who is temporarily disabled due to pregnancy to do the same.

If an employer provides personal leave for other reasons, e.g., to take courses or other training, then the employer must grant personal leave for care of a new child.

An employer may not single out pregnancy-related conditions for special procedures to determine an employee's ability to work. However, if an employer requires its employees to submit a doctor's statement concerning their ability to work before granting leave or paying sick benefits, the employer may require employees affected by pregnancy-related conditions to submit such statements.

Further, under the Family and Medical Leave Act (FMLA) of 1993, a new parent (including foster and adoptive parents) may be eligible for 12 weeks of leave (unpaid or paid if the employee has earned or accrued it) that may be used for care of the new child. To be eligible, the employee must have worked for the employer for 12 months prior to taking the leave and the employer must have a specified number of employees.

(See http://www.dol.gov/dol/allcfr/ESA/Title_29/Part_825/29CFR825.110.htm.)

BUDGET NARRATIVE

Race/Color Discrimination

Race discrimination involves treating someone (an applicant or employee) unfavorably because he/she is of a certain race or because of personal characteristics associated with race (such as hair texture, skin color, or certain facial features). Color discrimination involves treating someone unfavorably because of skin color complexion.

Race/color discrimination also can involve treating someone unfavorably because the person is married to (or associated with) a person of a certain race or color or because of a person's connection with a race-based organization or group, or an organization or group that is generally associated with people of a certain color.

Discrimination can occur when the victim and the person who inflicted the discrimination are the same race or color.

Race/Color Discrimination & Work Situations

The law forbids discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

Race/Color Discrimination & Harassment

It is unlawful to harass a person because of that person's race or color.

Harassment can include, for example, racial slurs, offensive or derogatory remarks about a person's race or color, or the display of racially-offensive symbols. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Race/Color Discrimination & Employment Policies/Practices

An employment policy or practice that applies to everyone, regardless of race or color, can be illegal if it has a negative impact on the employment of people of a particular race or color and is not job-related and necessary to the operation of the business. For example, a "no-beard" employment policy that applies to all workers without regard to race may still be unlawful if it is not job-related and has a negative impact on the employment of African-American men (who have a predisposition to a skin condition that causes severe shaving bumps).

Facts About Race/Color Discrimination

Title VII of the Civil Rights Act of 1964 protects individuals against employment discrimination on the basis of race and color as well as national origin, sex, or religion.

It is unlawful to discriminate against any employee or applicant for employment because of race or color in regard to hiring, termination, promotion, compensation, job training, or any other term, condition, or privilege of employment. Title VII also prohibits employment decisions based on stereotypes and assumptions about abilities, traits, or the performance of individuals of certain racial groups.

Title VII prohibits both intentional discrimination and neutral job policies that disproportionately exclude minorities and that are not job related.

Equal employment opportunity cannot be denied because of marriage to or association with an individual of a different race; membership in or association with ethnic based organizations or groups; attendance or participation in schools or places of worship generally associated with certain minority groups; or other cultural practices or characteristics often linked to race or ethnicity, such as cultural dress or manner of speech, as long as the cultural practice or characteristic does not materially interfere with the ability to perform job duties.

BUDGET NARRATIVE

Race-Related Characteristics and Conditions

Discrimination on the basis of an immutable characteristic associated with race, such as skin color, hair texture, or certain facial features violates Title VII, even though not all members of the race share the same characteristic.

Title VII also prohibits discrimination on the basis of a condition which predominantly affects one race unless the practice is job related and consistent with business necessity. For example, since sickle cell anemia predominantly occurs in African-Americans, a policy which excludes individuals with sickle cell anemia is discriminatory unless the policy is job related and consistent with business necessity. Similarly, a "no-beard" employment policy may discriminate against African-American men who have a predisposition to pseudofolliculitis barbae (severe shaving bumps) unless the policy is job-related and consistent with business necessity.

Color Discrimination

Even though race and color clearly overlap, they are not synonymous. Thus, color discrimination can occur between persons of different races or ethnicities, or between persons of the same race or ethnicity. Although Title VII does not define "color," the courts and the Commission read "color" to have its commonly understood meaning – pigmentation, complexion, or skin shade or tone. Thus, color discrimination occurs when a person is discriminated against based on the lightness, darkness, or other color characteristic of the person. Title VII prohibits race/color discrimination against all persons, including Caucasians.

Although a plaintiff may prove a claim of discrimination through direct or circumstantial evidence, some courts take the position that if a white person relies on circumstantial evidence to establish a reverse discrimination claim, he or she must meet a heightened standard of proof. The Commission, in contrast, applies the same standard of proof to all race discrimination claims, regardless of the victim's race or the type of evidence used. In either case, the ultimate burden of persuasion remains always on the plaintiff.

Employers should adopt "best practices" to reduce the likelihood of discrimination and to address impediments to equal employment opportunity.

Title VII's protections include:

Recruiting, Hiring, and Advancement

Job requirements must be uniformly and consistently applied to persons of all races and colors. Even if a job requirement is applied consistently, if it is not important for job performance or business needs, the requirement may be found unlawful if it excludes persons of a certain racial group or color significantly more than others. Examples of potentially unlawful practices include: (1) soliciting applications only from sources in which all or most potential workers are of the same race or color; (2) requiring applicants to have a certain educational background that is not important for job performance or business needs; (3) testing applicants for knowledge, skills or abilities that are not important for job performance or business needs.

Employers may legitimately need information about their employees or applicants race for affirmative action purposes and/or to track applicant flow. One way to obtain racial information and simultaneously guard against discriminatory selection is for employers to use separate forms or otherwise keep the information about an applicant's race separate from the application. In that way, the employer can capture the information it needs but ensure that it is not used in the selection decision.

Unless the information is for such a legitimate purpose, pre-employment questions about race can suggest that race will be used as a basis for making selection decisions. If the information is used in the selection decision and members of particular racial groups are excluded from employment, the inquiries can constitute evidence of discrimination.

Compensation and Other Employment Terms, Conditions, and Privileges

Title VII prohibits discrimination in compensation and other terms, conditions, and privileges of employment. Thus, race or color discrimination may not be the basis for differences in pay or benefits, work assignments, performance evaluations, training, discipline or discharge, or any other area of employment.

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Harassment

Harassment on the basis of race and/or color violates Title VII. Ethnic slurs, racial "jokes," offensive or derogatory comments, or other verbal or physical conduct based on an individual's race/color constitutes unlawful harassment if the conduct creates an intimidating, hostile, or offensive working environment, or interferes with the individual's work performance.

Retaliation

Employees have a right to be free from retaliation for their opposition to discrimination or their participation in an EEOC proceeding by filing a charge, testifying, assisting, or otherwise participating in an agency proceeding.

Segregation and Classification of Employees

Title VII is violated where minority employees are segregated by physically isolating them from other employees or from customer contact. Title VII also prohibits assigning primarily minorities to predominantly minority establishments or geographic areas. It is also illegal to exclude minorities from certain positions or to group or categorize employees or jobs so that certain jobs are generally held by minorities. Title VII also does not permit racially motivated decisions driven by business concerns – for example, concerns about the effect on employee relations, or the negative reaction of clients or customers. Nor may race or color ever be a bona fide occupational qualification under Title VII.

Coding applications/resumes to designate an applicant's race, by either an employer or employment agency, constitutes evidence of discrimination where minorities are excluded from employment or from certain positions. Such discriminatory coding includes the use of facially benign code terms that implicate race, for example, by area codes where many racial minorities may or are presumed to live.

Pre-Employment Inquiries and Requirements

Requesting pre-employment information which discloses or tends to disclose an applicant's race suggests that race will be unlawfully used as a basis for hiring. Solicitation of such pre-employment information is presumed to be used as a basis for making selection decisions. Therefore, if members of minority groups are excluded from employment, the request for such pre-employment information would likely constitute evidence of discrimination.

However, employers may legitimately need information about their employees' or applicants' race for affirmative action purposes and/or to track applicant flow. One way to obtain racial information and simultaneously guard against discriminatory selection is for employers to use "tear-off sheets" for the identification of an applicant's race. After the applicant completes the application and the tear-off portion, the employer separates the tear-off sheet from the application and does not use it in the selection process.

Other pre-employment information requests which disclose or tend to disclose an applicant's race are personal background checks, such as criminal history checks. Title VII does not categorically prohibit employers' use of criminal records as a basis for making employment decisions. Using criminal records as an employment screen may be lawful, legitimate, and even mandated in certain circumstances. However, employers that use criminal records to screen for employment must comply with Title VII's nondiscrimination requirements.

BUDGET NARRATIVE

Religious Discrimination

Religious discrimination involves treating a person (an applicant or employee) unfavorably because of his or her religious beliefs. The law protects not only people who belong to traditional, organized religions, such as Buddhism, Christianity, Hinduism, Islam, and Judaism, but also others who have sincerely held religious, ethical or moral beliefs.

Religious discrimination can also involve treating someone differently because that person is married to (or associated with) an individual of a particular religion or because of his or her connection with a religious organization or group.

Religious Discrimination & Work Situations

The law forbids discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

Religious Discrimination & Harassment

It is illegal to harass a person because of his or her religion.

Harassment can include, for example, offensive remarks about a person's religious beliefs or practices. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that aren't very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Religious Discrimination & Reasonable Accommodation

The law requires an employer or other covered entity to reasonably accommodate an employee's religious beliefs or practices, unless doing so would cause more than a minimal burden on the operations of the employer's business. This means an employer may be required to make reasonable adjustments to the work environment that will allow an employee to practice his or her religion.

Examples of some common religious accommodations include flexible scheduling, voluntary shift substitutions or swaps, job reassignments, and modifications to workplace policies or practices.

Religious Accommodation/Dress & Grooming Policies

Unless it would be an undue hardship on the employer's operation of its business, an employer must reasonably accommodate an employee's religious beliefs or practices. This applies not only to schedule changes or leave for religious observances, but also to such things as dress or grooming practices that an employee has for religious reasons. These might include, for example, wearing particular head coverings or other religious dress (such as a Jewish yarmulke or a Muslim headscarf), or wearing certain hairstyles or facial hair (such as Rastafarian dreadlocks or Sikh uncut hair and beard). It also includes an employee's observance of a religious prohibition against wearing certain garments (such as pants or miniskirts).

When an employee or applicant needs a dress or grooming accommodation for religious reasons, he should notify the employer that he needs such an accommodation for religious reasons. If the employer reasonably needs more information, the employer and the employee should engage in an interactive process to discuss the request. If it would not pose an undue hardship, the employer must grant the accommodation.

Religious Discrimination & Reasonable Accommodation & Undue Hardship

BUDGET NARRATIVE

An employer does not have to accommodate an employee's religious beliefs or practices if doing so would cause undue hardship to the employer. An accommodation may cause undue hardship if it is costly, compromises workplace safety, decreases workplace efficiency, infringes on the rights of other employees, or requires other employees to do more than their share of potentially hazardous or burdensome work.

Religious Discrimination And Employment Policies/Practices

An employee cannot be forced to participate (or not participate) in a religious activity as a condition of employment.

BUDGET NARRATIVE

Retaliation

All of the laws we enforce make it illegal to fire, demote, harass, or otherwise "retaliate" against people (applicants or employees) because they filed a charge of discrimination, because they complained to their employer or other covered entity about discrimination on the job, or because they participated in an employment discrimination proceeding (such as an investigation or lawsuit).

For example, it is illegal for an employer to refuse to promote an employee because she filed a charge of discrimination with the EEOC, even if EEOC later determined no discrimination occurred.

Retaliation & Work Situations

The law forbids retaliation when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

Facts About Retaliation

An employer may not fire, demote, harass or otherwise "retaliate" against an individual for filing a charge of discrimination, participating in a discrimination proceeding, or otherwise opposing discrimination. The same laws that prohibit discrimination based on race, color, sex, religion, national origin, age, and disability, as well as wage differences between men and women performing substantially equal work, also prohibit retaliation against individuals who oppose unlawful discrimination or participate in an employment discrimination proceeding.

In addition to the protections against retaliation that are included in all of the laws enforced by EEOC, the Americans with Disabilities Act (ADA) also protects individuals from coercion, intimidation, threat, harassment, or interference in their exercise of their own rights or their encouragement of someone else's exercise of rights granted by the ADA.

There are three main terms that are used to describe retaliation. Retaliation occurs when an employer, employment agency, or labor organization takes an adverse action against a covered individual because he or she engaged in a protected activity. These three terms are described below.

Adverse Action

An adverse action is an action taken to try to keep someone from opposing a discriminatory practice, or from participating in an employment discrimination proceeding. Examples of adverse actions include:

employment actions such as termination, refusal to hire, and denial of promotion,

other actions affecting employment such as threats, unjustified negative evaluations, unjustified negative references, or increased surveillance, and

any other action such as an assault or unfounded civil or criminal charges that are likely to deter reasonable people from pursuing their rights.

Adverse actions do not include petty slights and annoyances, such as stray negative comments in an otherwise positive or neutral evaluation, "snubbing" a colleague, or negative comments that are justified by an employee's poor work performance or history.

Even if the prior protected activity alleged wrongdoing by a different employer, retaliatory adverse actions are unlawful. For example, it is unlawful for a worker's current employer to retaliate against him for pursuing an EEO charge against a former employer.

BUDGET NARRATIVE

Of course, employees are not excused from continuing to perform their jobs or follow their company's legitimate workplace rules just because they have filed a complaint with the EEOC or opposed discrimination.

For more information about adverse actions, see EEOC's Compliance Manual Section 8, Chapter II, Part D.

Covered Individuals

Covered individuals are people who have opposed unlawful practices, participated in proceedings, or requested accommodations related to employment discrimination based on race, color, sex, religion, national origin, age, or disability. Individuals who have a close association with someone who has engaged in such protected activity also are covered individuals. For example, it is illegal to terminate an employee because his spouse participated in employment discrimination litigation.

Individuals who have brought attention to violations of law other than employment discrimination are NOT covered individuals for purposes of anti-discrimination retaliation laws. For example, "whistleblowers" who raise ethical, financial, or other concerns unrelated to employment discrimination are not protected by the EEOC enforced laws.

Protected Activity

Protected activity includes:

Opposition to a practice believed to be unlawful discrimination

Opposition is informing an employer that you believe that he/she is engaging in prohibited discrimination. Opposition is protected from retaliation as long as it is based on a reasonable, good-faith belief that the complained of practice violates anti-discrimination law; and the manner of the opposition is reasonable.

Examples of protected opposition include:

Complaining to anyone about alleged discrimination against oneself or others;

Threatening to file a charge of discrimination;

Picketing in opposition to discrimination; or

Refusing to obey an order reasonably believed to be discriminatory.

Examples of activities that are NOT protected opposition include:

Actions that interfere with job performance so as to render the employee ineffective; or

Unlawful activities such as acts or threats of violence.

Participation in an employment discrimination proceeding.

BUDGET NARRATIVE

Participation means taking part in an employment discrimination proceeding. Participation is protected activity even if the proceeding involved claims that ultimately were found to be invalid. Examples of participation include:

Filing a charge of employment discrimination;

Cooperating with an internal investigation of alleged discriminatory practices; or

Serving as a witness in an EEO investigation or litigation.

A protected activity can also include requesting a reasonable accommodation based on religion or disability.

For more information about Protected Activities, see EEOC's Compliance Manual, Section 8, Chapter II, Part B - Opposition and Part C - Participation.

BUDGET NARRATIVE

Sex-Based Discrimination

Sex discrimination involves treating someone (an applicant or employee) unfavorably because of that person's sex.

Sex discrimination also can involve treating someone less favorably because of his or her connection with an organization or group that is generally associated with people of a certain sex.

Sex Discrimination & Work Situations

The law forbids discrimination when it comes to any aspect of employment, including hiring, firing, pay, job assignments, promotions, layoff, training, fringe benefits, and any other term or condition of employment.

Sex Discrimination Harassment

It is unlawful to harass a person because of that person's sex. Harassment can include "sexual harassment" or unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature. Harassment does not have to be of a sexual nature, however, and can include offensive remarks about a person's sex. For example, it is illegal to harass a woman by making offensive comments about women in general.

Both victim and the harasser can be either a woman or a man, and the victim and harasser can be the same sex.

Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

Sex Discrimination & Employment Policies/Practices

An employment policy or practice that applies to everyone, regardless of sex, can be illegal if it has a negative impact on the employment of people of a certain sex and is not job-related or necessary to the operation of the business.

Sexual Harassment

It is unlawful to harass a person (an applicant or employee) because of that person's sex. Harassment can include "sexual harassment" or unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature.

Harassment does not have to be of a sexual nature, however, and can include offensive remarks about a person's sex. For example, it is illegal to harass a woman by making offensive comments about women in general.

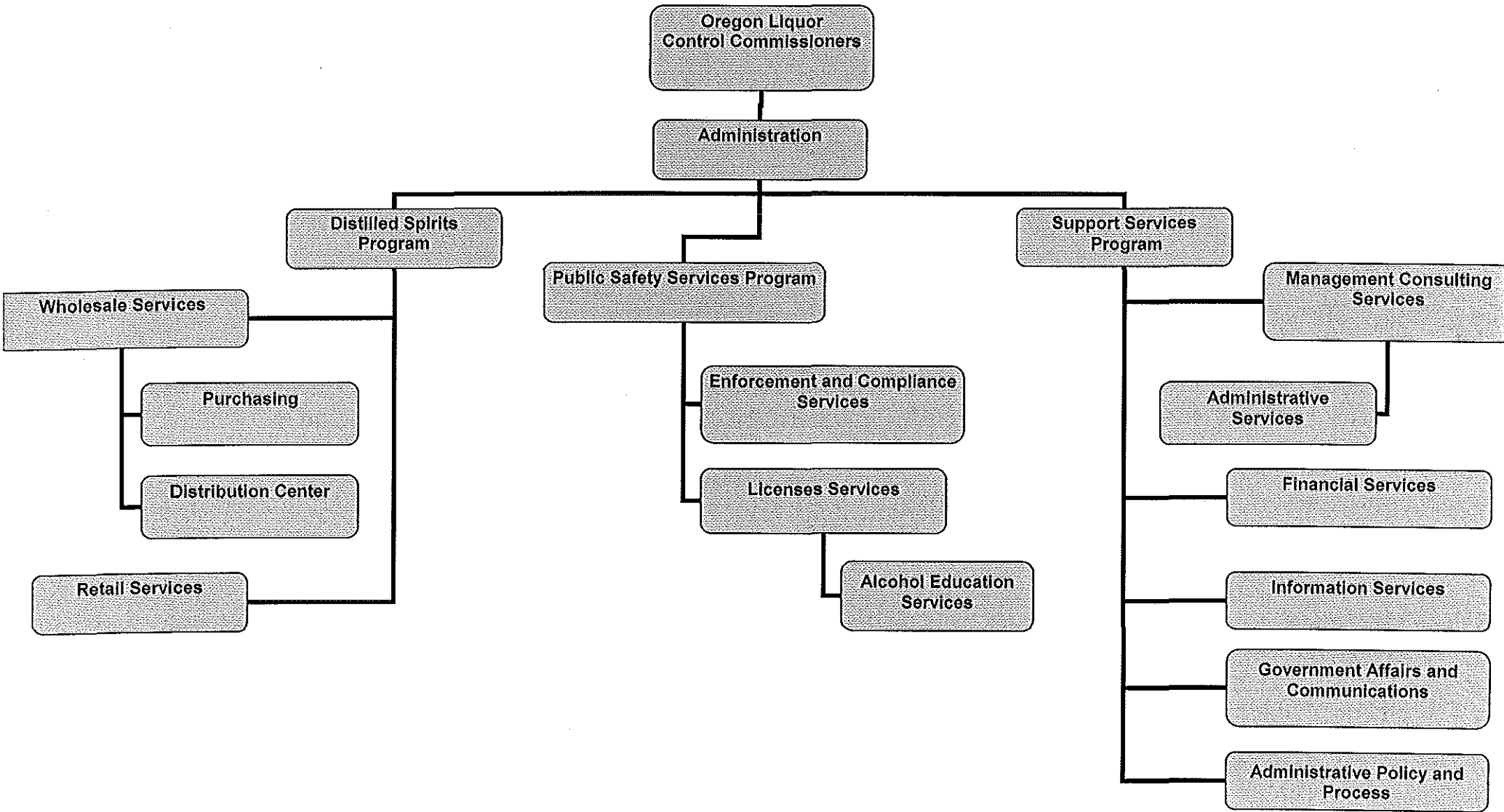
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Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted).

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

BUDGET NARRATIVE

IX. Appendix C OLCC Organizational Charts (attachment)



BUDGET NARRATIVE

HB 4131 Report – Staff to Supervisory Ratio OLCC 2013-15 Governor’s Balanced Budget

This biennium HB 4131 became law, requiring agencies to establish a schedule for reaching an “11 to 1” non-supervisory to supervisory ratio for certain agencies.

The OLCC, employing more than 100 budgeted positions, is subject to HB 4131. The OLCC is required to increase the staff to supervisor ratio by one from the April 11, 2012 baseline DAS report to October 31, 2012.

The OLCC is pleased to report that it met the requirement of improving its ratio by one before the October 21, 2012 deadline. As of April 11, the OLCC had a “7 to 1” ratio, with 208 non-supervisor positions to 28 supervisor ones. By eliminating a management position, OLCC achieved an “8 to 1” ratio on July 1, 2012. The agency ratio is now 208 non-supervisory positions to 27 supervisor positions.

To meet the October 31, 2012 required increase in ratio, OLCC abolished one of its Portland-metro area Public Safety Program regional supervisor positions, combining two regions into a single one supervised by one manager. OLCC abolished position 4700.620, a Principal Executive Manager D, Class MMS X7006 AA, effective July 1, 2012. The position was abolished as part of the May 2012 directive that OLCC received from the Emergency Board, per the Legislative Fiscal Office recommendation that OLCC meet its \$200,000 Other Funds reduction in part by eliminating a public safety officer management position. Per a June 19, 2012 memo from Donna Bennett of HRSD and Brian DeForest of BAM, OLCC abolished the position on PICS effective with the 2013-15 biennium, but OLCC received abolishment recognition effective July 1, 2012.

OLCC will continue to follow the directive to achieve required staff to supervisor ratios according to schedule.

Oregon Liquor Control Comm

Summary Cross Reference Listing and Packages

2013-15 Biennium

Agency Number: 84500

BAM Analyst: Ball, Dustin

Budget Coordinator: Richards, Harry - (503)872-5171

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
001-00-00-00000	Distilled Spirits Program	010	0	Non-PICS Psnl Svc / Vacancy Factor	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	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	082	0	September 2012 E-Board	Policy Packages
001-00-00-00000	Distilled Spirits Program	083	0	December 2012 E-Board	Policy Packages
001-00-00-00000	Distilled Spirits Program	090	0	Analyst Adjustments	Policy Packages
001-00-00-00000	Distilled Spirits Program	091	0	Statewide Administrative Savings	Policy Packages
001-00-00-00000	Distilled Spirits Program	092	0	PERS Taxation Policy	Policy Packages
001-00-00-00000	Distilled Spirits Program	093	0	Other PERS Adjustments	Policy Packages
001-00-00-00000	Distilled Spirits Program	102	0	Ensure Bank Card Services	Policy Packages
001-00-00-00000	Distilled Spirits Program	103	0	Sortation	Policy Packages
001-00-00-00000	Distilled Spirits Program	104	0	Agents Affirmative Apprenticeship Program	Policy Packages
002-00-00-00000	Public Safety Services Program	010	0	Non-PICS Psnl Svc / Vacancy Factor	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

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Oregon Liquor Control Comm

**Summary Cross Reference Listing and Packages
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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	050	0	Fundshifts	Essential Packages
002-00-00-00000	Public Safety Services Program	060	0	Technical Adjustments	Essential Packages
002-00-00-00000	Public Safety Services Program	070	0	Revenue Shortfalls	Policy Packages
002-00-00-00000	Public Safety Services Program	081	0	May 2012 E-Board	Policy Packages
002-00-00-00000	Public Safety Services Program	082	0	September 2012 E-Board	Policy Packages
002-00-00-00000	Public Safety Services Program	083	0	December 2012 E-Board	Policy Packages
002-00-00-00000	Public Safety Services Program	090	0	Analyst Adjustments	Policy Packages
002-00-00-00000	Public Safety Services Program	091	0	Statewide Administrative Savings	Policy Packages
002-00-00-00000	Public Safety Services Program	092	0	PERS Taxation Policy	Policy Packages
002-00-00-00000	Public Safety Services Program	093	0	Other PERS Adjustments	Policy Packages
003-00-00-00000	Administration and Support	010	0	Non-PICS Psnl Svc / Vacancy Factor	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	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	082	0	September 2012 E-Board	Policy Packages

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Oregon Liquor Control Comm

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<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>
003-00-00-00000	Administration and Support	083	0	December 2012 E-Board	Policy Packages
003-00-00-00000	Administration and Support	090	0	Analyst Adjustments	Policy Packages
003-00-00-00000	Administration and Support	091	0	Statewide Administrative Savings	Policy Packages
003-00-00-00000	Administration and Support	092	0	PERS Taxation Policy	Policy Packages
003-00-00-00000	Administration and Support	093	0	Other PERS Adjustments	Policy Packages
005-00-00-00000	Store Operating Expenses	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
005-00-00-00000	Store Operating Expenses	021	0	Phase-in	Essential Packages
005-00-00-00000	Store Operating Expenses	022	0	Phase-out Pgm & One-time Costs	Essential Packages
005-00-00-00000	Store Operating Expenses	031	0	Standard Inflation	Essential Packages
005-00-00-00000	Store Operating Expenses	032	0	Above Standard Inflation	Essential Packages
005-00-00-00000	Store Operating Expenses	033	0	Exceptional Inflation	Essential Packages
005-00-00-00000	Store Operating Expenses	050	0	Fundshifts	Essential Packages
005-00-00-00000	Store Operating Expenses	060	0	Technical Adjustments	Essential Packages
005-00-00-00000	Store Operating Expenses	070	0	Revenue Shortfalls	Policy Packages
005-00-00-00000	Store Operating Expenses	082	0	September 2012 E-Board	Policy Packages
005-00-00-00000	Store Operating Expenses	083	0	December 2012 E-Board	Policy Packages
005-00-00-00000	Store Operating Expenses	090	0	Analyst Adjustments	Policy Packages
005-00-00-00000	Store Operating Expenses	091	0	Statewide Administrative Savings	Policy Packages
005-00-00-00000	Store Operating Expenses	092	0	PERS Taxation Policy	Policy Packages
005-00-00-00000	Store Operating Expenses	093	0	Other PERS Adjustments	Policy Packages
005-00-00-00000	Store Operating Expenses	101	0	Respond to Variable Store Business Costs	Policy Packages
005-00-00-00000	Store Operating Expenses	103	0	Sortation	Policy Packages

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**Summary Cross Reference Listing and Packages
2013-15 Blennium**

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Budget Coordinator: Richards, Harry - (503)872-5171**

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
088-00-00-00000	Capital Improvements	010	0	Non-PICS Psnl Svc / Vacancy Factor	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	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	082	0	September 2012 E-Board	Policy Packages
088-00-00-00000	Capital Improvements	083	0	December 2012 E-Board	Policy Packages
088-00-00-00000	Capital Improvements	090	0	Analyst Adjustments	Policy Packages
088-00-00-00000	Capital Improvements	091	0	Statewide Administrative Savings	Policy Packages
088-00-00-00000	Capital Improvements	092	0	PERS Taxation Policy	Policy Packages
088-00-00-00000	Capital Improvements	093	0	Other PERS Adjustments	Policy Packages
089-00-00-00000	Capital Construction	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
089-00-00-00000	Capital Construction	021	0	Phase-in	Essential Packages
089-00-00-00000	Capital Construction	022	0	Phase-out Pgm & One-time Costs	Essential Packages
089-00-00-00000	Capital Construction	031	0	Standard Inflation	Essential Packages
089-00-00-00000	Capital Construction	032	0	Above Standard Inflation	Essential Packages
089-00-00-00000	Capital Construction	033	0	Exceptional Inflation	Essential Packages
089-00-00-00000	Capital Construction	050	0	Fundshifts	Essential Packages

Oregon Liquor Control Comm

Summary Cross Reference Listing and Packages
2013-15 Biennium

Agency Number: 84500
BAM Analyst: Ball, Dustin
Budget Coordinator: Richards, Harry - (503)872-5171

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
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	082	0	September 2012 E-Board	Policy Packages
089-00-00-00000	Capital Construction	083	0	December 2012 E-Board	Policy Packages
089-00-00-00000	Capital Construction	090	0	Analyst Adjustments	Policy Packages
089-00-00-00000	Capital Construction	091	0	Statewide Administrative Savings	Policy Packages
089-00-00-00000	Capital Construction	092	0	PERS Taxation Policy	Policy Packages
089-00-00-00000	Capital Construction	093	0	Other PERS Adjustments	Policy Packages
900-00-00-00000	Privilege Tax/Liquor Price Inc	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
900-00-00-00000	Privilege Tax/Liquor Price Inc	021	0	Phase-in	Essential Packages
900-00-00-00000	Privilege Tax/Liquor Price Inc	022	0	Phase-out Pgm & One-time Costs	Essential Packages
900-00-00-00000	Privilege Tax/Liquor Price Inc	031	0	Standard Inflation	Essential Packages
900-00-00-00000	Privilege Tax/Liquor Price Inc	032	0	Above Standard Inflation	Essential Packages
900-00-00-00000	Privilege Tax/Liquor Price Inc	033	0	Exceptional Inflation	Essential Packages
900-00-00-00000	Privilege Tax/Liquor Price Inc	050	0	Fundshifts	Essential Packages
900-00-00-00000	Privilege Tax/Liquor Price Inc	060	0	Technical Adjustments	Essential Packages
900-00-00-00000	Privilege Tax/Liquor Price Inc	070	0	Revenue Shortfalls	Policy Packages
900-00-00-00000	Privilege Tax/Liquor Price Inc	082	0	September 2012 E-Board	Policy Packages
900-00-00-00000	Privilege Tax/Liquor Price Inc	083	0	December 2012 E-Board	Policy Packages
900-00-00-00000	Privilege Tax/Liquor Price Inc	090	0	Analyst Adjustments	Policy Packages
900-00-00-00000	Privilege Tax/Liquor Price Inc	091	0	Statewide Administrative Savings	Policy Packages
900-00-00-00000	Privilege Tax/Liquor Price Inc	092	0	PERS Taxation Policy	Policy Packages

Oregon Liquor Control Comm

Summary Cross Reference Listing and Packages

2013-15 Biennium

Agency Number: 84500

BAM Analyst: Ball, Dustin

Budget Coordinator: Richards, Harry - (503)872-5171

<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>
900-00-00-00000	Privilege Tax/Liquor Price Inc	093	0	Other PERS Adjustments	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	010	0	Non-PICS Psnl Svc / Vacancy Factor	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	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	082	0	September 2012 E-Board	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	083	0	December 2012 E-Board	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	090	0	Analyst Adjustments	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	091	0	Statewide Administrative Savings	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	092	0	PERS Taxation Policy	Policy Packages
990-00-00-00000	Agency-Wide Consolidation	093	0	Other PERS Adjustments	Policy Packages

Oregon Liquor Control Comm

Policy Package List by Priority
2013-15 Biennium

Agency Number: 84500

BAM Analyst: Ball, Dustin

Budget Coordinator: Richards, Harry - (503)872-5171

<i>Priority</i>	<i>Policy Pkg Number</i>	<i>Policy Pkg Description</i>	<i>Summary Cross Reference Number</i>	<i>Cross Reference Description</i>
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
			005-00-00-00000	Store Operating Expenses
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
			900-00-00-00000	Privilege Tax/Liquor Price Inc
			990-00-00-00000	Agency-Wide Consolidation
	081	May 2012 E-Board	002-00-00-00000	Public Safety Services Program
	082	September 2012 E-Board	001-00-00-00000	Distilled Spirits Program
			002-00-00-00000	Public Safety Services Program
			003-00-00-00000	Administration and Support
			005-00-00-00000	Store Operating Expenses
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
			900-00-00-00000	Privilege Tax/Liquor Price Inc
			990-00-00-00000	Agency-Wide Consolidation
	083	December 2012 E-Board	001-00-00-00000	Distilled Spirits Program
			002-00-00-00000	Public Safety Services Program
			003-00-00-00000	Administration and Support
			005-00-00-00000	Store Operating Expenses
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction

Oregon Liquor Control Comm

Policy Package List by Priority
2013-15 Biennium

Agency Number: 84500

BAM Analyst: Ball, Dustin

Budget Coordinator: Richards, Harry - (503)872-5171

<i>Priority</i>	<i>Policy Pkg Number</i>	<i>Policy Pkg Description</i>	<i>Summary Cross Reference Number</i>	<i>Cross Reference Description</i>
0	083	December 2012 E-Board	900-00-00-00000	Privilege Tax/Liquor Price Inc
			990-00-00-00000	Agency-Wide Consolidation
	090	Analyst Adjustments	001-00-00-00000	Distilled Spirits Program
			002-00-00-00000	Public Safety Services Program
			003-00-00-00000	Administration and Support
			005-00-00-00000	Store Operating Expenses
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
			900-00-00-00000	Privilege Tax/Liquor Price Inc
			990-00-00-00000	Agency-Wide Consolidation
	091	Statewide Administrative Savings	001-00-00-00000	Distilled Spirits Program
			002-00-00-00000	Public Safety Services Program
			003-00-00-00000	Administration and Support
			005-00-00-00000	Store Operating Expenses
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
			900-00-00-00000	Privilege Tax/Liquor Price Inc
			990-00-00-00000	Agency-Wide Consolidation
	092	PERS Taxation Policy	001-00-00-00000	Distilled Spirits Program
			002-00-00-00000	Public Safety Services Program
			003-00-00-00000	Administration and Support
			005-00-00-00000	Store Operating Expenses
			088-00-00-00000	Capital Improvements

Oregon Liquor Control Comm

Policy Package List by Priority
2013-15 Biennium

Agency Number: 84500

BAM Analyst: Ball, Dustin

Budget Coordinator: Richards, Harry - (503)872-5171

<i>Priority</i>	<i>Policy Pkg Number</i>	<i>Policy Pkg Description</i>	<i>Summary Cross Reference Number</i>	<i>Cross Reference Description</i>
0	092	PERS Taxation Policy	089-00-00-00000	Capital Construction
			900-00-00-00000	Privilege Tax/Liquor Price Inc
			990-00-00-00000	Agency-Wide Consolidation
	093	Other PERS Adjustments	001-00-00-00000	Distilled Spirits Program
			002-00-00-00000	Public Safety Services Program
			003-00-00-00000	Administration and Support
			005-00-00-00000	Store Operating Expenses
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
			900-00-00-00000	Privilege Tax/Liquor Price Inc
			990-00-00-00000	Agency-Wide Consolidation
	101	Respond to Variable Store Business Costs	005-00-00-00000	Store Operating Expenses
	102	Ensure Bank Card Services	001-00-00-00000	Distilled Spirits Program
	103	Sortation	001-00-00-00000	Distilled Spirits Program
			005-00-00-00000	Store Operating Expenses
	104	Agents Affirmative Apprenticeship Program	001-00-00-00000	Distilled Spirits Program

Oregon Liquor Control Comm

Agency Number: 84500

Budget Support - Detail Revenues and Expenditures
 2013-15 Biennium
 Oregon Liquor Control Comm

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

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	-
REVENUE CATEGORIES						
TAXES						
0185 Privilege Taxes						
3400 Other Funds Ltd	32,957,892	27,557,520	27,557,520	26,303,120	26,303,120	-
8800 General Fund Revenue	-	10,462,480	10,462,480	9,980,880	9,980,880	-
All Funds	32,957,892	38,020,000	38,020,000	36,284,000	36,284,000	-
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	8,216,151	2,608,640	2,608,640	3,183,880	3,183,880	-
8800 General Fund Revenue	-	5,491,360	5,491,360	6,245,120	6,245,120	-
All Funds	8,216,151	8,100,000	8,100,000	9,429,000	9,429,000	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	5,720	6,000	6,000	6,000	6,000	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	1,078,769	1,100,000	1,100,000	1,042,000	1,042,000	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	699,144	575,000	575,000	650,000	650,000	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
0710 Liquor Sales						
3010 Other Funds Cap Improvement	215,816	208,406	208,406	213,408	213,408	-
3400 Other Funds Ltd	670,482,731	718,773,364	719,281,337	840,575,375	837,439,246	-
8800 General Fund Revenue	198,570,000	201,387,330	201,387,330	230,807,217	233,943,346	-
All Funds	869,268,547	920,369,100	920,877,073	1,071,596,000	1,071,596,000	-
SALES INCOME						
3010 Other Funds Cap Improvement	215,816	208,406	208,406	213,408	213,408	-
3400 Other Funds Ltd	671,181,875	719,348,364	719,856,337	841,225,375	838,089,246	-
8800 General Fund Revenue	198,570,000	201,387,330	201,387,330	230,807,217	233,943,346	-
TOTAL SALES INCOME	\$869,967,691	\$920,944,100	\$921,452,073	\$1,072,246,000	\$1,072,246,000	-
COST OF GOODS SOLD						
0755 Liquor Cost of Goods Sold						
3400 Other Funds Ltd	(423,055,087)	(437,108,812)	(437,108,812)	(511,678,841)	(511,678,841)	-
0760 Cost of Goods Sold						
3400 Other Funds Ltd	(10,843,921)	(12,398,190)	(12,398,190)	(14,430,880)	(14,430,880)	-
COST OF GOODS SOLD						
3400 Other Funds Ltd	(433,899,008)	(449,507,002)	(449,507,002)	(526,109,721)	(526,109,721)	-
TOTAL COST OF GOODS SOLD	(\$433,899,008)	(\$449,507,002)	(\$449,507,002)	(\$526,109,721)	(\$526,109,721)	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	26,602	25,000	25,000	25,000	25,000	-
TRANSFERS IN						
1010 Transfer In - Intrafund						

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
3010 Other Funds Cap Improvement	215,816	208,406	208,406	213,408	213,408	-
3200 Other Funds Non-Ltd	-	-	-	101,303,700	-	-
3400 Other Funds Ltd	127,885,746	133,460,067	133,968,040	47,113,469	146,650,240	-
All Funds	128,101,562	133,668,473	134,176,446	148,630,577	146,863,648	-
REVENUE CATEGORIES						
3010 Other Funds Cap Improvement	431,632	416,812	416,812	426,816	426,816	-
3200 Other Funds Non-Ltd	-	-	-	101,303,700	-	-
3400 Other Funds Ltd	407,453,747	434,598,589	435,614,535	392,789,123	489,189,765	-
8800 General Fund Revenue	198,570,000	217,341,170	217,341,170	247,033,217	250,169,346	-
TOTAL REVENUE CATEGORIES	\$606,455,379	\$652,356,571	\$653,372,517	\$741,552,856	\$739,785,927	-
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3010 Other Funds Cap Improvement	(215,816)	(208,406)	(208,406)	(213,408)	(213,408)	-
3400 Other Funds Ltd	(127,885,746)	(133,460,067)	(133,968,040)	(148,417,169)	(146,650,240)	-
All Funds	(128,101,562)	(133,668,473)	(134,176,446)	(148,630,577)	(146,863,648)	-
2050 Transfer to Other						
3400 Other Funds Ltd	(570,000)	(654,000)	(654,000)	(638,000)	(638,000)	-
2060 Transfer to General Fund						
8800 General Fund Revenue	(198,570,000)	(217,341,170)	(217,341,170)	(247,033,217)	(250,169,346)	-
2070 Transfer to Cities						
3400 Other Funds Ltd	(61,279,463)	(67,264,703)	(67,264,703)	(76,642,577)	(78,275,584)	-
2080 Transfer to Counties						
3400 Other Funds Ltd	(30,656,807)	(33,632,352)	(33,632,352)	(38,321,288)	(39,137,791)	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
2100 Tsfr To Human Svcs, Dept of						
3400 Other Funds Ltd	(16,256,455)	-	-	-	-	-
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	(42,919,530)	(47,444,400)	(47,444,400)	(53,649,805)	(54,792,909)	-
2443 Tsfr To Oregon Health Authority						
3400 Other Funds Ltd	-	(18,683,000)	(18,683,000)	(17,823,000)	(17,823,000)	-
TRANSFERS OUT						
3010 Other Funds Cap Improvement	(215,816)	(208,406)	(208,406)	(213,408)	(213,408)	-
3400 Other Funds Ltd	(279,568,001)	(301,138,522)	(301,646,495)	(335,491,839)	(337,317,524)	-
8800 General Fund Revenue	(198,570,000)	(217,341,170)	(217,341,170)	(247,033,217)	(250,169,346)	-
TOTAL TRANSFERS OUT	(\$478,353,817)	(\$518,688,098)	(\$519,196,071)	(\$582,738,464)	(\$587,700,278)	-
AVAILABLE REVENUES						
3010 Other Funds Cap Improvement	215,816	208,406	208,406	213,408	213,408	-
3200 Other Funds Non-Ltd	-	-	-	101,303,700	-	-
3400 Other Funds Ltd	129,385,746	134,960,067	135,468,040	58,797,284	153,372,241	-
TOTAL AVAILABLE REVENUES	\$129,601,562	\$135,168,473	\$135,676,446	\$160,314,392	\$153,585,649	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	20,820,133	23,712,505	21,679,091	23,222,293	23,222,293	-
3160 Temporary Appointments						
3400 Other Funds Ltd	583,402	67,481	67,481	68,815	68,815	-

Budget Support - Detail Revenues and Expenditures
2013-15 Biennium
Oregon Liquor Control Comm

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

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
3170 Overtime Payments						
3400 Other Funds Ltd	174,796	322,254	322,254	327,821	327,821	-
3180 Shift Differential						
3400 Other Funds Ltd	68,106	60,470	60,470	61,774	61,774	-
3190 All Other Differential						
3400 Other Funds Ltd	284,895	72,453	72,453	74,031	74,031	-
SALARIES & WAGES						
3400 Other Funds Ltd	21,931,332	24,235,163	22,201,749	23,754,734	23,754,734	-
TOTAL SALARIES & WAGES	\$21,931,332	\$24,235,163	\$22,201,749	\$23,754,734	\$23,754,734	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	9,053	9,596	9,596	9,200	9,200	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	2,178,853	3,923,384	3,630,370	5,047,081	4,898,002	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	1,239,503	1,350,628	1,350,628	1,472,127	1,472,127	-
3230 Social Security Taxes						
3400 Other Funds Ltd	1,672,371	1,846,220	1,690,664	1,812,325	1,812,325	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	89,787	28,393	28,393	28,393	28,393	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	11,077	13,810	13,751	13,567	13,567	-
3260 Mass Transit Tax						

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
3400 Other Funds Ltd	124,098	144,522	132,324	143,398	143,398	-
3270 Flexible Benefits						
3400 Other Funds Ltd	5,848,295	7,046,226	7,016,046	7,021,440	7,021,440	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	11,173,037	14,362,779	13,871,772	15,547,531	15,398,452	-
TOTAL OTHER PAYROLL EXPENSES	\$11,173,037	\$14,362,779	\$13,871,772	\$15,547,531	\$15,398,452	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(99,460)	(75,033)	(120,785)	(120,785)	-
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(2,652,318)	(352,324)	-	(19,755)	-
3470 Undistributed (P.S.)						
3400 Other Funds Ltd	-	-	-	-	(436,058)	-
3991 PERS Policy Adjustment						
3400 Other Funds Ltd	-	-	-	-	(858,504)	-
P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(2,751,778)	(427,357)	(120,785)	(1,435,102)	-
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$2,751,778)	(\$427,357)	(\$120,785)	(\$1,435,102)	-
PERSONAL SERVICES						
3400 Other Funds Ltd	33,104,369	35,846,164	35,646,164	39,181,480	37,718,084	-
TOTAL PERSONAL SERVICES	\$33,104,369	\$35,846,164	\$35,646,164	\$39,181,480	\$37,718,084	-
SERVICES & SUPPLIES						
4100 Instate Travel						

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
3400 Other Funds Ltd	290,510	253,506	253,506	258,564	258,564	-
4125 Out of State Travel						
3400 Other Funds Ltd	34,030	42,194	42,194	42,694	42,694	-
4150 Employee Training						
3400 Other Funds Ltd	150,990	73,216	83,216	87,261	87,261	-
4175 Office Expenses						
3200 Other Funds Non-Ltd	-	-	-	10,367,700	-	-
3400 Other Funds Ltd	8,914,918	9,383,839	9,403,839	1,107,360	10,993,760	-
All Funds	8,914,918	9,383,839	9,403,839	11,475,060	10,993,760	-
4200 Telecommunications						
3400 Other Funds Ltd	571,268	454,094	464,094	475,799	445,923	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	2,430,938	2,129,951	2,129,951	1,807,600	1,794,141	-
4250 Data Processing						
3400 Other Funds Ltd	728,150	311,111	591,111	729,393	709,313	-
4275 Publicity and Publications						
3400 Other Funds Ltd	106,043	96,247	96,247	98,557	98,557	-
4300 Professional Services						
3010 Other Funds Cap Improvement	3,981	-	-	-	-	-
3200 Other Funds Non-Ltd	-	-	-	90,936,000	-	-
3400 Other Funds Ltd	77,523,428	82,481,892	82,481,892	5,783,370	96,678,023	-
All Funds	77,527,409	82,481,892	82,481,892	96,719,370	96,678,023	-
4315 IT Professional Services						

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
3400 Other Funds Ltd	29,021	92,677	172,677	236,477	236,477	-
4325 Attorney General						
3400 Other Funds Ltd	559,771	344,336	344,336	395,642	395,642	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	16,675	27,186	27,186	27,839	27,839	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	24,660	20,441	20,441	20,937	20,937	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	426,586	628,605	628,605	496,322	496,322	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	606,688	393,208	393,208	563,651	563,651	-
4475 Facilities Maintenance						
3010 Other Funds Cap Improvement	24,064	-	-	-	-	-
3400 Other Funds Ltd	433,409	241,610	241,610	247,408	247,408	-
All Funds	457,473	241,610	241,610	247,408	247,408	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	215,403	174,960	174,960	193,937	173,937	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	307,515	181,772	181,772	186,544	186,544	-
4675 Undistributed (S.S.)						
3400 Other Funds Ltd	-	-	-	-	(196,954)	-
4715 IT Expendable Property						
3400 Other Funds Ltd	336,222	122,693	430,666	571,897	501,897	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
SERVICES & SUPPLIES						
3010 Other Funds Cap Improvement	28,045	-	-	-	-	-
3200 Other Funds Non-Ltd	-	-	-	101,303,700	-	-
3400 Other Funds Ltd	93,706,225	97,453,538	98,161,511	13,331,252	113,761,936	-
TOTAL SERVICES & SUPPLIES	\$93,734,270	\$97,453,538	\$98,161,511	\$114,634,952	\$113,761,936	-
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	20,282	-	-	-	-	-
5200 Technical Equipment						
3400 Other Funds Ltd	39,286	-	-	159,308	16,308	-
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	-	21,706	21,706	67,227	22,227	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	-	124,308	124,308	110,983	110,983	-
5550 Data Processing Software						
3400 Other Funds Ltd	56,360	-	-	202,000	-	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	607,997	14,351	14,351	14,695	14,695	-
5650 Land and Improvements						
3010 Other Funds Cap Improvement	22,343	4,884	4,884	5,001	- 5,001	-
5700 Building Structures						
3010 Other Funds Cap Improvement	165,428	203,522	203,522	208,407	208,407	-
3400 Other Funds Ltd	199,005	-	-	4,000,515	-	-

Oregon Liquor Control Comm

Agency Number: 84500

Budget Support - Detail Revenues and Expenditures

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

2013-15 Biennium

Oregon Liquor Control Comm

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
All Funds	364,433	203,522	203,522	4,208,922	208,407	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	152,222	-	-	-	-	-
5950 Undistributed (C.O.)						
3400 Other Funds Ltd	-	-	-	-	(1,817)	-
CAPITAL OUTLAY						
3010 Other Funds Cap Improvement	187,771	208,406	208,406	213,408	213,408	-
3400 Other Funds Ltd	1,075,152	160,365	160,365	4,554,728	162,396	-
TOTAL CAPITAL OUTLAY	\$1,262,923	\$368,771	\$368,771	\$4,768,136	\$375,804	-
EXPENDITURES						
3010 Other Funds Cap Improvement	215,816	208,406	208,406	213,408	213,408	-
3200 Other Funds Non-Ltd	-	-	-	101,303,700	-	-
3400 Other Funds Ltd	127,885,746	133,460,067	133,968,040	57,067,460	151,642,416	-
TOTAL EXPENDITURES	\$128,101,562	\$133,668,473	\$134,176,446	\$158,584,568	\$151,855,824	-
ENDING BALANCE						
3400 Other Funds Ltd	1,500,000	1,500,000	1,500,000	1,729,824	1,729,825	-
TOTAL ENDING BALANCE	\$1,500,000	\$1,500,000	\$1,500,000	\$1,729,824	\$1,729,825	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	237	238	238	233	233	-
8180 Position Reconciliation	-	1	1	-	-	-
TOTAL AUTHORIZED POSITIONS	237	239	239	233	233	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	230.18	231.18	231.18	227.63	227.63	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
8280 FTE Reconciliation	-	0.54	0.54	-	-	-
TOTAL AUTHORIZED FTE	230.18	231.72	231.72	227.63	227.63	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
REVENUE CATEGORIES						
SALES INCOME						
0710 Liquor Sales						
3400 Other Funds Ltd	-	-	-	34,843,843	32,697,194	-
8800 General Fund Revenue	-	-	-	8,482,157	10,628,806	-
All Funds	-	-	-	43,326,000	43,326,000	-
COST OF GOODS SOLD						
0755 Liquor Cost of Goods Sold						
3400 Other Funds Ltd	-	-	-	(22,704,100)	(22,704,100)	-
0760 Cost of Goods Sold						
3400 Other Funds Ltd	-	-	-	(641,890)	(641,890)	-
COST OF GOODS SOLD						
3400 Other Funds Ltd	-	-	-	(23,345,990)	(23,345,990)	-
TOTAL COST OF GOODS SOLD	-	-	-	(\$23,345,990)	(\$23,345,990)	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3200 Other Funds Non-Ltd	-	-	-	10,367,700	-	-
3400 Other Funds Ltd	17,484,034	18,784,804	18,784,804	10,991,146	20,869,469	-
All Funds	17,484,034	18,784,804	18,784,804	21,358,846	20,869,469	-
REVENUE CATEGORIES						
3200 Other Funds Non-Ltd	-	-	-	10,367,700	-	-
3400 Other Funds Ltd	17,484,034	18,784,804	18,784,804	22,488,999	30,220,673	-
8800 General Fund Revenue	-	-	-	8,482,157	10,628,806	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
TOTAL REVENUE CATEGORIES	\$17,484,034	\$18,784,804	\$18,784,804	\$41,338,856	\$40,849,479	-
TRANSFERS OUT						
2060 Transfer to General Fund						
8800 General Fund Revenue	-	-	-	(8,482,157)	(10,628,806)	-
2070 Transfer to Cities						
3400 Other Funds Ltd	-	-	-	(2,516,381)	(3,796,002)	-
2080 Transfer to Counties						
3400 Other Funds Ltd	-	-	-	(1,258,190)	(1,898,001)	-
2107 Tsfr To Administrative Svcs						
3400 Other Funds Ltd	-	-	-	(1,761,467)	(2,657,201)	-
TRANSFERS OUT						
3400 Other Funds Ltd	-	-	-	(5,536,038)	(8,351,204)	-
8800 General Fund Revenue	-	-	-	(8,482,157)	(10,628,806)	-
TOTAL TRANSFERS OUT	-	-	-	(\$14,018,195)	(\$18,980,010)	-
AVAILABLE REVENUES						
3200 Other Funds Non-Ltd	-	-	-	10,367,700	-	-
3400 Other Funds Ltd	17,484,034	18,784,804	18,784,804	16,952,961	21,869,469	-
TOTAL AVAILABLE REVENUES	\$17,484,034	\$18,784,804	\$18,784,804	\$27,320,661	\$21,869,469	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	4,497,911	5,393,994	5,229,171	5,525,592	5,525,592	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
3160 Temporary Appointments						
3400 Other Funds Ltd	292,364	23,819	23,819	24,561	24,561	-
3170 Overtime Payments						
3400 Other Funds Ltd	99,827	191,526	191,526	194,858	194,858	-
3180 Shift Differential						
3400 Other Funds Ltd	23,167	2,195	2,195	2,255	2,255	-
3190 All Other Differential						
3400 Other Funds Ltd	63,351	7,932	7,932	8,115	8,115	-
SALARIES & WAGES						
3400 Other Funds Ltd	4,976,620	5,619,466	5,454,643	5,755,381	5,755,381	-
TOTAL SALARIES & WAGES	\$4,976,620	\$5,619,466	\$5,454,643	\$5,755,381	\$5,755,381	-
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	2,541	2,749	2,749	2,720	2,720	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	387,138	909,302	885,551	1,222,384	1,186,270	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	262,409	315,509	315,509	353,779	353,779	-
3230 Social Security Taxes						
3400 Other Funds Ltd	381,822	428,378	415,769	439,711	439,711	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	46,464	6,111	6,111	6,111	6,111	-
3250 Worker's Comp. Assess. (WCD)						

Budget Support - Detail Revenues and Expenditures
 2013-15 Biennium
 Distilled Spirits Program

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

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
3400 Other Funds Ltd	3,220	3,957	3,957	4,009	4,009	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	29,255	33,809	32,821	34,507	34,507	-
3270 Flexible Benefits						
3400 Other Funds Ltd	1,549,070	2,020,194	2,020,194	2,075,904	2,075,904	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	2,661,919	3,720,009	3,682,661	4,139,125	4,103,011	-
TOTAL OTHER PAYROLL EXPENSES	\$2,661,919	\$3,720,009	\$3,682,661	\$4,139,125	\$4,103,011	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(29,191)	(4,764)	(35,708)	(35,708)	-
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(530,068)	(352,324)	-	(4,777)	-
3470 Undistributed (P.S.)						
3400 Other Funds Ltd	-	-	-	-	(109,081)	-
3991 PERS Policy Adjustment						
3400 Other Funds Ltd	-	-	-	-	(205,462)	-
P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(559,259)	(357,088)	(35,708)	(355,028)	-
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$559,259)	(\$357,088)	(\$35,708)	(\$355,028)	-
PERSONAL SERVICES						
3400 Other Funds Ltd	7,638,539	8,780,216	8,780,216	9,858,798	9,503,364	-
TOTAL PERSONAL SERVICES	\$7,638,539	\$8,780,216	\$8,780,216	\$9,858,798	\$9,503,364	-

Budget Support - Detail Revenues and Expenditures
 2013-15 Biennium
 Distilled Spirits Program

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

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	66,788	52,695	52,695	52,935	52,935	-
4125 Out of State Travel						
3400 Other Funds Ltd	48	5,253	5,253	4,867	4,867	-
4150 Employee Training						
3400 Other Funds Ltd	6,857	1,655	1,655	3,742	3,742	-
4175 Office Expenses						
3200 Other Funds Non-Ltd	-	-	-	10,367,700	-	-
3400 Other Funds Ltd	8,457,761	8,940,262	8,940,262	641,874	10,528,274	-
All Funds	8,457,761	8,940,262	8,940,262	11,009,574	10,528,274	-
4200 Telecommunications						
3400 Other Funds Ltd	43,543	54,714	54,714	57,053	57,053	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	320,521	248,901	248,901	116,954	116,954	-
4250 Data Processing						
3400 Other Funds Ltd	171,270	132,178	132,178	159,446	152,668	-
4275 Publicity and Publications						
3400 Other Funds Ltd	39,736	30,676	30,676	31,412	31,412	-
4300 Professional Services						
3400 Other Funds Ltd	7,871	32,643	32,643	1,033,558	1,033,558	-
4315 IT Professional Services						
3400 Other Funds Ltd	3,500	23,666	23,666	13,433	13,433	-

Budget Support - Detail Revenues and Expenditures
 2013-15 Biennium
 Distilled Spirits Program

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

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	6,542	8,387	8,387	8,588	8,588	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	55	2,072	2,072	2,127	2,127	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	23,369	215,776	215,776	58,723	58,723	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	212,856	62,865	62,865	214,373	214,373	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	53,313	27,048	27,048	27,697	27,697	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	157,433	114,219	114,219	142,745	122,745	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	45,065	7,881	7,881	8,480	8,480	-
4675 Undistributed (S.S.)						
3400 Other Funds Ltd	-	-	-	-	(126,756)	-
4715 IT Expendable Property						
3400 Other Funds Ltd	64,276	7,640	7,640	88,719	18,719	-
SERVICES & SUPPLIES						
3200 Other Funds Non-Ltd	-	-	-	10,367,700	-	-
3400 Other Funds Ltd	9,680,804	9,968,531	9,968,531	2,666,726	12,329,592	-
TOTAL SERVICES & SUPPLIES	\$9,680,804	\$9,968,531	\$9,968,531	\$13,034,426	\$12,329,592	-

CAPITAL OUTLAY

Budget Support - Detail Revenues and Expenditures
 2013-15 Biennium
 Distilled Spirits Program

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

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
5200 Technical Equipment						
3400 Other Funds Ltd	39,286	-	-	143,000	-	-
5350 Industrial and Heavy Equipment						
3400 Other Funds Ltd	-	21,706	21,706	67,227	22,227	-
5550 Data Processing Software						
3400 Other Funds Ltd	-	-	-	202,000	-	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	-	14,351	14,351	14,695	14,695	-
5700 Building Structures						
3400 Other Funds Ltd	120,655	-	-	4,000,515	-	-
5900 Other Capital Outlay						
3400 Other Funds Ltd	4,750	-	-	-	-	-
5950 Undistributed (C.O.)						
3400 Other Funds Ltd	-	-	-	-	(409)	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	164,691	36,057	36,057	4,427,437	36,513	-
TOTAL CAPITAL OUTLAY	\$164,691	\$36,057	\$36,057	\$4,427,437	\$36,513	-
EXPENDITURES						
3200 Other Funds Non-Ltd	-	-	-	10,367,700	-	-
3400 Other Funds Ltd	17,484,034	18,784,804	18,784,804	16,952,961	21,869,469	-
TOTAL EXPENDITURES	\$17,484,034	\$18,784,804	\$18,784,804	\$27,320,661	\$21,869,469	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	71	71	71	71	71	-

Budget Support - Detail Revenues and Expenditures
 2013-15 Biennium
 Distilled Spirits Program

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

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
TOTAL AUTHORIZED POSITIONS	71	71	71	71	71	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	67.13	67.13	67.13	68.00	68.00	-
8280 FTE Reconciliation	-	0.29	0.29	-	-	-
TOTAL AUTHORIZED FTE	67.13	67.42	67.42	68.00	68.00	-

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Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	17,620,518	19,044,781	18,844,781	17,882,228	17,257,507	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	17,620,518	19,044,781	18,844,781	17,882,228	17,257,507	-
TOTAL AVAILABLE REVENUES	\$17,620,518	\$19,044,781	\$18,844,781	\$17,882,228	\$17,257,507	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	9,736,982	11,021,436	9,949,714	9,547,152	9,547,152	-
3160 Temporary Appointments						
3400 Other Funds Ltd	210,231	37,162	37,162	34,568	34,568	-
3170 Overtime Payments						
3400 Other Funds Ltd	58,860	86,698	86,698	87,465	87,465	-
3180 Shift Differential						
3400 Other Funds Ltd	44,825	55,552	55,552	56,624	56,624	-
3190 All Other Differential						
3400 Other Funds Ltd	130,398	37,244	37,244	38,148	38,148	-
SALARIES & WAGES						
3400 Other Funds Ltd	10,181,296	11,238,092	10,166,370	9,763,957	9,763,957	-
TOTAL SALARIES & WAGES	\$10,181,296	\$11,238,092	\$10,166,370	\$9,763,957	\$9,763,957	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	4,338	4,387	4,387	3,760	3,760	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	1,190,138	1,820,174	1,665,740	2,075,272	2,013,980	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	584,254	620,603	620,603	610,367	610,367	-
3230 Social Security Taxes						
3400 Other Funds Ltd	778,471	859,711	777,724	746,378	746,378	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	20,552	9,257	9,257	9,257	9,257	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	5,025	6,313	6,254	5,546	5,546	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	54,173	66,443	60,014	52,480	52,480	-
3270 Flexible Benefits						
3400 Other Funds Ltd	2,716,631	3,220,272	3,190,092	2,869,632	2,869,632	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	5,353,582	6,607,160	6,334,071	6,372,692	6,311,400	-
TOTAL OTHER PAYROLL EXPENSES	\$5,353,582	\$6,607,160	\$6,334,071	\$6,372,692	\$6,311,400	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(44,595)	(44,595)	(49,257)	(49,257)	-

Budget Support - Detail Revenues and Expenditures
 2013-15 Biennium
 Public Safety Services Program

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

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(1,144,811)	-	-	(8,130)	-
3470 Undistributed (P.S.)						
3400 Other Funds Ltd	-	-	-	-	(180,538)	-
3991 PERS Policy Adjustment						
3400 Other Funds Ltd	-	-	-	-	(348,817)	-
P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(1,189,406)	(44,595)	(49,257)	(586,742)	-
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$1,189,406)	(\$44,595)	(\$49,257)	(\$586,742)	-
PERSONAL SERVICES						
3400 Other Funds Ltd	15,534,878	16,655,846	16,455,846	16,087,392	15,488,615	-
TOTAL PERSONAL SERVICES	\$15,534,878	\$16,655,846	\$16,455,846	\$16,087,392	\$15,488,615	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	74,290	110,138	110,138	107,351	107,351	-
4125 Out of State Travel						
3400 Other Funds Ltd	20,267	11,459	11,459	10,427	10,427	-
4150 Employee Training						
3400 Other Funds Ltd	24,200	22,683	22,683	17,810	17,810	-
4175 Office Expenses						
3400 Other Funds Ltd	258,640	271,580	271,580	240,969	240,969	-
4200 Telecommunications						
3400 Other Funds Ltd	256,716	264,611	264,611	255,251	255,251	-

Budget Support - Detail Revenues and Expenditures
 2013-15 Blennium
 Public Safety Services Program

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

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
4225 State Gov. Service Charges						
3400 Other Funds Ltd	534,284	337,298	337,298	150,548	150,548	-
4250 Data Processing						
3400 Other Funds Ltd	21,965	35,092	35,092	31,398	22,673	-
4275 Publicity and Publications						
3400 Other Funds Ltd	45,035	55,329	55,329	56,255	56,255	-
4300 Professional Services						
3400 Other Funds Ltd	327,178	672,358	672,358	78,592	78,592	-
4315 IT Professional Services						
3400 Other Funds Ltd	-	69,011	69,011	65,804	65,804	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	4,202	7,900	7,900	7,564	7,564	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	8,949	6,493	6,493	2,927	2,927	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	401,657	411,853	411,853	436,564	436,564	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	11,982	9,670	9,670	20,909	20,909	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	26,177	16,363	16,363	16,756	16,756	-
4575 Agency Program Related S and S						
3400 Other Funds Ltd	38,908	48,385	48,385	37,784	37,784	-
4650 Other Services and Supples						

Budget Support - Detail Revenues and Expenditures

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

2013-15 Biennium

Public Safety Services Program

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
3400 Other Funds Ltd	7,396	10,597	10,597	9,806	9,806	-
4675 Undistributed (S.S.)						
3400 Other Funds Ltd	-	-	-	-	(17,219)	-
4715 IT Expendable Property						
3400 Other Funds Ltd	23,794	28,115	28,115	18,297	18,297	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	2,085,640	2,388,935	2,388,935	1,565,012	1,539,068	-
TOTAL SERVICES & SUPPLIES	\$2,085,640	\$2,388,935	\$2,388,935	\$1,565,012	\$1,539,068	-
EXPENDITURES						
3400 Other Funds Ltd	17,620,518	19,044,781	18,844,781	17,652,404	17,027,683	-
TOTAL EXPENDITURES	\$17,620,518	\$19,044,781	\$18,844,781	\$17,652,404	\$17,027,683	-
ENDING BALANCE						
3400 Other Funds Ltd	-	-	-	229,824	229,824	-
TOTAL ENDING BALANCE	-	-	-	\$229,824	\$229,824	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	106	107	107	94	94	-
8180 Position Reconciliation	-	1	1	-	-	-
TOTAL AUTHORIZED POSITIONS	106	108	108	94	94	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	103.75	104.75	104.75	92.00	92.00	-
8280 FTE Reconciliation	-	0.25	0.25	-	-	-
TOTAL AUTHORIZED FTE	103.75	105.00	105.00	92.00	92.00	-

Budget Support - Detail Revenues and Expenditures

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

2013-15 Biennium

Administration and Support

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	15,732,203	13,924,482	14,632,455	18,240,095	17,587,264	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	15,732,203	13,924,482	14,632,455	18,240,095	17,587,264	-
TOTAL AVAILABLE REVENUES	\$15,732,203	\$13,924,482	\$14,632,455	\$18,240,095	\$17,587,264	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3400 Other Funds Ltd	6,585,240	7,297,075	6,500,206	8,149,549	8,149,549	-
3160 Temporary Appointments						
3400 Other Funds Ltd	80,807	6,500	6,500	9,686	9,686	-
3170 Overtime Payments						
3400 Other Funds Ltd	16,109	44,030	44,030	45,498	45,498	-
3180 Shift Differential						
3400 Other Funds Ltd	114	2,723	2,723	2,895	2,895	-
3190 All Other Differential						
3400 Other Funds Ltd	91,146	27,277	27,277	27,768	27,768	-
SALARIES & WAGES						
3400 Other Funds Ltd	6,773,416	7,377,605	6,580,736	8,235,396	8,235,396	-
TOTAL SALARIES & WAGES	\$6,773,416	\$7,377,605	\$6,580,736	\$8,235,396	\$8,235,396	-

Budget Support - Detail Revenues and Expenditures
 2013-15 Biennium
 Administration and Support

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

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3400 Other Funds Ltd	2,174	2,460	2,460	2,720	2,720	-
3220 Public Employees' Retire Cont						
3400 Other Funds Ltd	601,577	1,193,908	1,079,079	1,749,425	1,697,752	-
3221 Pension Obligation Bond						
3400 Other Funds Ltd	392,840	414,516	414,516	507,981	507,981	-
3230 Social Security Taxes						
3400 Other Funds Ltd	512,078	558,131	497,171	626,236	626,236	-
3240 Unemployment Assessments						
3400 Other Funds Ltd	22,771	13,025	13,025	13,025	13,025	-
3250 Worker's Comp. Assess. (WCD)						
3400 Other Funds Ltd	2,832	3,540	3,540	4,012	4,012	-
3260 Mass Transit Tax						
3400 Other Funds Ltd	40,670	44,270	39,489	56,411	56,411	-
3270 Flexible Benefits						
3400 Other Funds Ltd	1,582,594	1,805,760	1,805,760	2,075,904	2,075,904	-
OTHER PAYROLL EXPENSES						
3400 Other Funds Ltd	3,157,536	4,035,610	3,855,040	5,035,714	4,984,041	-
TOTAL OTHER PAYROLL EXPENSES	\$3,157,536	\$4,035,610	\$3,855,040	\$5,035,714	\$4,984,041	-
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
3400 Other Funds Ltd	-	(25,674)	(25,674)	(35,820)	(35,820)	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
3465 Reconciliation Adjustment						
3400 Other Funds Ltd	-	(977,439)	-	-	(6,848)	-
3470 Undistributed (P.S.)						
3400 Other Funds Ltd	-	-	-	-	(146,439)	-
3991 PERS Policy Adjustment						
3400 Other Funds Ltd	-	-	-	-	(304,225)	-
P.S. BUDGET ADJUSTMENTS						
3400 Other Funds Ltd	-	(1,003,113)	(25,674)	(35,820)	(493,332)	-
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$1,003,113)	(\$25,674)	(\$35,820)	(\$493,332)	-
PERSONAL SERVICES						
3400 Other Funds Ltd	9,930,952	10,410,102	10,410,102	13,235,290	12,726,105	-
TOTAL PERSONAL SERVICES	\$9,930,952	\$10,410,102	\$10,410,102	\$13,235,290	\$12,726,105	-
SERVICES & SUPPLIES						
4100 Instate Travel						
3400 Other Funds Ltd	149,432	90,673	90,673	98,278	98,278	-
4125 Out of State Travel						
3400 Other Funds Ltd	13,715	25,482	25,482	27,400	27,400	-
4150 Employee Training						
3400 Other Funds Ltd	119,933	48,878	58,878	65,709	65,709	-
4175 Office Expenses						
3400 Other Funds Ltd	198,517	171,997	191,997	224,517	224,517	-
4200 Telecommunications						
3400 Other Funds Ltd	271,009	134,769	144,769	163,495	133,619	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
4225 State Gov. Service Charges						
3400 Other Funds Ltd	1,576,133	1,543,752	1,543,752	1,540,098	1,526,639	-
4250 Data Processing						
3400 Other Funds Ltd	534,915	143,841	423,841	538,549	533,972	-
4275 Publicity and Publications						
3400 Other Funds Ltd	21,272	10,242	10,242	10,890	10,890	-
4300 Professional Services						
3400 Other Funds Ltd	139,388	70,891	70,891	449,220	407,873	-
4315 IT Professional Services						
3400 Other Funds Ltd	25,521	-	80,000	157,240	157,240	-
4325 Attorney General						
3400 Other Funds Ltd	559,771	344,336	344,336	395,642	395,642	-
4375 Employee Recruitment and Develop						
3400 Other Funds Ltd	5,931	10,899	10,899	11,687	11,687	-
4400 Dues and Subscriptions						
3400 Other Funds Ltd	15,656	11,876	11,876	15,883	15,883	-
4425 Facilities Rental and Taxes						
3400 Other Funds Ltd	1,560	976	976	1,035	1,035	-
4450 Fuels and Utilities						
3400 Other Funds Ltd	381,850	320,673	320,673	328,369	328,369	-
4475 Facilities Maintenance						
3400 Other Funds Ltd	353,919	198,199	198,199	202,955	202,955	-
4575 Agency Program Related S and S						

Oregon Liquor Control Comm

Agency Number: 84500

Budget Support - Detail Revenues and Expenditures
 2013-15 Biennium
 Administration and Support

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

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
3400 Other Funds Ltd	19,062	12,356	12,356	13,408	13,408	-
4650 Other Services and Supplies						
3400 Other Funds Ltd	255,054	163,294	163,294	168,258	168,258	-
4675 Undistributed (S.S.)						
3400 Other Funds Ltd	-	-	-	-	(52,979)	-
4715 IT Expendable Property						
3400 Other Funds Ltd	248,152	86,938	394,911	464,881	464,881	-
SERVICES & SUPPLIES						
3400 Other Funds Ltd	4,890,790	3,390,072	4,098,045	4,877,514	4,735,276	-
TOTAL SERVICES & SUPPLIES	\$4,890,790	\$3,390,072	\$4,098,045	\$4,877,514	\$4,735,276	-
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3400 Other Funds Ltd	20,282	-	-	-	-	-
5200 Technical Equipment						
3400 Other Funds Ltd	-	-	-	16,308	16,308	-
5400 Automotive and Aircraft						
3400 Other Funds Ltd	-	124,308	124,308	110,983	110,983	-
5550 Data Processing Software						
3400 Other Funds Ltd	56,360	-	-	-	-	-
5600 Data Processing Hardware						
3400 Other Funds Ltd	607,997	-	-	-	-	-
5700 Building Structures						
3400 Other Funds Ltd	78,350	-	-	-	-	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
5900 Other Capital Outlay						
3400 Other Funds Ltd	147,472	-	-	-	-	-
5950 Undistributed (C.O.)						
3400 Other Funds Ltd	-	-	-	-	(1,408)	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	910,461	124,308	124,308	127,291	125,883	-
TOTAL CAPITAL OUTLAY	\$910,461	\$124,308	\$124,308	\$127,291	\$125,883	-
EXPENDITURES						
3400 Other Funds Ltd	15,732,203	13,924,482	14,632,455	18,240,095	17,587,264	-
TOTAL EXPENDITURES	\$15,732,203	\$13,924,482	\$14,632,455	\$18,240,095	\$17,587,264	-
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	60	60	60	68	68	-
TOTAL AUTHORIZED POSITIONS	60	60	60	68	68	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	59.30	59.30	59.30	67.63	67.63	-
TOTAL AUTHORIZED FTE	59.30	59.30	59.30	67.63	67.63	-

Budget Support - Detail Revenues and Expenditures

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

2013-15 Biennium

Store Operating Expenses

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
REVENUE CATEGORIES						
SALES INCOME						
0710 Liquor Sales						
3400 Other Funds Ltd	-	-	-	4,222,000	4,222,000	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3200 Other Funds Non-Ltd	-	-	-	90,936,000	-	-
3400 Other Funds Ltd	77,048,991	81,706,000	81,706,000	-	90,936,000	-
All Funds	77,048,991	81,706,000	81,706,000	90,936,000	90,936,000	-
REVENUE CATEGORIES						
3200 Other Funds Non-Ltd	-	-	-	90,936,000	-	-
3400 Other Funds Ltd	77,048,991	81,706,000	81,706,000	4,222,000	95,158,000	-
TOTAL REVENUE CATEGORIES	\$77,048,991	\$81,706,000	\$81,706,000	\$95,158,000	\$95,158,000	-
AVAILABLE REVENUES						
3200 Other Funds Non-Ltd	-	-	-	90,936,000	-	-
3400 Other Funds Ltd	77,048,991	81,706,000	81,706,000	4,222,000	95,158,000	-
TOTAL AVAILABLE REVENUES	\$77,048,991	\$81,706,000	\$81,706,000	\$95,158,000	\$95,158,000	-
EXPENDITURES						
SERVICES & SUPPLIES						
4300 Professional Services						
3200 Other Funds Non-Ltd	-	-	-	90,936,000	-	-
3400 Other Funds Ltd	77,048,991	81,706,000	81,706,000	4,222,000	95,158,000	-
All Funds	77,048,991	81,706,000	81,706,000	95,158,000	95,158,000	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
REVENUE CATEGORIES						
TRANSFERS IN						
1010 Transfer In - Intrafund						
3010 Other Funds Cap Improvement	215,816	208,406	208,406	213,408	213,408	-
AVAILABLE REVENUES						
3010 Other Funds Cap Improvement	215,816	208,406	208,406	213,408	213,408	-
TOTAL AVAILABLE REVENUES	\$215,816	\$208,406	\$208,406	\$213,408	\$213,408	-
EXPENDITURES						
SERVICES & SUPPLIES						
4300 Professional Services						
3010 Other Funds Cap Improvement	3,981	-	-	-	-	-
4475 Facilities Maintenance						
3010 Other Funds Cap Improvement	24,064	-	-	-	-	-
SERVICES & SUPPLIES						
3010 Other Funds Cap Improvement	28,045	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	\$28,045	-	-	-	-	-
CAPITAL OUTLAY						
5650 Land and Improvements						
3010 Other Funds Cap Improvement	22,343	4,884	4,884	5,001	5,001	-
5700 Building Structures						
3010 Other Funds Cap Improvement	165,428	203,522	203,522	208,407	208,407	-
CAPITAL OUTLAY	187,771	208,406	208,406	213,408	213,408	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
TOTAL CAPITAL OUTLAY	\$187,771	\$208,406	\$208,406	\$213,408	\$213,408	-
EXPENDITURES						
3010 Other Funds Cap Improvement	215,816	208,406	208,406	213,408	213,408	-
TOTAL EXPENDITURES	\$215,816	\$208,406	\$208,406	\$213,408	\$213,408	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
REVENUE CATEGORIES						
SALES INCOME						
0710 Liquor Sales						
3400 Other Funds Ltd	-	-	507,973	-	-	-
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	-	-	(507,973)	-	-	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	-
REVENUE CATEGORIES						
TAXES						
0185 Privilege Taxes						
3400 Other Funds Ltd	32,957,892	27,557,520	27,557,520	26,303,120	26,303,120	-
8800 General Fund Revenue	-	10,462,480	10,462,480	9,980,880	9,980,880	-
All Funds	32,957,892	38,020,000	38,020,000	36,284,000	36,284,000	-
LICENSES AND FEES						
0205 Business Lic and Fees						
3400 Other Funds Ltd	8,216,151	2,608,640	2,608,640	3,183,880	3,183,880	-
8800 General Fund Revenue	-	5,491,360	5,491,360	6,245,120	6,245,120	-
All Funds	8,216,151	8,100,000	8,100,000	9,429,000	9,429,000	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	5,720	6,000	6,000	6,000	6,000	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	1,078,769	1,100,000	1,100,000	1,042,000	1,042,000	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	699,144	575,000	575,000	650,000	650,000	-

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
0710 Liquor Sales						
3010 Other Funds Cap Improvement	215,816	208,406	208,406	213,408	213,408	-
3400 Other Funds Ltd	670,482,731	718,773,364	718,773,364	801,509,532	800,520,052	-
8800 General Fund Revenue	198,570,000	201,387,330	201,387,330	222,325,060	223,314,540	-
All Funds	869,268,547	920,369,100	920,369,100	1,024,048,000	1,024,048,000	-
SALES INCOME						
3010 Other Funds Cap Improvement	215,816	208,406	208,406	213,408	213,408	-
3400 Other Funds Ltd	671,181,875	719,348,364	719,348,364	802,159,532	801,170,052	-
8800 General Fund Revenue	198,570,000	201,387,330	201,387,330	222,325,060	223,314,540	-
TOTAL SALES INCOME	\$869,967,691	\$920,944,100	\$920,944,100	\$1,024,698,000	\$1,024,698,000	-
COST OF GOODS SOLD						
0755 Liquor Cost of Goods Sold						
3400 Other Funds Ltd	(423,055,087)	(437,108,812)	(437,108,812)	(488,974,741)	(488,974,741)	-
0760 Cost of Goods Sold						
3400 Other Funds Ltd	(10,843,921)	(12,398,190)	(12,398,190)	(13,788,990)	(13,788,990)	-
COST OF GOODS SOLD						
3400 Other Funds Ltd	(433,899,008)	(449,507,002)	(449,507,002)	(502,763,731)	(502,763,731)	-
TOTAL COST OF GOODS SOLD	(\$433,899,008)	(\$449,507,002)	(\$449,507,002)	(\$502,763,731)	(\$502,763,731)	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	26,602	25,000	25,000	25,000	25,000	-
REVENUE CATEGORIES						
3010 Other Funds Cap Improvement	215,816	208,406	208,406	213,408	213,408	-

Budget Support - Detail Revenues and Expenditures
2013-15 Biennium
Agency-Wide Consolidation

Cross Reference Number: 84500-990-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
3400 Other Funds Ltd	279,568,001	301,138,522	301,138,522	329,955,801	328,966,321	-
8800 General Fund Revenue	198,570,000	217,341,170	217,341,170	238,551,060	239,540,540	-
TOTAL REVENUE CATEGORIES	\$478,353,817	\$518,688,098	\$518,688,098	\$568,720,269	\$568,720,269	-

TRANSFERS OUT

2010 Transfer Out - Intrafund

3010 Other Funds Cap Improvement	(215,816)	(208,406)	(208,406)	(213,408)	(213,408)	-
3400 Other Funds Ltd	(127,885,746)	(133,460,067)	(133,460,067)	(148,417,169)	(146,650,240)	-
All Funds	(128,101,562)	(133,668,473)	(133,668,473)	(148,630,577)	(146,863,648)	-

2050 Transfer to Other

3400 Other Funds Ltd	(570,000)	(654,000)	(654,000)	(638,000)	(638,000)	-
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2060 Transfer to General Fund

8800 General Fund Revenue	(198,570,000)	(217,341,170)	(217,341,170)	(238,551,060)	(239,540,540)	-
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2070 Transfer to Cities

3400 Other Funds Ltd	(61,279,463)	(67,264,703)	(67,264,703)	(74,126,196)	(74,479,582)	-
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2080 Transfer to Counties

3400 Other Funds Ltd	(30,656,807)	(33,632,352)	(33,632,352)	(37,063,098)	(37,239,790)	-
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2100 Tsfr To Human Svcs, Dept of

3400 Other Funds Ltd	(16,256,455)	-	-	-	-	-
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2107 Tsfr To Administrative Svcs

3400 Other Funds Ltd	(42,919,530)	(47,444,400)	(47,444,400)	(51,888,338)	(52,135,708)	-
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2443 Tsfr To Oregon Health Authority

3400 Other Funds Ltd	-	(18,683,000)	(18,683,000)	(17,823,000)	(17,823,000)	-
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TRANSFERS OUT

Budget Support - Detail Revenues and Expenditures
 2013-15 Biennium
 Agency-Wide Consolidation

Cross Reference Number: 84500-990-00-00-00000

Description	2009-11 Actuals	2011-13 Leg Adopted Budget	2011-13 Leg Approved Budget	2013-15 Agency Request Budget	2013-15 Governor's Budget	2013-15 Leg Adopted Budget
3010 Other Funds Cap Improvement	(215,816)	(208,406)	(208,406)	(213,408)	(213,408)	-
3400 Other Funds Ltd	(279,568,001)	(301,138,522)	(301,138,522)	(329,955,801)	(328,966,320)	-
8800 General Fund Revenue	(198,570,000)	(217,341,170)	(217,341,170)	(238,551,060)	(239,540,540)	-
TOTAL TRANSFERS OUT	(\$478,353,817)	(\$518,688,098)	(\$518,688,098)	(\$568,720,269)	(\$568,720,268)	-
AVAILABLE REVENUES						
3400 Other Funds Ltd	1,500,000	1,500,000	1,500,000	1,500,000	1,500,001	-
TOTAL AVAILABLE REVENUES	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,001	-
ENDING BALANCE						
3400 Other Funds Ltd	1,500,000	1,500,000	1,500,000	1,500,000	1,500,001	-
TOTAL ENDING BALANCE	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,001	-

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	14,423	14,397	(26)	(0.18%)
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REVENUE CATEGORIES

3400 Other Funds Ltd	14,423	14,397	(26)	(0.18%)
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TOTAL REVENUE CATEGORIES	\$14,423	\$14,397	(\$26)	(0.18%)
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AVAILABLE REVENUES

3400 Other Funds Ltd	14,423	14,397	(26)	(0.18%)
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TOTAL AVAILABLE REVENUES	\$14,423	\$14,397	(\$26)	(0.18%)
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3160 Temporary Appointments

3400 Other Funds Ltd	742	742	0	0.00%
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3170 Overtime Payments

3400 Other Funds Ltd	3,332	3,332	0	0.00%
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3180 Shift Differential

3400 Other Funds Ltd	60	60	0	0.00%
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Oregon Liquor Control Comm

Agency Number: 84500

Package Comparison Report - Detail
 2013-15 Biennium
 Distilled Spirits Program

Cross Reference Number: 84500-001-00-00-00000
 Package: Non-PICS Psnl Svc / Vacancy Factor
 Pkg Group: ESS Pkg Type: 010 Pkg Number: 010

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3190 All Other Differential				
3400 Other Funds Ltd	183	183	0	0.00%
SALARIES & WAGES				
3400 Other Funds Ltd	4,317	4,317	0	0.00%
TOTAL SALARIES & WAGES	\$4,317	\$4,317	\$0	0.00%
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	763	738	(25)	(3.28%)
3221 Pension Obligation Bond				
3400 Other Funds Ltd	38,270	38,270	0	0.00%
3230 Social Security Taxes				
3400 Other Funds Ltd	331	331	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	1,686	1,686	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	41,050	41,025	(25)	(0.06%)
TOTAL OTHER PAYROLL EXPENSES	\$41,050	\$41,025	(\$25)	(0.06%)
P.S. BUDGET ADJUSTMENTS				
3465 Vacancy Savings				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(30,944)	(30,944)	0	0.00%
3465 Reconciliation Adjustment				
3400 Other Funds Ltd	-	(1)	(1)	100.00%
P.S. BUDGET ADJUSTMENTS				
3400 Other Funds Ltd	(30,944)	(30,945)	(1)	(0.00%)
TOTAL P.S. BUDGET ADJUSTMENTS	(\$30,944)	(\$30,945)	(\$1)	(0.00%)
PERSONAL SERVICES				
3400 Other Funds Ltd	14,423	14,397	(26)	(0.18%)
TOTAL PERSONAL SERVICES	\$14,423	\$14,397	(\$26)	(0.18%)
EXPENDITURES				
3400 Other Funds Ltd	14,423	14,397	(26)	(0.18%)
TOTAL EXPENDITURES	\$14,423	\$14,397	(\$26)	(0.18%)
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	110,186	103,408	(6,778)	(6.15%)
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REVENUE CATEGORIES

3400 Other Funds Ltd	110,186	103,408	(6,778)	(6.15%)
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TOTAL REVENUE CATEGORIES	\$110,186	\$103,408	(\$6,778)	(6.15%)
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AVAILABLE REVENUES

3400 Other Funds Ltd	110,186	103,408	(6,778)	(6.15%)
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TOTAL AVAILABLE REVENUES	\$110,186	\$103,408	(\$6,778)	(6.15%)
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EXPENDITURES

SERVICES & SUPPLIES

4100 Instate Travel

3400 Other Funds Ltd	1,240	1,240	0	0.00%
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4125 Out of State Travel

3400 Other Funds Ltd	114	114	0	0.00%
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4150 Employee Training

3400 Other Funds Ltd	87	87	0	0.00%
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4175 Office Expenses

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	214,287	214,287	0	0.00%
4200 Telecommunications				
3400 Other Funds Ltd	1,339	1,339	0	0.00%
4225 State Gov. Service Charges				
3400 Other Funds Ltd	(131,947)	(131,947)	0	0.00%
4250 Data Processing				
3400 Other Funds Ltd	3,268	(3,510)	(6,778)	(207.41%)
4275 Publicity and Publications				
3400 Other Funds Ltd	736	736	0	0.00%
4300 Professional Services				
3400 Other Funds Ltd	915	915	0	0.00%
4315 IT Professional Services				
3400 Other Funds Ltd	663	663	0	0.00%
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	201	201	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	55	55	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	12,947	12,947	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4450 Fuels and Utilities				
3400 Other Funds Ltd	1,508	1,508	0	0.00%
4475 Facilities Maintenance				
3400 Other Funds Ltd	649	649	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	2,877	2,877	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	199	199	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	183	183	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	109,321	102,543	(6,778)	(6.20%)
TOTAL SERVICES & SUPPLIES	\$109,321	\$102,543	(\$6,778)	(6.20%)
CAPITAL OUTLAY				
5350 Industrial and Heavy Equipment				
3400 Other Funds Ltd	521	521	0	0.00%
5600 Data Processing Hardware				
3400 Other Funds Ltd	344	344	0	0.00%
CAPITAL OUTLAY				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	865	865	0	0.00%
TOTAL CAPITAL OUTLAY	\$865	\$865	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	110,186	103,408	(6,778)	(6.15%)
TOTAL EXPENDITURES	\$110,186	\$103,408	(\$6,778)	(6.15%)
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Oregon Liquor Control Comm

Agency Number: 84500

Package Comparison Report - Detail
 2013-15 Biennium
 Distilled Spirits Program

Cross Reference Number: 84500-001-00-00-00000
 Package: Above Standard Inflation
 Pkg Group: ESS Pkg Type: 030 Pkg Number: 032

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	1,385,274	1,385,274	0	0.00%
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REVENUE CATEGORIES

3400 Other Funds Ltd	1,385,274	1,385,274	0	0.00%
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TOTAL REVENUE CATEGORIES

	\$1,385,274	\$1,385,274	\$0	0.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	1,385,274	1,385,274	0	0.00%
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TOTAL AVAILABLE REVENUES

	\$1,385,274	\$1,385,274	\$0	0.00%
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EXPENDITURES

SERVICES & SUPPLIES

4175 Office Expenses

3400 Other Funds Ltd	1,385,274	1,385,274	0	0.00%
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SERVICES & SUPPLIES

3400 Other Funds Ltd	1,385,274	1,385,274	0	0.00%
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TOTAL SERVICES & SUPPLIES

	\$1,385,274	\$1,385,274	\$0	0.00%
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EXPENDITURES

3400 Other Funds Ltd	1,385,274	1,385,274	0	0.00%
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Oregon Liquor Control Comm

Agency Number: 84500

Package Comparison Report - Detail
 2013-15 Biennium
 Distilled Spirits Program

Cross Reference Number: 84500-001-00-00-00000
 Package: Above Standard Inflation
 Pkg Group: ESS Pkg Type: 030 Pkg Number: 032

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	\$1,385,274	\$1,385,274	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

EXPENDITURES

SERVICES & SUPPLIES

4250 Data Processing

3400 Other Funds Ltd	20,000	20,000	0	0.00%
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4315 IT Professional Services

3400 Other Funds Ltd	(10,896)	(10,896)	0	0.00%
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4425 Facilities Rental and Taxes

3400 Other Funds Ltd	(170,000)	(170,000)	0	0.00%
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4450 Fuels and Utilities

3400 Other Funds Ltd	150,000	150,000	0	0.00%
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4715 IT Expendable Property

3400 Other Funds Ltd	10,896	10,896	0	0.00%
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SERVICES & SUPPLIES

3400 Other Funds Ltd	-	-	0	0.00%
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TOTAL SERVICES & SUPPLIES

-	-	\$0	0.00%
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EXPENDITURES

3400 Other Funds Ltd	-	-	0	0.00%
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TOTAL EXPENDITURES

-	-	\$0	0.00%
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ENDING BALANCE

Oregon Liquor Control Comm

Agency Number: 84500

Package Comparison Report - Detail
 2013-15 Biennium
 Distilled Spirits Program

Cross Reference Number: 84500-001-00-00-00000
 Package: Technical Adjustments
 Pkg Group: ESS Pkg Type: 060 Pkg Number: 060

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

SALES INCOME

0710 Liquor Sales

3400 Other Funds Ltd	-	32,137,194	32,137,194	100.00%
8800 General Fund Revenue	-	11,188,806	11,188,806	100.00%
All Funds	-	43,326,000	43,326,000	100.00%

COST OF GOODS SOLD

0755 Liquor Cost of Goods Sold

3400 Other Funds Ltd	-	(22,704,100)	(22,704,100)	100.00%
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0760 Cost of Goods Sold

3400 Other Funds Ltd	-	(641,890)	(641,890)	100.00%
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COST OF GOODS SOLD

3400 Other Funds Ltd	-	(23,345,990)	(23,345,990)	100.00%
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TOTAL COST OF GOODS SOLD

	-	(\$23,345,990)	(\$23,345,990)	100.00%
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REVENUE CATEGORIES

3400 Other Funds Ltd	-	8,791,204	8,791,204	100.00%
8800 General Fund Revenue	-	11,188,806	11,188,806	100.00%

TOTAL REVENUE CATEGORIES

	-	\$19,980,010	\$19,980,010	100.00%
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TRANSFERS OUT

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
2060 Transfer to General Fund				
8800 General Fund Revenue	-	(11,188,806)	(11,188,806)	100.00%
2070 Transfer to Cities				
3400 Other Funds Ltd	-	(3,996,002)	(3,996,002)	100.00%
2080 Transfer to Counties				
3400 Other Funds Ltd	-	(1,998,001)	(1,998,001)	100.00%
2107 Tsfr To Administrative Svcs				
3400 Other Funds Ltd	-	(2,797,201)	(2,797,201)	100.00%
TRANSFERS OUT				
3400 Other Funds Ltd	-	(8,791,204)	(8,791,204)	100.00%
8800 General Fund Revenue	-	(11,188,806)	(11,188,806)	100.00%
TOTAL TRANSFERS OUT	-	(\$19,980,010)	(\$19,980,010)	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	-	-	0	0.00%
8800 General Fund Revenue	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	-	-	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
8800 General Fund Revenue	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	(236,246)	(236,246)	100.00%
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REVENUE CATEGORIES

3400 Other Funds Ltd	-	(236,246)	(236,246)	100.00%
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TOTAL REVENUE CATEGORIES	-	(\$236,246)	(\$236,246)	100.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	(236,246)	(236,246)	100.00%
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TOTAL AVAILABLE REVENUES	-	(\$236,246)	(\$236,246)	100.00%
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EXPENDITURES

PERSONAL SERVICES

P.S. BUDGET ADJUSTMENTS

3470 Undistributed (P.S.)

3400 Other Funds Ltd	-	(109,081)	(109,081)	100.00%
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P.S. BUDGET ADJUSTMENTS

3400 Other Funds Ltd	-	(109,081)	(109,081)	100.00%
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TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$109,081)	(\$109,081)	100.00%
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PERSONAL SERVICES

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	(109,081)	(109,081)	100.00%
TOTAL PERSONAL SERVICES	-	(\$109,081)	(\$109,081)	100.00%
SERVICES & SUPPLIES				
4675 Undistributed (S.S.)				
3400 Other Funds Ltd	-	(126,756)	(126,756)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(126,756)	(126,756)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$126,756)	(\$126,756)	100.00%
CAPITAL OUTLAY				
5950 Undistributed (C.O.)				
3400 Other Funds Ltd	-	(409)	(409)	100.00%
CAPITAL OUTLAY				
3400 Other Funds Ltd	-	(409)	(409)	100.00%
TOTAL CAPITAL OUTLAY	-	(\$409)	(\$409)	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	(236,246)	(236,246)	100.00%
TOTAL EXPENDITURES	-	(\$236,246)	(\$236,246)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	-	(22,803)	(22,803)	100.00%
REVENUE CATEGORIES				
3400 Other Funds Ltd	-	(22,803)	(22,803)	100.00%
TOTAL REVENUE CATEGORIES	-	(\$22,803)	(\$22,803)	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	-	(22,803)	(22,803)	100.00%
TOTAL AVAILABLE REVENUES	-	(\$22,803)	(\$22,803)	100.00%
EXPENDITURES				
PERSONAL SERVICES				
P.S. BUDGET ADJUSTMENTS				
3991 PERS Policy Adjustment				
3400 Other Funds Ltd	-	(22,803)	(22,803)	100.00%
P.S. BUDGET ADJUSTMENTS				
3400 Other Funds Ltd	-	(22,803)	(22,803)	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$22,803)	(\$22,803)	100.00%
PERSONAL SERVICES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	(22,803)	(22,803)	100.00%
TOTAL PERSONAL SERVICES	-	(\$22,803)	(\$22,803)	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	(22,803)	(22,803)	100.00%
TOTAL EXPENDITURES	-	(\$22,803)	(\$22,803)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd - (182,659) (182,659) 100.00%

REVENUE CATEGORIES

3400 Other Funds Ltd - (182,659) (182,659) 100.00%

TOTAL REVENUE CATEGORIES - (\$182,659) (\$182,659) 100.00%

AVAILABLE REVENUES

3400 Other Funds Ltd - (182,659) (182,659) 100.00%

TOTAL AVAILABLE REVENUES - (\$182,659) (\$182,659) 100.00%

EXPENDITURES

PERSONAL SERVICES

P.S. BUDGET ADJUSTMENTS

3991 PERS Policy Adjustment

3400 Other Funds Ltd - (182,659) (182,659) 100.00%

P.S. BUDGET ADJUSTMENTS

3400 Other Funds Ltd - (182,659) (182,659) 100.00%

TOTAL P.S. BUDGET ADJUSTMENTS - (\$182,659) (\$182,659) 100.00%

PERSONAL SERVICES

Oregon Liquor Control Comm

Agency Number: 84500

Package Comparison Report - Detail
 2013-15 Biennium
 Distilled Spirits Program

Cross Reference Number: 84500-001-00-00-00000
 Package: Other PERS Adjustments
 Pkg Group: POL Pkg Type: 090 Pkg Number: 093

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	(182,659)	(182,659)	100.00%
TOTAL PERSONAL SERVICES	-	(\$182,659)	(\$182,659)	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	(182,659)	(182,659)	100.00%
TOTAL EXPENDITURES	-	(\$182,659)	(\$182,659)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3200 Other Funds Non-Ltd	10,367,700	-	(10,367,700)	(100.00%)
3400 Other Funds Ltd	(10,367,700)	-	10,367,700	100.00%
All Funds	-	-	0	0.00%

REVENUE CATEGORIES

3200 Other Funds Non-Ltd	10,367,700	-	(10,367,700)	(100.00%)
3400 Other Funds Ltd	(10,367,700)	-	10,367,700	100.00%

TOTAL REVENUE CATEGORIES	-	-	\$0	0.00%
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AVAILABLE REVENUES

3200 Other Funds Non-Ltd	10,367,700	-	(10,367,700)	(100.00%)
3400 Other Funds Ltd	(10,367,700)	-	10,367,700	100.00%

TOTAL AVAILABLE REVENUES	-	-	\$0	0.00%
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EXPENDITURES

SERVICES & SUPPLIES

4175 Office Expenses

3200 Other Funds Non-Ltd	10,367,700	-	(10,367,700)	(100.00%)
3400 Other Funds Ltd	(10,367,700)	-	10,367,700	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	-	-	0	0.00%
SERVICES & SUPPLIES				
3200 Other Funds Non-Ltd	10,367,700	-	(10,367,700)	(100.00%)
3400 Other Funds Ltd	(10,367,700)	-	10,367,700	100.00%
TOTAL SERVICES & SUPPLIES	-	-	\$0	0.00%
EXPENDITURES				
3200 Other Funds Non-Ltd	10,367,700	-	(10,367,700)	(100.00%)
3400 Other Funds Ltd	(10,367,700)	-	10,367,700	100.00%
TOTAL EXPENDITURES	-	-	\$0	0.00%
ENDING BALANCE				
3200 Other Funds Non-Ltd	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

SALES INCOME

0710 Liquor Sales

3400 Other Funds Ltd	34,283,843	-	(34,283,843)	(100.00%)
8800 General Fund Revenue	9,042,157	-	(9,042,157)	(100.00%)
All Funds	43,326,000	-	(43,326,000)	(100.00%)

COST OF GOODS SOLD

0755 Liquor Cost of Goods Sold

3400 Other Funds Ltd	(22,704,100)	-	22,704,100	100.00%
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0760 Cost of Goods Sold

3400 Other Funds Ltd	(641,890)	-	641,890	100.00%
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COST OF GOODS SOLD

3400 Other Funds Ltd	(23,345,990)	-	23,345,990	100.00%
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TOTAL COST OF GOODS SOLD

	(\$23,345,990)	-	\$23,345,990	100.00%
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REVENUE CATEGORIES

3400 Other Funds Ltd	10,937,853	-	(10,937,853)	(100.00%)
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8800 General Fund Revenue	9,042,157	-	(9,042,157)	(100.00%)
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TOTAL REVENUE CATEGORIES

	\$19,980,010	-	(\$19,980,010)	(100.00%)
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TRANSFERS OUT

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
2060 Transfer to General Fund				
8800 General Fund Revenue	(9,042,157)	-	9,042,157	100.00%
2070 Transfer to Cities				
3400 Other Funds Ltd	(2,716,381)	-	2,716,381	100.00%
2080 Transfer to Counties				
3400 Other Funds Ltd	(1,358,190)	-	1,358,190	100.00%
2107 Tsfr To Administrative Svcs				
3400 Other Funds Ltd	(1,901,467)	-	1,901,467	100.00%
TRANSFERS OUT				
3400 Other Funds Ltd	(5,976,038)	-	5,976,038	100.00%
8800 General Fund Revenue	(9,042,157)	-	9,042,157	100.00%
TOTAL TRANSFERS OUT	(\$15,018,195)	-	\$15,018,195	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	4,961,815	-	(4,961,815)	(100.00%)
8800 General Fund Revenue	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	\$4,961,815	-	(\$4,961,815)	(100.00%)

EXPENDITURES

SERVICES & SUPPLIES

4175 Office Expenses

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	481,300	-	(481,300)	(100.00%)
4575 Agency Program Related S and S				
3400 Other Funds Ltd	20,000	-	(20,000)	(100.00%)
4715 IT Expendable Property				
3400 Other Funds Ltd	70,000	-	(70,000)	(100.00%)
SERVICES & SUPPLIES				
3400 Other Funds Ltd	571,300	-	(571,300)	(100.00%)
TOTAL SERVICES & SUPPLIES	\$571,300	-	(\$571,300)	(100.00%)
CAPITAL OUTLAY				
5200 Technical Equipment				
3400 Other Funds Ltd	143,000	-	(143,000)	(100.00%)
5350 Industrial and Heavy Equipment				
3400 Other Funds Ltd	45,000	-	(45,000)	(100.00%)
5550 Data Processing Software				
3400 Other Funds Ltd	202,000	-	(202,000)	(100.00%)
5700 Building Structures				
3400 Other Funds Ltd	4,000,515	-	(4,000,515)	(100.00%)
CAPITAL OUTLAY				
3400 Other Funds Ltd	4,390,515	-	(4,390,515)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL CAPITAL OUTLAY	\$4,390,515	-	(\$4,390,515)	(100.00%)
EXPENDITURES				
3400 Other Funds Ltd	4,961,815	-	(4,961,815)	(100.00%)
TOTAL EXPENDITURES	\$4,961,815	-	(\$4,961,815)	(100.00%)
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
8800 General Fund Revenue	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
SALES INCOME				
0710 Liquor Sales				
3400 Other Funds Ltd	560,000	560,000	0	0.00%
8800 General Fund Revenue	(560,000)	(560,000)	0	0.00%
All Funds	-	-	0	0.00%
REVENUE CATEGORIES				
3400 Other Funds Ltd	560,000	560,000	0	0.00%
8800 General Fund Revenue	(560,000)	(560,000)	0	0.00%
TOTAL REVENUE CATEGORIES	-	-	\$0	0.00%

TRANSFERS OUT				
2060 Transfer to General Fund				
8800 General Fund Revenue	560,000	560,000	0	0.00%
2070 Transfer to Cities				
3400 Other Funds Ltd	200,000	200,000	0	0.00%
2080 Transfer to Counties				
3400 Other Funds Ltd	100,000	100,000	0	0.00%
2107 Tsfr To Administrative Svcs				
3400 Other Funds Ltd	140,000	140,000	0	0.00%

Oregon Liquor Control Comm

Agency Number: 84500

Package Comparison Report - Detail
 2013-15 Biennium
 Distilled Spirits Program

Cross Reference Number: 84500-001-00-00-00000
 Package: Agents Affirmative Apprenticeship Program
 Pkg Group: POL Pkg Type: POL Pkg Number: 104

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TRANSFERS OUT				
3400 Other Funds Ltd	440,000	440,000	0	0.00%
8800 General Fund Revenue	560,000	560,000	0	0.00%
TOTAL TRANSFERS OUT	\$1,000,000	\$1,000,000	\$0	0.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	1,000,000	1,000,000	0	0.00%
8800 General Fund Revenue	-	-	0	0.00%
TOTAL AVAILABLE REVENUES	\$1,000,000	\$1,000,000	\$0	0.00%
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
3400 Other Funds Ltd	1,000,000	1,000,000	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	1,000,000	1,000,000	0	0.00%
TOTAL SERVICES & SUPPLIES	\$1,000,000	\$1,000,000	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	1,000,000	1,000,000	0	0.00%
TOTAL EXPENDITURES	\$1,000,000	\$1,000,000	\$0	0.00%
ENDING BALANCE				

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OLCC SPECIAL REPORTS
Governors Balanced Budget
Budget Page -148

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	-	0	0.00%
8800 General Fund Revenue	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	(14,509)	(14,535)	(26)	(0.18%)
AVAILABLE REVENUES				
3400 Other Funds Ltd	(14,509)	(14,535)	(26)	(0.18%)
TOTAL AVAILABLE REVENUES	(\$14,509)	(\$14,535)	(\$26)	(0.18%)

EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3160 Temporary Appointments				
3400 Other Funds Ltd	455	455	0	0.00%
3170 Overtime Payments				
3400 Other Funds Ltd	1,549	1,549	0	0.00%
3180 Shift Differential				
3400 Other Funds Ltd	1,199	1,199	0	0.00%
3190 All Other Differential				
3400 Other Funds Ltd	904	904	0	0.00%
SALARIES & WAGES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	4,107	4,107	0	0.00%
TOTAL SALARIES & WAGES	\$4,107	\$4,107	\$0	0.00%
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	778	756	(22)	(2.83%)
3221 Pension Obligation Bond				
3400 Other Funds Ltd	(10,236)	(10,236)	0	0.00%
3230 Social Security Taxes				
3400 Other Funds Ltd	314	314	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	(480)	(480)	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	(9,624)	(9,646)	(22)	(0.23%)
TOTAL OTHER PAYROLL EXPENSES	(\$9,624)	(\$9,646)	(\$22)	(0.23%)
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(8,992)	(8,992)	0	0.00%
3465 Reconciliation Adjustment				
3400 Other Funds Ltd	-	(4)	(4)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
P.S. BUDGET ADJUSTMENTS				
3400 Other Funds Ltd	(8,992)	(8,996)	(4)	(0.04%)
TOTAL P.S. BUDGET ADJUSTMENTS	(\$8,992)	(\$8,996)	(\$4)	(0.04%)
PERSONAL SERVICES				
3400 Other Funds Ltd	(14,509)	(14,535)	(26)	(0.18%)
TOTAL PERSONAL SERVICES	(\$14,509)	(\$14,535)	(\$26)	(0.18%)
EXPENDITURES				
3400 Other Funds Ltd	(14,509)	(14,535)	(26)	(0.18%)
TOTAL EXPENDITURES	(\$14,509)	(\$14,535)	(\$26)	(0.18%)
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	(14,450)	(14,450)	0	0.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	(14,450)	(14,450)	0	0.00%
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TOTAL AVAILABLE REVENUES	(\$14,450)	(\$14,450)	\$0	0.00%
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EXPENDITURES

SERVICES & SUPPLIES

4175 Office Expenses

3400 Other Funds Ltd	(9,000)	(9,000)	0	0.00%
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4200 Telecommunications

3400 Other Funds Ltd	(450)	(450)	0	0.00%
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4315 IT Professional Services

3400 Other Funds Ltd	(5,000)	(5,000)	0	0.00%
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SERVICES & SUPPLIES

3400 Other Funds Ltd	(14,450)	(14,450)	0	0.00%
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TOTAL SERVICES & SUPPLIES	(\$14,450)	(\$14,450)	\$0	0.00%
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EXPENDITURES

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(14,450)	(14,450)	0	0.00%
TOTAL EXPENDITURES	(\$14,450)	(\$14,450)	\$0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Oregon Liquor Control Comm

Agency Number: 84500

Package Comparison Report - Detail
 2013-15 Biennium
 Public Safety Services Program

Cross Reference Number: 84500-002-00-00-00000
 Package: Standard Inflation
 Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	(115,319)	(124,044)	(8,725)	(7.57%)
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AVAILABLE REVENUES

3400 Other Funds Ltd	(115,319)	(124,044)	(8,725)	(7.57%)
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TOTAL AVAILABLE REVENUES	(\$115,319)	(\$124,044)	(\$8,725)	(7.57%)
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EXPENDITURES

SERVICES & SUPPLIES

4100 Instate Travel

3400 Other Funds Ltd	2,642	2,642	0	0.00%
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4125 Out of State Travel

3400 Other Funds Ltd	276	276	0	0.00%
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4150 Employee Training

3400 Other Funds Ltd	545	545	0	0.00%
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4175 Office Expenses

3400 Other Funds Ltd	6,302	6,302	0	0.00%
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4200 Telecommunications

3400 Other Funds Ltd	6,340	6,340	0	0.00%
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Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4225 State Gov. Service Charges				
3400 Other Funds Ltd	(170,735)	(170,735)	0	0.00%
4250 Data Processing				
3400 Other Funds Ltd	841	(7,884)	(8,725)	(1,037.46%)
4275 Publicity and Publications				
3400 Other Funds Ltd	1,328	1,328	0	0.00%
4300 Professional Services				
3400 Other Funds Ltd	7,577	7,577	0	0.00%
4315 IT Professional Services				
3400 Other Funds Ltd	1,793	1,793	0	0.00%
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	189	189	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	156	156	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	24,711	24,711	0	0.00%
4450 Fuels and Utilities				
3400 Other Funds Ltd	490	490	0	0.00%
4475 Facilities Maintenance				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	393	393	0	0.00%
4675 Agency Program Related S and S				
3400 Other Funds Ltd	905	905	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	253	253	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	675	675	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(115,319)	(124,044)	(8,725)	(7.57%)
TOTAL SERVICES & SUPPLIES	(\$115,319)	(\$124,044)	(\$8,725)	(7.57%)
EXPENDITURES				
3400 Other Funds Ltd	(115,319)	(124,044)	(8,725)	(7.57%)
TOTAL EXPENDITURES	(\$115,319)	(\$124,044)	(\$8,725)	(7.57%)
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	(701,333)	(701,327)	6	0.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	(701,333)	(701,327)	6	0.00%
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TOTAL AVAILABLE REVENUES	(\$701,333)	(\$701,327)	\$6	0.00%
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3160 Temporary Appointments

3400 Other Funds Ltd	(3,049)	(3,049)	0	0.00%
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3170 Overtime Payments

3400 Other Funds Ltd	(782)	(782)	0	0.00%
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3180 Shift Differential

3400 Other Funds Ltd	(127)	(127)	0	0.00%
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SALARIES & WAGES

3400 Other Funds Ltd	(3,958)	(3,958)	0	0.00%
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TOTAL SALARIES & WAGES	(\$3,958)	(\$3,958)	\$0	0.00%
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Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	(194)	(188)	6	3.09%
3230 Social Security Taxes				
3400 Other Funds Ltd	(303)	(303)	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	(7,054)	(7,054)	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	(7,551)	(7,545)	6	0.08%
TOTAL OTHER PAYROLL EXPENSES	(\$7,551)	(\$7,545)	\$6	0.08%
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	4,330	4,330	0	0.00%
P.S. BUDGET ADJUSTMENTS				
3400 Other Funds Ltd	4,330	4,330	0	0.00%
TOTAL P.S. BUDGET ADJUSTMENTS	\$4,330	\$4,330	\$0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	(7,179)	(7,173)	6	0.08%
TOTAL PERSONAL SERVICES	(\$7,179)	(\$7,173)	\$6	0.08%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	(5,429)	(5,429)	0	0.00%
4125 Out of State Travel				
3400 Other Funds Ltd	(1,308)	(1,308)	0	0.00%
4150 Employee Training				
3400 Other Funds Ltd	(5,418)	(5,418)	0	0.00%
4175 Office Expenses				
3400 Other Funds Ltd	(27,913)	(27,913)	0	0.00%
4200 Telecommunications				
3400 Other Funds Ltd	(15,250)	(15,250)	0	0.00%
4225 State Gov. Service Charges				
3400 Other Funds Ltd	(16,015)	(16,015)	0	0.00%
4250 Data Processing				
3400 Other Funds Ltd	(4,535)	(4,535)	0	0.00%
4275 Publicity and Publications				
3400 Other Funds Ltd	(402)	(402)	0	0.00%
4300 Professional Services				
3400 Other Funds Ltd	(601,343)	(601,343)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	(525)	(525)	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	(3,722)	(3,722)	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	(757)	(757)	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	(1,044)	(1,044)	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	(10,493)	(10,493)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(694,154)	(694,154)	0	0.00%
TOTAL SERVICES & SUPPLIES	(\$694,154)	(\$694,154)	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	(701,333)	(701,327)	6	0.00%
TOTAL EXPENDITURES	(\$701,333)	(\$701,327)	\$6	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	1,102	1,102	100.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	1,102	1,102	100.00%
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TOTAL AVAILABLE REVENUES	-	\$1,102	\$1,102	100.00%
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EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3110 Class/Unclass Sal. and Per Diem

3400 Other Funds Ltd	(154,440)	(154,440)	0	0.00%
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SALARIES & WAGES

3400 Other Funds Ltd	(154,440)	(154,440)	0	0.00%
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TOTAL SALARIES & WAGES	(\$154,440)	(\$154,440)	\$0	0.00%
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OTHER PAYROLL EXPENSES

3210 Empl. Rel. Bd. Assessments

3400 Other Funds Ltd	(40)	(40)	0	0.00%
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3220 Public Employees Retire Cont

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(32,942)	(31,969)	973	2.95%
3230 Social Security Taxes				
3400 Other Funds Ltd	(11,815)	(11,815)	0	0.00%
3250 Workers Comp. Assess. (WCD)				
3400 Other Funds Ltd	(59)	(59)	0	0.00%
3270 Flexible Benefits				
3400 Other Funds Ltd	(30,528)	(30,528)	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	(75,384)	(74,411)	973	1.29%
TOTAL OTHER PAYROLL EXPENSES	(\$75,384)	(\$74,411)	\$973	1.29%
P.S. BUDGET ADJUSTMENTS				
3465 Reconciliation Adjustment				
3400 Other Funds Ltd	-	129	129	100.00%
P.S. BUDGET ADJUSTMENTS				
3400 Other Funds Ltd	-	129	129	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	-	\$129	\$129	100.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	(229,824)	(228,722)	1,102	0.48%
TOTAL PERSONAL SERVICES	(\$229,824)	(\$228,722)	\$1,102	0.48%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
3400 Other Funds Ltd	(229,824)	(228,722)	1,102	0.48%
TOTAL EXPENDITURES	(\$229,824)	(\$228,722)	\$1,102	0.48%
ENDING BALANCE				
3400 Other Funds Ltd	229,824	229,824	0	0.00%
TOTAL ENDING BALANCE	\$229,824	\$229,824	\$0	0.00%
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	(1)	(1)	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	(1.00)	(1.00)	0.00	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	(197,757)	(197,757)	100.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	(197,757)	(197,757)	100.00%
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TOTAL AVAILABLE REVENUES	-	(\$197,757)	(\$197,757)	100.00%
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EXPENDITURES

PERSONAL SERVICES

P.S. BUDGET ADJUSTMENTS

3470 Undistributed (P.S.)

3400 Other Funds Ltd	-	(180,538)	(180,538)	100.00%
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P.S. BUDGET ADJUSTMENTS

3400 Other Funds Ltd	-	(180,538)	(180,538)	100.00%
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TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$180,538)	(\$180,538)	100.00%
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PERSONAL SERVICES

3400 Other Funds Ltd	-	(180,538)	(180,538)	100.00%
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TOTAL PERSONAL SERVICES	-	(\$180,538)	(\$180,538)	100.00%
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SERVICES & SUPPLIES

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4675 Undistributed (S.S.)				
3400 Other Funds Ltd	-	(17,219)	(17,219)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(17,219)	(17,219)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$17,219)	(\$17,219)	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	(197,757)	(197,757)	100.00%
TOTAL EXPENDITURES	-	(\$197,757)	(\$197,757)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	(38,713)	(38,713)	100.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	(38,713)	(38,713)	100.00%
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TOTAL AVAILABLE REVENUES	-	(\$38,713)	(\$38,713)	100.00%
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EXPENDITURES

PERSONAL SERVICES

P.S. BUDGET ADJUSTMENTS

3991 PERS Policy Adjustment

3400 Other Funds Ltd	-	(38,713)	(38,713)	100.00%
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P.S. BUDGET ADJUSTMENTS

3400 Other Funds Ltd	-	(38,713)	(38,713)	100.00%
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TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$38,713)	(\$38,713)	100.00%
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PERSONAL SERVICES

3400 Other Funds Ltd	-	(38,713)	(38,713)	100.00%
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TOTAL PERSONAL SERVICES	-	(\$38,713)	(\$38,713)	100.00%
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EXPENDITURES

Oregon Liquor Control Comm

Agency Number: 84500

Package Comparison Report - Detail
 2013-15 Biennium
 Public Safety Services Program

Cross Reference Number: 84500-002-00-00-00000
 Package: PERS Taxation Policy
 Pkg Group: POL Pkg Type: 090 Pkg Number: 092

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	(38,713)	(38,713)	100.00%
TOTAL EXPENDITURES	-	(\$38,713)	(\$38,713)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	(310,104)	(310,104)	100.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	(310,104)	(310,104)	100.00%
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TOTAL AVAILABLE REVENUES	-	(\$310,104)	(\$310,104)	100.00%
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EXPENDITURES

PERSONAL SERVICES

P.S. BUDGET ADJUSTMENTS

3991 PERS Policy Adjustment

3400 Other Funds Ltd	-	(310,104)	(310,104)	100.00%
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P.S. BUDGET ADJUSTMENTS

3400 Other Funds Ltd	-	(310,104)	(310,104)	100.00%
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TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$310,104)	(\$310,104)	100.00%
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PERSONAL SERVICES

3400 Other Funds Ltd	-	(310,104)	(310,104)	100.00%
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TOTAL PERSONAL SERVICES	-	(\$310,104)	(\$310,104)	100.00%
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EXPENDITURES

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	(310,104)	(310,104)	100.00%
TOTAL EXPENDITURES	-	(\$310,104)	(\$310,104)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	99,239	99,230	(9)	(0.01%)
AVAILABLE REVENUES				
3400 Other Funds Ltd	99,239	99,230	(9)	(0.01%)
TOTAL AVAILABLE REVENUES	\$99,239	\$99,230	(\$9)	(0.01%)

EXPENDITURES

PERSONAL SERVICES

SALARIES & WAGES

3160 Temporary Appointments

3400 Other Funds Ltd 137 137 0 0.00%

3170 Overtime Payments

3400 Other Funds Ltd 686 686 0 0.00%

3180 Shift Differential

3400 Other Funds Ltd 45 45 0 0.00%

3190 All Other Differential

3400 Other Funds Ltd 491 491 0 0.00%

SALARIES & WAGES

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	1,359	1,359	0	0.00%
TOTAL SALARIES & WAGES	\$1,359	\$1,359	\$0	0.00%
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	260	253	(7)	(2.69%)
3221 Pension Obligation Bond				
3400 Other Funds Ltd	93,465	93,465	0	0.00%
3230 Social Security Taxes				
3400 Other Funds Ltd	103	103	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	9,868	9,868	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	103,696	103,689	(7)	(0.01%)
TOTAL OTHER PAYROLL EXPENSES	\$103,696	\$103,689	(\$7)	(0.01%)
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(5,816)	(5,816)	0	0.00%
3465 Reconciliation Adjustment				
3400 Other Funds Ltd	-	(2)	(2)	100.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
P.S. BUDGET ADJUSTMENTS				
3400 Other Funds Ltd	(5,816)	(5,818)	(2)	(0.03%)
TOTAL P.S. BUDGET ADJUSTMENTS	(\$5,816)	(\$5,818)	(\$2)	(0.03%)
PERSONAL SERVICES				
3400 Other Funds Ltd	99,239	99,230	(9)	(0.01%)
TOTAL PERSONAL SERVICES	\$99,239	\$99,230	(\$9)	(0.01%)
EXPENDITURES				
3400 Other Funds Ltd	99,239	99,230	(9)	(0.01%)
TOTAL EXPENDITURES	\$99,239	\$99,230	(\$9)	(0.01%)
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	88,298	(961)	(89,259)	(101.09%)
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AVAILABLE REVENUES

3400 Other Funds Ltd	88,298	(961)	(89,259)	(101.09%)
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TOTAL AVAILABLE REVENUES	\$88,298	(\$961)	(\$89,259)	(101.09%)
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EXPENDITURES

SERVICES & SUPPLIES

4100 Instate Travel

3400 Other Funds Ltd	2,176	2,176	0	0.00%
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4125 Out of State Travel

3400 Other Funds Ltd	610	610	0	0.00%
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4150 Employee Training

3400 Other Funds Ltd	1,413	1,413	0	0.00%
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4175 Office Expenses

3400 Other Funds Ltd	4,607	4,607	0	0.00%
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4200 Telecommunications

3400 Other Funds Ltd	3,476	(26,400)	(29,876)	(859.49%)
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Oregon Liquor Control Comm

Agency Number: 84500

Package Comparison Report - Detail
 2013-15 Biennium
 Administration and Support

Cross Reference Number: 84500-003-00-00-00000
 Package: Standard Inflation
 Pkg Group: ESS Pkg Type: 030 Pkg Number: 031

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4225 State Gov. Service Charges				
3400 Other Funds Ltd	(19,669)	(33,128)	(13,459)	(68.43%)
4250 Data Processing				
3400 Other Funds Ltd	10,173	5,596	(4,577)	(44.99%)
4275 Publicity and Publications				
3400 Other Funds Ltd	246	246	0	0.00%
4300 Professional Services				
3400 Other Funds Ltd	1,986	(39,361)	(41,347)	(2,081.92%)
4315 IT Professional Services				
3400 Other Funds Ltd	2,240	2,240	0	0.00%
4325 Attorney General				
3400 Other Funds Ltd	51,306	51,306	0	0.00%
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	263	263	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	285	285	0	0.00%
4425 Facilities Rental and Taxes				
3400 Other Funds Ltd	59	59	0	0.00%
4450 Fuels and Utilities				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	7,696	7,696	0	0.00%
4475 Facilities Maintenance				
3400 Other Funds Ltd	4,756	4,756	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	295	295	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	3,920	3,920	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	9,477	9,477	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	85,315	(3,944)	(89,259)	(104.62%)
TOTAL SERVICES & SUPPLIES	\$85,315	(\$3,944)	(\$89,259)	(104.62%)
CAPITAL OUTLAY				
5400 Automotive and Aircraft				
3400 Other Funds Ltd	2,983	2,983	0	0.00%
CAPITAL OUTLAY				
3400 Other Funds Ltd	2,983	2,983	0	0.00%
TOTAL CAPITAL OUTLAY	\$2,983	\$2,983	\$0	0.00%

EXPENDITURES

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	88,298	(961)	(89,259)	(101.09%)
TOTAL EXPENDITURES	\$88,298	(\$961)	(\$89,259)	(101.09%)
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	701,333	701,327	(6)	(0.00%)
AVAILABLE REVENUES				
3400 Other Funds Ltd	701,333	701,327	(6)	(0.00%)
TOTAL AVAILABLE REVENUES	\$701,333	\$701,327	(\$6)	(0.00%)
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3160 Temporary Appointments				
3400 Other Funds Ltd	3,049	3,049	0	0.00%
3170 Overtime Payments				
3400 Other Funds Ltd	782	782	0	0.00%
3180 Shift Differential				
3400 Other Funds Ltd	127	127	0	0.00%
SALARIES & WAGES				
3400 Other Funds Ltd	3,958	3,958	0	0.00%
TOTAL SALARIES & WAGES	\$3,958	\$3,958	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	194	188	(6)	(3.09%)
3230 Social Security Taxes				
3400 Other Funds Ltd	303	303	0	0.00%
3260 Mass Translt Tax				
3400 Other Funds Ltd	7,054	7,054	0	0.00%
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	7,551	7,545	(6)	(0.08%)
TOTAL OTHER PAYROLL EXPENSES	\$7,551	\$7,545	(\$6)	(0.08%)
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	(4,330)	(4,330)	0	0.00%
P.S. BUDGET ADJUSTMENTS				
3400 Other Funds Ltd	(4,330)	(4,330)	0	0.00%
TOTAL P.S. BUDGET ADJUSTMENTS	(\$4,330)	(\$4,330)	\$0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	7,179	7,173	(6)	(0.08%)
TOTAL PERSONAL SERVICES	\$7,179	\$7,173	(\$6)	(0.08%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

SERVICES & SUPPLIES

4100 Instate Travel

3400 Other Funds Ltd 5,429 5,429 0 0.00%

4125 Out of State Travel

3400 Other Funds Ltd 1,308 1,308 0 0.00%

4150 Employee Training

3400 Other Funds Ltd 5,418 5,418 0 0.00%

4175 Office Expenses

3400 Other Funds Ltd 27,913 27,913 0 0.00%

4200 Telecommunications

3400 Other Funds Ltd 15,250 15,250 0 0.00%

4225 State Gov. Service Charges

3400 Other Funds Ltd 16,015 16,015 0 0.00%

4250 Data Processing

3400 Other Funds Ltd 104,535 104,535 0 0.00%

4275 Publicity and Publications

3400 Other Funds Ltd 402 402 0 0.00%

4300 Professional Services

3400 Other Funds Ltd 376,343 376,343 0 0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4315 IT Professional Services				
3400 Other Funds Ltd	75,000	75,000	0	0.00%
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	525	525	0	0.00%
4400 Dues and Subscriptions				
3400 Other Funds Ltd	3,722	3,722	0	0.00%
4575 Agency Program Related S and S				
3400 Other Funds Ltd	757	757	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	1,044	1,044	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	60,493	60,493	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	694,154	694,154	0	0.00%
TOTAL SERVICES & SUPPLIES	\$694,154	\$694,154	\$0	0.00%
CAPITAL OUTLAY				
5200 Technical Equipment				
3400 Other Funds Ltd	16,308	16,308	0	0.00%
5400 Automotive and Aircraft				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(16,308)	(16,308)	0	0.00%
CAPITAL OUTLAY				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL CAPITAL OUTLAY	-	-	\$0	0.00%
EXPENDITURES				
3400 Other Funds Ltd	701,333	701,327	(6)	(0.00%)
TOTAL EXPENDITURES	\$701,333	\$701,327	(\$6)	(0.00%)
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Oregon Liquor Control Comm

Agency Number: 84500

Package Comparison Report - Detail
 2013-15 Biennium
 Administration and Support

Cross Reference Number: 84500-003-00-00-00000
 Package: Statewide Administrative Savings
 Pkg Group: POL Pkg Type: 090 Pkg Number: 091

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	(200,826)	(200,826)	100.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	(200,826)	(200,826)	100.00%
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TOTAL AVAILABLE REVENUES	-	(\$200,826)	(\$200,826)	100.00%
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EXPENDITURES

PERSONAL SERVICES

P.S. BUDGET ADJUSTMENTS

3470 Undistributed (P.S.)

3400 Other Funds Ltd	-	(146,439)	(146,439)	100.00%
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P.S. BUDGET ADJUSTMENTS

3400 Other Funds Ltd	-	(146,439)	(146,439)	100.00%
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TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$146,439)	(\$146,439)	100.00%
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PERSONAL SERVICES

3400 Other Funds Ltd	-	(146,439)	(146,439)	100.00%
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TOTAL PERSONAL SERVICES	-	(\$146,439)	(\$146,439)	100.00%
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SERVICES & SUPPLIES

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4675 Undistributed (S.S.)				
3400 Other Funds Ltd	-	(52,979)	(52,979)	100.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	-	(52,979)	(52,979)	100.00%
TOTAL SERVICES & SUPPLIES	-	(\$52,979)	(\$52,979)	100.00%
CAPITAL OUTLAY				
5950 Undistributed (C.O.)				
3400 Other Funds Ltd	-	(1,408)	(1,408)	100.00%
CAPITAL OUTLAY				
3400 Other Funds Ltd	-	(1,408)	(1,408)	100.00%
TOTAL CAPITAL OUTLAY	-	(\$1,408)	(\$1,408)	100.00%
EXPENDITURES				
3400 Other Funds Ltd	-	(200,826)	(200,826)	100.00%
TOTAL EXPENDITURES	-	(\$200,826)	(\$200,826)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	(33,764)	(33,764)	100.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	(33,764)	(33,764)	100.00%
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TOTAL AVAILABLE REVENUES	-	(\$33,764)	(\$33,764)	100.00%
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EXPENDITURES

PERSONAL SERVICES

P.S. BUDGET ADJUSTMENTS

3991 PERS Policy Adjustment

3400 Other Funds Ltd	-	(33,764)	(33,764)	100.00%
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P.S. BUDGET ADJUSTMENTS

3400 Other Funds Ltd	-	(33,764)	(33,764)	100.00%
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TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$33,764)	(\$33,764)	100.00%
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PERSONAL SERVICES

3400 Other Funds Ltd	-	(33,764)	(33,764)	100.00%
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TOTAL PERSONAL SERVICES	-	(\$33,764)	(\$33,764)	100.00%
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EXPENDITURES

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	(33,764)	(33,764)	100.00%
TOTAL EXPENDITURES	-	(\$33,764)	(\$33,764)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3400 Other Funds Ltd	-	(270,461)	(270,461)	100.00%
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AVAILABLE REVENUES

3400 Other Funds Ltd	-	(270,461)	(270,461)	100.00%
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TOTAL AVAILABLE REVENUES	-	(\$270,461)	(\$270,461)	100.00%
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EXPENDITURES

PERSONAL SERVICES

P.S. BUDGET ADJUSTMENTS

3991 PERS Policy Adjustment

3400 Other Funds Ltd	-	(270,461)	(270,461)	100.00%
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P.S. BUDGET ADJUSTMENTS

3400 Other Funds Ltd	-	(270,461)	(270,461)	100.00%
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TOTAL P.S. BUDGET ADJUSTMENTS	-	(\$270,461)	(\$270,461)	100.00%
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PERSONAL SERVICES

3400 Other Funds Ltd	-	(270,461)	(270,461)	100.00%
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TOTAL PERSONAL SERVICES	-	(\$270,461)	(\$270,461)	100.00%
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EXPENDITURES

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	-	(270,461)	(270,461)	100.00%
TOTAL EXPENDITURES	-	(\$270,461)	(\$270,461)	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Package Comparison Report - Detail
 2013-15 Biennium
 Store Operating Expenses

Cross Reference Number: 84500-005-00-00-00000
 Package: Phase-out Pgm & One-time Costs
 Pkg Group: ESS Pkg Type: 020 Pkg Number: 022

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	(2,552,000)	(2,552,000)	0	0.00%
REVENUE CATEGORIES				
3400 Other Funds Ltd	(2,552,000)	(2,552,000)	0	0.00%
TOTAL REVENUE CATEGORIES	(\$2,552,000)	(\$2,552,000)	\$0	0.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	(2,552,000)	(2,552,000)	0	0.00%
TOTAL AVAILABLE REVENUES	(\$2,552,000)	(\$2,552,000)	\$0	0.00%
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
3400 Other Funds Ltd	(2,552,000)	(2,552,000)	0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	1,899,696	1,899,696	0	0.00%
REVENUE CATEGORIES				
3400 Other Funds Ltd	1,899,696	1,899,696	0	0.00%
TOTAL REVENUE CATEGORIES	\$1,899,696	\$1,899,696	\$0	0.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	1,899,696	1,899,696	0	0.00%
TOTAL AVAILABLE REVENUES	\$1,899,696	\$1,899,696	\$0	0.00%
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
3400 Other Funds Ltd	1,899,696	1,899,696	0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	9,882,304	9,882,304	0	0.00%
REVENUE CATEGORIES				
3400 Other Funds Ltd	9,882,304	9,882,304	0	0.00%
TOTAL REVENUE CATEGORIES	\$9,882,304	\$9,882,304	\$0	0.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	9,882,304	9,882,304	0	0.00%
TOTAL AVAILABLE REVENUES	\$9,882,304	\$9,882,304	\$0	0.00%
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
3400 Other Funds Ltd	9,882,304	9,882,304	0	0.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
SALES INCOME				
0710 Liquor Sales				
3400 Other Funds Ltd	-	4,222,000	4,222,000	100.00%
REVENUE CATEGORIES				
3400 Other Funds Ltd	-	4,222,000	4,222,000	100.00%
TOTAL REVENUE CATEGORIES	-	\$4,222,000	\$4,222,000	100.00%
AVAILABLE REVENUES				
3400 Other Funds Ltd	-	4,222,000	4,222,000	100.00%
TOTAL AVAILABLE REVENUES	-	\$4,222,000	\$4,222,000	100.00%
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
3400 Other Funds Ltd	-	4,222,000	4,222,000	100.00%
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3200 Other Funds Non-Ltd	90,936,000	-	(90,936,000)	(100.00%)
3400 Other Funds Ltd	(90,936,000)	-	90,936,000	100.00%
All Funds	-	-	0	0.00%

REVENUE CATEGORIES

3200 Other Funds Non-Ltd	90,936,000	-	(90,936,000)	(100.00%)
3400 Other Funds Ltd	(90,936,000)	-	90,936,000	100.00%

TOTAL REVENUE CATEGORIES	-	-	\$0	0.00%
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AVAILABLE REVENUES

3200 Other Funds Non-Ltd	90,936,000	-	(90,936,000)	(100.00%)
3400 Other Funds Ltd	(90,936,000)	-	90,936,000	100.00%

TOTAL AVAILABLE REVENUES	-	-	\$0	0.00%
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EXPENDITURES

SERVICES & SUPPLIES

4300 Professional Services

3200 Other Funds Non-Ltd	90,936,000	-	(90,936,000)	(100.00%)
3400 Other Funds Ltd	(90,936,000)	-	90,936,000	100.00%

Package Comparison Report - Detail
 2013-15 Biennium
 Store Operating Expenses

Cross Reference Number: 84500-005-00-00-00000
 Package: Respond to Variable Store Business Costs
 Pkg Group: POL Pkg Type: POL Pkg Number: 101

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	-	-	0	0.00%
ENDING BALANCE				
3200 Other Funds Non-Ltd	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
SALES INCOME				
0710 Liquor Sales				
3400 Other Funds Ltd	4,222,000	-	(4,222,000)	(100.00%)
REVENUE CATEGORIES				
3400 Other Funds Ltd	4,222,000	-	(4,222,000)	(100.00%)
TOTAL REVENUE CATEGORIES	\$4,222,000	-	(\$4,222,000)	(100.00%)
AVAILABLE REVENUES				
3400 Other Funds Ltd	4,222,000	-	(4,222,000)	(100.00%)
TOTAL AVAILABLE REVENUES	\$4,222,000	-	(\$4,222,000)	(100.00%)
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
3400 Other Funds Ltd	4,222,000	-	(4,222,000)	(100.00%)
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	-	-	\$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		

REVENUE CATEGORIES

TRANSFERS IN

1010 Transfer In - Intrafund

3010 Other Funds Cap Improvement	5,002	5,002	0	0.00%
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AVAILABLE REVENUES

3010 Other Funds Cap Improvement	5,002	5,002	0	0.00%
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TOTAL AVAILABLE REVENUES	\$5,002	\$5,002	\$0	0.00%
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EXPENDITURES

CAPITAL OUTLAY

5650 Land and Improvements

3010 Other Funds Cap Improvement	117	117	0	0.00%
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5700 Building Structures

3010 Other Funds Cap Improvement	4,885	4,885	0	0.00%
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CAPITAL OUTLAY

3010 Other Funds Cap Improvement	5,002	5,002	0	0.00%
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TOTAL CAPITAL OUTLAY	\$5,002	\$5,002	\$0	0.00%
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ENDING BALANCE

3010 Other Funds Cap Improvement	-	-	0	0.00%
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TOTAL ENDING BALANCE	-	-	\$0	0.00%
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REPORT: SUMMARY LIST BY PKG BY SUMMARY XREF

2013-15

PROD-FILE

AGENCY:84500 LIQUOR CONTROL COMMISSION

PICS SYSTEM: BUDGET PREPARATION

SUMMARY XREF:001-00-00 000 Distilled Spirits Pr

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C0107	AA ADMINISTRATIVE SPECIALIST 1	4	4.00	96.00	3,204.00		307,584			307,584
000	AL	C0108	AA ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	2,897.00		69,528			69,528
000	AL	C0861	AA PROGRAM ANALYST 2	6	6.00	144.00	5,087.33		732,576			732,576
000	AL	C0871	AA OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	5,604.00		134,496			134,496
000	AL	C4137	AA LIQUOR DISTRIBUTION WORKER 1	23	20.00	480.00	2,517.30		1,218,840			1,218,840
000	AL	C4138	AA LIQUOR DISTRIBUTION WORKER 2	15	15.00	360.00	3,105.26		1,117,896			1,117,896
000	AL	C4139	AA LIQUOR DISTRIBUTION EQUIP OPER	12	12.00	288.00	2,595.50		747,504			747,504
000	AL	C4409	AA GENERAL MAINTENANCE MECHANIC	1	1.00	24.00	3,571.00		85,704			85,704
000	MESNZ	7008	AA PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	7,811.00		187,464			187,464
000	MESNZ	7012	AA PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	9,955.00		238,920			238,920
000	MMN	X0108	AA ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	3,426.00		82,224			82,224
000	MMN	X0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	6,760.00		162,240			162,240
000	MMS	X7000	AA PRINCIPAL EXECUTIVE/MANAGER A	2	2.00	48.00	3,970.00		190,560			190,560
000	MMS	X7002	AA PRINCIPAL EXECUTIVE/MANAGER B	1	1.00	24.00	4,580.00		109,920			109,920
000	MMS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	5,839.00		140,136			140,136
000				71	68.00	1632.00	3,342.90		5,525,592			5,525,592
				71	68.00	1632.00	3,342.90		5,525,592			5,525,592

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C0103	AA OFFICE SPECIALIST 1	1	1.00	24.00	2,240.00		53,760			53,760
000	AL	C0104	AA OFFICE SPECIALIST 2	10	8.00	192.00	2,796.60		533,496			533,496
000	AL	C0107	AA ADMINISTRATIVE SPECIALIST 1	9	9.00	216.00	2,939.44		634,920			634,920
000	AL	C0108	AA ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	3,837.00		184,176			184,176
000	AL	C5246	AA COMPLIANCE SPECIALIST 1	1	1.00	24.00	4,020.00		96,480			96,480
000	AL	C5247	AA COMPLIANCE SPECIALIST 2	1	1.00	24.00	5,098.00		122,352			122,352
000	AL	C5248	AA COMPLIANCE SPECIALIST 3	3	3.00	72.00	5,890.00		424,080			424,080
000	AL	C5723	AA LIQUOR REGULATORY SPECIALIST	57	57.00	1368.00	4,300.12		5,882,568			5,882,568
000	MESNZ	7008	AA PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	7,093.00		170,232			170,232
000	MESNZ	7010	AA PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	6,134.00		147,216			147,216
000	MESNZ	7012	AA PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	9,955.00		238,920			238,920
000	MMS	X7004	AA PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	6,134.00		147,216			147,216
000	MMS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	7	7.00	168.00	6,346.28		1,066,176			1,066,176
000				95	93.00	2232.00	4,315.47		9,701,592			9,701,592

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
081	MMS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	1-	1.00-	24.00-	6,435.00		154,440-			154,440-
081				1-	1.00-	24.00-	6,435.00		154,440-			154,440-
				94	92.00	2208.00	4,337.55		9,547,152			9,547,152

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C0104	AA OFFICE SPECIALIST 2	1	1.00	24.00	2,410.00		57,840			57,840
000	AL	C0107	AA ADMINISTRATIVE SPECIALIST 1	3	3.00	72.00	3,138.66		225,984			225,984
000	AL	C0108	AA ADMINISTRATIVE SPECIALIST 2	3	3.00	72.00	3,210.33		231,144			231,144
000	AL	C0211	AA ACCOUNTING TECHNICIAN 2	5	4.63	111.20	2,811.40		314,893			314,893
000	AL	C0212	AA ACCOUNTING TECHNICIAN 3	1	1.00	24.00	3,032.00		72,768			72,768
000	AL	C0323	AA PUBLIC SERVICE REP 3	1	1.00	24.00	2,371.00		56,904			56,904
000	AL	C0758	AA SUPPLY SPECIALIST 1	1	1.00	24.00	2,554.00		61,296			61,296
000	AL	C0759	AA SUPPLY SPECIALIST 2	1	1.00	24.00	3,837.00		92,088			92,088
000	AL	C0864	AA PUBLIC AFFAIRS SPECIALIST 1	1	1.00	24.00	4,211.00		101,064			101,064
000	AL	C0865	AA PUBLIC AFFAIRS SPECIALIST 2	1	1.00	24.00	5,874.00		140,976			140,976
000	AL	C0871	AA OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	5,604.00		134,496			134,496
000	AL	C1215	AA ACCOUNTANT 1	3	3.00	72.00	3,839.00		276,408			276,408
000	AL	C1216	AA ACCOUNTANT 2	1	1.00	24.00	3,333.00		79,992			79,992
000	AL	C1217	AA ACCOUNTANT 3	2	2.00	48.00	4,977.00		238,896			238,896
000	AL	C1244	AA FISCAL ANALYST 2	1	1.00	24.00	5,604.00		134,496			134,496
000	AL	C1339	AA TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	5,604.00		134,496			134,496
000	AL	C1483	IA INFO SYSTEMS SPECIALIST 3	3	3.00	72.00	4,069.33		292,992			292,992
000	AL	C1485	IA INFO SYSTEMS SPECIALIST 5	3	3.00	72.00	5,699.66		410,376			410,376
000	AL	C1486	IA INFO SYSTEMS SPECIALIST 6	4	4.00	96.00	5,900.25		566,424			566,424
000	AL	C1487	IA INFO SYSTEMS SPECIALIST 7	2	2.00	48.00	6,490.50		311,544			311,544
000	AL	C1488	IA INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	7,587.00		182,088			182,088
000	AL	C4033	AA FACILITY ENERGY TECHNICIAN 2	2	2.00	48.00	4,020.00		192,960			192,960
000	AL	C4110	AA GROUNDS MAINTENANCE WORKER 2	1	1.00	24.00	3,487.00		83,688			83,688
000	AL	C5248	AA COMPLIANCE SPECIALIST 3	5	5.00	120.00	5,440.60		652,872			652,872
000	AL	C5641	AA FISCAL AUDITOR 1	5	5.00	120.00	4,232.20		507,864			507,864

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	B	Y7500	AE BOARD AND COMMISSION MEMBER		.00	.00	0.00		24,000			24,000
000	MEAHZ7014	HA	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	11,697.00		280,728			280,728
000	MENNZ0119	AA	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	3,970.00		95,280			95,280
000	MESNZ7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	3	3.00	72.00	7,252.00		522,144			522,144
000	MESNZ7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	2	2.00	48.00	8,613.00		413,424			413,424
000	MMC X1319	AA	HUMAN RESOURCE ASSISTANT	1	1.00	24.00	3,781.00		90,744			90,744
000	MMN X1118	AA	RESEARCH ANALYST 4	1	1.00	24.00	5,567.00		133,608			133,608
000	MMN X1322	AA	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	5,567.00		133,608			133,608
000	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	3	3.00	72.00	6,773.33		487,680			487,680
000	MMS X7006	IA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	8,206.00		196,944			196,944
000	MMS X7008	IA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	9,035.00		216,840			216,840
000				68	67.63	1623.20	4,650.69		8,149,549			8,149,549
				68	67.63	1623.20	4,650.69		8,149,549			8,149,549
				233	227.63	5463.20	4,138.55		23,222,293			23,222,293

12/28/12 REPORT NO.: PPDPLBUDCL
REPORT: SUMMARY LIST BY PKG BY SUMMARY XREF
AGENCY:84500 LIQUOR CONTROL COMMISSION
SUMMARY XREF:003-00-00 000 Administration and S

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

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PICS SYSTEM: BUDGET PREPARATION

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				233	227.63	5463.20	4,138.55		23,222,293			23,222,293

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C0103	AA OFFICE SPECIALIST 1	1	1.00	24.00	2,240.00		53,760			53,760
000	AL	C0104	AA OFFICE SPECIALIST 2	11	9.00	216.00	2,761.45		591,336			591,336
000	AL	C0107	AA ADMINISTRATIVE SPECIALIST 1	16	16.00	384.00	3,042.93		1,168,488			1,168,488
000	AL	C0108	AA ADMINISTRATIVE SPECIALIST 2	6	6.00	144.00	3,367.00		484,848			484,848
000	AL	C0211	AA ACCOUNTING TECHNICIAN 2	5	4.63	111.20	2,811.40		314,893			314,893
000	AL	C0212	AA ACCOUNTING TECHNICIAN 3	1	1.00	24.00	3,032.00		72,768			72,768
000	AL	C0323	AA PUBLIC SERVICE REP 3	1	1.00	24.00	2,371.00		56,904			56,904
000	AL	C0758	AA SUPPLY SPECIALIST 1	1	1.00	24.00	2,554.00		61,296			61,296
000	AL	C0759	AA SUPPLY SPECIALIST 2	1	1.00	24.00	3,837.00		92,088			92,088
000	AL	C0861	AA PROGRAM ANALYST 2	6	6.00	144.00	5,087.33		732,576			732,576
000	AL	C0864	AA PUBLIC AFFAIRS SPECIALIST 1	1	1.00	24.00	4,211.00		101,064			101,064
000	AL	C0865	AA PUBLIC AFFAIRS SPECIALIST 2	1	1.00	24.00	5,874.00		140,976			140,976
000	AL	C0871	AA OPERATIONS & POLICY ANALYST 2	2	2.00	48.00	5,604.00		268,992			268,992
000	AL	C1215	AA ACCOUNTANT 1	3	3.00	72.00	3,839.00		276,408			276,408
000	AL	C1216	AA ACCOUNTANT 2	1	1.00	24.00	3,333.00		79,992			79,992
000	AL	C1217	AA ACCOUNTANT 3	2	2.00	48.00	4,977.00		238,896			238,896
000	AL	C1244	AA FISCAL ANALYST 2	1	1.00	24.00	5,604.00		134,496			134,496
000	AL	C1339	AA TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	5,604.00		134,496			134,496
000	AL	C1483	IA INFO SYSTEMS SPECIALIST 3	3	3.00	72.00	4,069.33		292,992			292,992
000	AL	C1485	IA INFO SYSTEMS SPECIALIST 5	3	3.00	72.00	5,699.66		410,376			410,376
000	AL	C1486	IA INFO SYSTEMS SPECIALIST 6	4	4.00	96.00	5,900.25		566,424			566,424
000	AL	C1487	IA INFO SYSTEMS SPECIALIST 7	2	2.00	48.00	6,490.50		311,544			311,544
000	AL	C1488	IA INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	7,587.00		182,088			182,088
000	AL	C4033	AA FACILITY ENERGY TECHNICIAN 2	2	2.00	48.00	4,020.00		192,960			192,960
000	AL	C4110	AA GROUNDS MAINTENANCE WORKER 2	1	1.00	24.00	3,487.00		83,688			83,688

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AL	C4137	AA LIQUOR DISTRIBUTION WORKER 1	23	20.00	480.00	2,517.30		1,218,840			1,218,840
000	AL	C4138	AA LIQUOR DISTRIBUTION WORKER 2	15	15.00	360.00	3,105.26		1,117,896			1,117,896
000	AL	C4139	AA LIQUOR DISTRIBUTION EQUIP OPER	12	12.00	288.00	2,595.50		747,504			747,504
000	AL	C4409	AA GENERAL MAINTENANCE MECHANIC	1	1.00	24.00	3,571.00		85,704			85,704
000	AL	C5246	AA COMPLIANCE SPECIALIST 1	1	1.00	24.00	4,020.00		96,480			96,480
000	AL	C5247	AA COMPLIANCE SPECIALIST 2	1	1.00	24.00	5,098.00		122,352			122,352
000	AL	C5248	AA COMPLIANCE SPECIALIST 3	8	8.00	192.00	5,609.12		1,076,952			1,076,952
000	AL	C5641	AA FISCAL AUDITOR 1	5	5.00	120.00	4,232.20		507,864			507,864
000	AL	C5723	AA LIQUOR REGULATORY SPECIALIST	57	57.00	1368.00	4,300.12		5,882,568			5,882,568
000	B	Y7500	AE BOARD AND COMMISSION MEMBER		.00	.00	0.00		24,000			24,000
000	MEAHZ	7014	HA PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	11,697.00		280,728			280,728
000	MENNZ	0119	AA EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	3,970.00		95,280			95,280
000	MESNZ	7008	AA PRINCIPAL EXECUTIVE/MANAGER E	5	5.00	120.00	7,332.00		879,840			879,840
000	MESNZ	7010	AA PRINCIPAL EXECUTIVE/MANAGER F	3	3.00	72.00	7,786.66		560,640			560,640
000	MESNZ	7012	AA PRINCIPAL EXECUTIVE/MANAGER G	2	2.00	48.00	9,955.00		477,840			477,840
000	MMC	X1319	AA HUMAN RESOURCE ASSISTANT	1	1.00	24.00	3,781.00		90,744			90,744
000	MMN	X0108	AA ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	3,426.00		82,224			82,224
000	MMN	X0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	6,760.00		162,240			162,240
000	MMN	X1118	AA RESEARCH ANALYST 4	1	1.00	24.00	5,567.00		133,608			133,608
000	MMN	X1322	AA HUMAN RESOURCE ANALYST 3	1	1.00	24.00	5,567.00		133,608			133,608
000	MMS	X7000	AA PRINCIPAL EXECUTIVE/MANAGER A	2	2.00	48.00	3,970.00		190,560			190,560
000	MMS	X7002	AA PRINCIPAL EXECUTIVE/MANAGER B	1	1.00	24.00	4,580.00		109,920			109,920
000	MMS	X7004	AA PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	6,134.00		147,216			147,216
000	MMS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	10	10.00	240.00	6,418.16		1,539,552			1,539,552
000	MMS	X7006	IA PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	8,206.00		196,944			196,944

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMS	X7008	IA PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	9,035.00		216,840			216,840
				233	227.63	5463.20	4,138.55		23,222,293			23,222,293

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				233	227.63	5463.20	4,138.55		23,222,293			23,222,293

12/28/12 REPORT NO.: PPDPLWSBUD
 REPORT: DETAIL LISTING BY SUMMARY XREF AGENCY
 AGENCY: 84500 LIQUOR CONTROL COMMISSION
 SUMMARY XREF: 002-00-00 081 Public Safety Servic

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

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 PICS SYSTEM: BUDGET PREPARATION

POSITION NUMBER	AUTH NO	ORG STRUC	F POS	PKG Y TYP	CLASS COMP	RNG P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
4700620	000500020	002-47-00-00000	081 0 PF	MMS X7006 AA	31X 07	1-	1.00-	6,435.00	24.00-			154,440-			
EST DATE: 2013/07/01 EXP DATE: 9999/01/01															
			081			1-	1.00-		24.00-			154,440-			
						1-	1.00-		24.00-			154,440-			
						1-	1.00-		24.00-			154,440-			

12/28/12 REPORT NO.: PPDPLWSBUD
 REPORT: DETAIL LISTING BY SUMMARY XREF AGENCY
 AGENCY: 84500 LIQUOR CONTROL COMMISSION
 SUMMARY XREF: 002-00-00 081 Public Safety Servic

DEPT. OF ADMIN. SVCS. -- PPDB PICS SYSTEM

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 PICS SYSTEM: BUDGET PREPARATION
 PROD FILE

POSITION NUMBER	AUTH NO	ORG STRUC	F POS PKG Y TYP	CLASS COMP	S T RNG P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
						1-	1.00-		24.00-		154,440-			