

OREGON LIQUOR & CANNABIS COMMISSION

STRATEGIC PLAN

2024-2028

CONTENTS

- 1 Message from Executive Director Craig Prins and Oregon Liquor and Cannabis Commission Chair Dennis Doherty
- 4 AGENCY MISSION AND VISION
- 5 OLCC BY THE NUMBERS
- 6 STRATEGIC PRIORITIES, GOALS AND ACTIONS
 - 6 Efficient, Modernized Operations and Outcomes
 - 8 Balanced Regulation, Compliance, Enforcement and Education
 - 10 Positive Business Environment
 - 12 Equity and Inclusion: Commitment and Action
- 13 EXECUTING THE PLAN: SUMMARY, TIMELINE AND INDICATORS
- 16 ACKNOWLEDGEMENTS



Liquor & Cannabis Commission

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

Message from Executive Director Craig Prins and Oregon Liquor & Cannabis Commission Chair Dennis Doherty

We are both honored and proud to lead OLCC into our future. As we do so, we recognize the talent, resilience, and spirit of collaboration of OLCC's employees that emerged as we engaged our employees, industries, and other partners as the foundation of this strategic plan. We are excited to present this plan to chart our course and focus our future together with our greatest asset: our staff.

As OLCC updates its strategic plan, it is critical to be clear about OLCC's mission and how we fit into the Drug and Alcohol Policy Commission's (ADPC) overall state plan for addressing consumption of alcohol, cannabis and other substances amid Oregon's addiction crisis. We participate in the ADPC's overarching plan, setting outcomes and goals for the state around such serious issues as alcohol related deaths, youth drinking, DUII related fatalities, and cannabis use by those under 21 years of age.

The OLCC focuses on addressing the misuse of alcohol and cannabis. OLCC is a participating agency integrated into the overall state strategy of reducing substance misuse through prevention, treatment and recovery. However, the agency is not a direct provider of any of those services.

Instead, the OLCC provides the legal or regulatory framework for access to and use of alcohol and cannabis. This sets the environment for use of these legal products with a focus on addressing excessive consumption (including any use by those under 21 years of age) that can lead to misuse, which can lead to a substance use disorder and the need for treatment and recovery services.

With that framework in mind, the staff of the agency can focus on our specific purpose to support that statewide framework: our mission, vision, and goals. In the alcohol space, modernizing the warehouse that allows the State of Oregon to be the wholesaler of all distilled spirits in Oregon is the primary focus of this strategic plan and its impact cannot be overstated. The ability to maintain the control model for alcohol in Oregon, where the state warehouses, sets the price, and oversees the retail outlets for distilled spirits provides an environment in which alcohol is less likely to be misused, curtailing numerous health and safety impacts downstream. Also, focusing on educating and training our partners on excessive consumption (including any use of alcohol by those under 21 years of age) is our part in the integrated system the ADPC has set.

In the cannabis space, the changing federal regulatory framework is the other context of our work that will have critical impacts on Oregon's adult recreational market in the next five years. Whatever that federal framework is, the OLCC's mission is to provide a fair, regulated market where adult consumers can purchase cannabis products knowing they are free of pesticides, properly labeled, and that the intoxicating power of the product is made clear on the label. Prohibiting the sale of recreational

(continued)

cannabis to those under 21 is just as critical in this space as in the alcohol space. And prohibiting the illegal unregulated manufacture or sale of cannabis by partnering with law enforcement is additional context for this report and supports our responsible licensees. Partnering with Oregon's cannabis industry as it navigates this time of federal change with a clear-eyed focus on the health and safety of Oregonians is OLCC's space in which to excel and leverage the knowledge and experience gained in the last decade.

Last but not least, OLCC is proud to provide important revenue to our state, county, and city partners for them to wisely invest. These funds are targeted by the legislature, county commissioners, and city planners to provide law enforcement, prevention, treatment, recovery and other services. The OLCC is proud of its role and the regulatory function we are honored to provide. Collaborating with and learning from the industries we regulate and the partners we serve will allow us to see our mission clearly and achieve it.

We look forward to reporting on progress toward the priorities and goals outlined in this plan and welcome your feedback—and thank you in advance for your support.

Signed,

Craig Prins
Executive Director

Dennis Doherty Chair

Dennis Doherty

The Oregon Liquor and Cannabis Commission (formerly the Oregon Liquor Control Commission) operates under Oregon Revised Statute Chapters 471, 473, 474 and 475.

AGENCY MISSION AND VISION

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

Our Mission

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

Our Vision

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

To accomplish our vision we will:

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

OLCC BY THE NUMBERS

This data, from calendar 2023, reflects the efforts of our people and licensees, and their impact across the state of Oregon.



FISCAL IMPACT

Total funds distributed to State, Cities and Counties: \$323.8 million



ALCOHOL LICENSING & PERMITS

Number of Locations licensed to make, sell and distribute alcohol products: 13,422

Total Alcohol Service Permits: 159,492



CANNABIS LICENSING & PERMITS

Number of Locations licensed to make, sell and distribute cannabis products:

2,797

Marijuana Worker Permits: 55,163



UNDER-AGE PROTECTION

Minor Decoy Operations –

Alcohol: 1,258 Marijuana: 692



DISTILLED SPIRITS WAREHOUSE

Unique Items Stocked: 9,460

Proportion of Stocked Items that are Oregon-made: 22%

Shipments from Warehouse: **3.87 million cases**

STRATEGIC PRIORITIES, GOALS AND ACTIONS

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

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

Efficient, Modernized Operations & Outcomes

Fulfill current commitments and address opportunities to upgrade and improve our operations and services, while strengthening teamwork and clarifying the value of our work.

Rationale: OLCC is working diligently to build and launch a new distilled spirits distribution center, upgrade key logistics, distribution and licensing software, and relocate our central offices. These efforts will require significant attention and resources to maintain continuity throughout their implementation, and to deliver projected gains in efficiency, capacity and service quality. They will be complemented by other important improvements that will extend and leverage these major initiatives.

These changes must be matched by instilling greater consistency and discipline in our management practices, communication and processes—strengthening the spirit of collaboration that is a foundation of the OLCC culture.

Goals:

 Complete physical infrastructure/relocation projects on time, on budget, and with documented success measures.

[†] See full list of outreach participants, page 16

Actions/Initiatives:

- Build out and transition all distilled spirits distribution to the new Canby warehouse by the end of Q2 2026.
- Relocate OLCC headquarters to the Portland State Office Building by the end of Q4 2026.
- 2. Fully modernize critical operating systems, dramatically reducing manual and paper-based activities, streamlining processes and supporting a culture of data.

Actions/Initiatives:

- Coordinate multiple, parallel transformational projects though a team-driven governance and accountability structure (Build-Move-Modernize-Keep it Rolling).
- Configure, implement and close-out high priority systems initiatives including:
 - Distilled Spirits Supply Chain (DSSC) by end of Q2 2026.
 - Cannabis and Alcohol Management Program (CAMP) by the end of Q4 2025.
 - Oregon Privilege Tax Online (OPTO) by end of Q4 2024.
 - Records Management and Digitization by end of Q4 2025.
- Improve performance measurement and evaluation capability, enabling fact-based monitoring, decision making and continuous improvement efforts.
- 3. Restore/enhance cross-agency communication, personal connections and shared engagement in our mission.

- Update and establish policies, procedures and norms to promote individual and group interaction under the current work model that includes in-person, remote, and hybrid operations across 11 locations.
- Assess and identify actions to optimize and expand our new employee onboarding and mentoring programs, applying an equity lens that helps ensure access and inclusion.
- Form a representative cross-agency team to develop internal tools and resources that strengthen cross-agency communications and enhance staff experience.

Balance Regulation, Compliance, Enforcement and Education in Public Safety

Assess and take action to ensure proper balance across the array of methods we use to ensure alcohol and cannabis providers are operating legally and equitably. Strengthen efforts to promote and protect public health and safety.

Rationale: A constant challenge for OLCC, like other regulatory agencies, is to apply the most effective combination of approaches to support those seeking to comply with laws and regulations, while identifying and taking action against those with intentional and/or serious violations. Our staff as well as alcohol and cannabis businesses have expressed concern that our mix of strategies is not as consistent or effective as it should be, and that our education-related services need upgrading to meet today's demands.

At the same time, we are recognizing opportunities to recommit and enhance our role in preventing underage and excess consumption of marijuana and alcohol, as well as finding ways to work with external partners and agencies that support moderate and safer consumption.

Goals:

 Resolve ambiguity and reduce complexity in our regulatory framework to enhance fairness, equity and transparency.

- Conduct a multi-year review and revision of our rules structure and language, with clear priorities and milestones, featuring close consultation with staff, legislature, partner agencies and organizations, and licensees.
- Update resources—especially on-line tools— to improve clarity and accessibility of information on existing regulation and pending changes.
- Establish criteria and resource networks to ensure rules and policies are evaluated from the perspective of historically under-represented communities.
- 2. Improve efforts to prevent use of alcohol and cannabis by minors, and the diversion/inversion of cannabis into or out of the recreational cannabis market.

- Update content and improve access to licensee and employee/server training for both alcohol and cannabis businesses—tracking learning effectiveness and impact on health protection practices.
- Review and refine application of the Minor Decoy Operations and site inspection programs, procedures, enforcement response and impact measures.
- Review and refine application of the Overservice and Visually Intoxicated Persons programs, procedures, enforcement response and impact measures.
- Review and refine application of the Cannabis Diversion ("seed to sale") program, procedures, enforcement response and impact measures.
- Continue regular engagement and communication with partner agencies, interest groups, and business associations to coordinate effective public health support efforts.

Positive Business Environment

Ensure our licensing, regulation and distilled spirits distribution activities create conditions for success across Oregon's responsibly-run alcohol, cannabis and related service industries.

Rationale: The products and businesses we regulate are major contributors to Oregon's economy, through sales and tax revenue, beneficial impact on tourism and as a boost to the state's reputation for innovation, sustainability and craftsmanship. OLCC's role is to help these organizations operate legally, do their part to prevent underage and abusive consumption, and provide timely and accurate delivery of distilled spirits to our retail agents. We recognize that at times regulation and enforcement can create unintentional or unforeseen obstacles to these businesses' operations. OLCC must continually review and refine these efforts to create a fair and supportive environment for enterprises that are "playing by the rules." We also need to manage expectations on the limits of our charge, which does not extend to promotion or

Goals:

 Improve licensing processes to eliminate unnecessary burden on applicants, increase efficiency and reduce wait-times.

Actions/Initiatives:

intervening in market conditions.

- Conduct analyses of all licensing types and associated application, evaluation, decision and issuance activities to identify common defects, bottlenecks and other causes of delay.
- Report findings and recommendations to Executive Leadership team prior to the development of the 2027-29 budget.
- 2. Develop and communicate clearer compliance and enforcement guidelines for both staff and licensees, and monitor to ensure consistency.

Actions/Initiatives:

 Assess and prioritize current areas of inconsistency and resulting challenges posed to licensees and staff.

- Establish and/or improve policies and guidelines for case prioritization and compliance action, emphasizing proactive education and support versus legal action.
- Monitor issuance of verbal instructions (VIs), verification of compliance (VOCs) and referrals to the Administrative Hearings Division for consistency and equity in case management.
- 3. OLCC will be available to serve customers.

- Define and document responsibilities for responding to requests or questions from agents, licensees, producers, consumers and other key constituents.
- Publish and actively promote key contact information, channels (email, phone, text, etc.) and availability.
- Establish and monitor norms/expectations around timeliness of acknowledgement and response.
- Pursue creation of an OLCC "Service Center" as a dedicated resource to handle and direct inquiries.

Equity and Inclusion: Commitment and Action

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

Rationale: An OLCC employee team, guided by Oregon state government's *Roadmap to Racial Equity and Belonging*, has completed a preliminary plan identifying levers to promote the vision of a more equitable and inclusive organization. Building from their work and expanding on approaches outlined in the *Roadmap*, OLCC will focus on real, meaningful actions that connect to our purpose, engage our staff, licensees, and partners, and can demonstrate results.

In addition, as we upgrade and modernize our systems and processes, we will need to build skills of our existing team as well as attract new talent that can thrive in a changing organization and help meet our new challenges.

Goals:

1. Nurture an inclusive workplace culture that promotes equitable management/HR practices and where everyone feels comfortable to be their authentic selves.

Actions/Initiatives:

- Provide training and professional development opportunities to diversify our leadership pipeline and strengthen agency succession planning.
- Continue and build on the efforts of the agency's staff-led Diversity, Equity, Inclusion and Belonging team to advise on, and help implement, actions to create a more welcoming, engaged and supportive organization.
- 2. Promote equitable access to services, programs, and resources for alcohol, cannabis, and partner businesses.

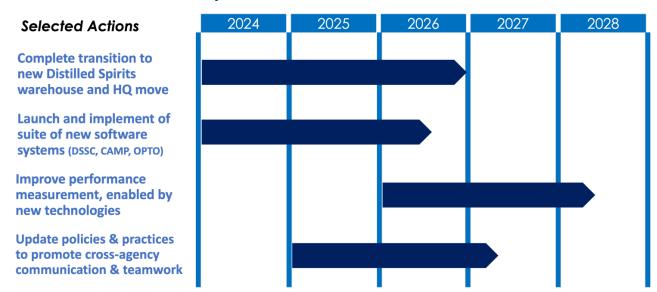
- Establish criteria and process for marijuana license reassignment that offer opportunities for qualified members of underserved communities and those historically affected by cannabis criminalization.
- Assess the Liquor Store Operation application and temporary assignment processes for equitable opportunities.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

EXECUTING THE PLAN: SUMMARY, TIMELINE AND INDICATORS

Detailed implementation plans for many of the Goals and Actions in this Strategic Plan will be developed in coming weeks and months. Activities will be prioritized and scheduled to ensure we have the focus and resources required, and that progress can be gauged objectively.

The following is an at-a-glance summary of key actions described in the previous section, with anticipated timing and selected progress indicators/measures.

Efficient, Modernized Operations & Outcomes



Selected Progress Indicators

- Achievement of construction, budget and performance milestones for Canby Distribution Center.
- Timeliness and effectiveness of issue resolution in launch of OPTO, DSSC and CAMP systems.
- Number of paper documents and reports transitioned to digital format.
- Level of acceptance and impact of practices to promote cross-agency collaboration.
- Positive trends on Gallup Q12 Employee Engagement survey.

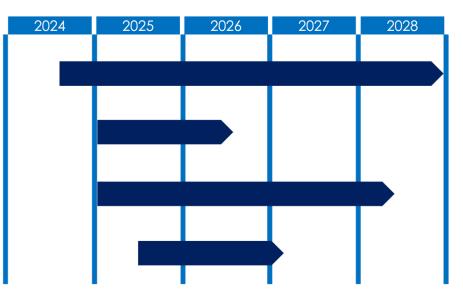
Balance Regulation, Compliance, Enforcement & Education in Public Safety



Improve delivery and information on existing and changing rules

Update training for alcohol and cannabis businesses, focused on public health

Strengthen application of our alcohol and cannabis harm reduction programs



Selected Progress Indicators

- · Completion of priority assessment and planning for comprehensive rule review and revision.
- Achievement of scope and schedule goals for phased administrative rule updates and deployment.
- Feedback from licensees, agents and other interested parties on updates to administrative rules.
- Meet goals for participation and learning outcomes for agent/licensee training.
- Impact of alcohol and cannabis compliance programs on minor access, consumption and diversion.

Positive Business Environment

2024 2025 2026 2027 2028 Selected Actions Conduct end-to-end review of licensing processes to identify issues/opportunities Clarify compliance & enforcement guidelines, with greater focus on education Define responsibilities and publicize contacts to address questions and requests **Establish & track standards** to ensure timely, effective customer service

Selected Progress Indicators

- Prepare analysis of all licensing types and make recommendations by April 2026.
- Deployment of updated criteria for inspections and compliance/enforcement action.
- Positive trends in case management: better direction & understanding for both employees and industry.
- Develop and assign specific roles and responsibilities for communication with licensees and the public.
- Customer and staff feedback on agency availability, response time, and value of information provided.

Equity and Inclusion: Commitment and Action

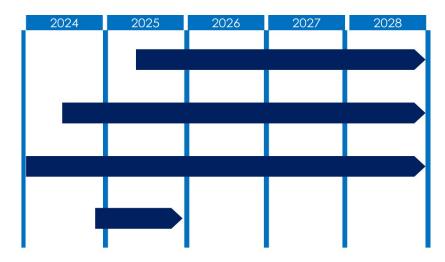
Selected Actions

Provide training and support for staff development and diverse succession planning

Build on efforts of staff-led Diversity, Equity, Inclusion & Belonging Committee

Establish process for equityfocused reassignment of marijuana licenses

Assess Liquor Store Operation application/assignment for equitable opportunities



Selected Progress Indicators

- Impact on diversity of marijuana licensees and liquor retail agents.
- · Level and profile of participation in agency-sponsored professional development offerings.
- Development of succession planning program with clear diversity indicators.
- Managers and employees are trained to support collaboration with Tribes.

ACKNOWLEDGMENTS

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

The following is a complete list of those who have participated in this process (apologies to anyone inadvertently left off). We sincerely thank everyone for their contributions—and look forward to your feedback and support as we work to achieve these priorities and goals.

Name	Organization/ Position	Title
Commission		
Dennis Doherty		Chairman
Matthew Maletis	Commissioner	Commissioner
Alicia Hays		Commissioner
OLCC		
Craig Prins		Executive Director
Tara Wasiak		Deputy Director
Kailean Kneeland		CFO
Steve Robbins		Distilled Spirits Director
Jeremiah Brickhouse	OLCC -	CIO
Rosie Shatkin	Executive Team	Legislative & Government Affairs Director, Tribal Liaison
Nicole Pexton		Chief Audit Executive
Rich Evans		Director of Public Safety
Jeff Lamont		HR Director
Laura Paul		Executive Assistant
Adam Buell		Administrative Coordinator
Melanie Musial		Director of Administrative Hearings Division
Danica Foster		Director of Licensing
Shannon Hoffeditz	OLCC -	Director of Compliance, Marijuana
Andrew Jurik	Management	Director of Compliance, Alcohol
Christie Scott		IT Project Management, Vendor & Customer Services Manager
Michael Callaghan		Director, Technology Services

Name	Organization/ Position	Title
TJ Sheehy		Director, Analytics & Research
Mark Pettinger		Director, Communications & Education
Paul Rosenow		Acting Asst Director, Retail Services
Alan Roe		Assistant Director, Distribution Services
Jeff Samuels	OLCC - Management-	Director, Administrative Services Division
Ewa Vicars	continued	Human Resources Analyst
Marsha Barton		Human Resources Analyst
Katy Barnett		Human Resources Analyst
Greg White		Auditing Manager (Liquor Store & Privilege Tax Filer Audits)
Shirley Smith		Procurement Manager
Jim Helget		Botte Bill Manager
Corry Staten		Distribution Center Shift Manager
Bryant Haley		Public Records Manager
Mike Bloom		Eugene Regional Manager
Gary Wilcox		Bend Regional Manager
Joel Lujan	OLCC – Supervisor	Salem Regional Manager
Mark Smith		Portland Regional Manager-Alcohol
Eric Thompson		Distribution Center Shift Manager
Scott Yox		Medford Regional Manager-Alcohol
Heidi Anderson		Alcohol Licensing and Permitting Manager
Patrick Owen		Marijuana Licensing Manager
Christopher Vossen		Liquor License Assistant Manager
Beth Sykes		Marijuana Licensing and Permitting Supervisor
James Hunter		Medford Regional Manager- Marijuana
Michelle Cate		Portland Regional Manager- Marijuana
Tristan Blalack		Metrc Compliance Specialist
Ara Huddleston		Transportation & Inventory Controller
Paul Herbert		Scheduling and Inventory
Matt VanSickle	OLCC – Staff	Internal Communications
Carolyn Moreno		Compliance Specialist
Angie Nelson		Revenue Lead Worker

Name	Organization/ Position	Title
Brian Eaker		District Manager, Distilled Spirits
Aubrie Loden		Alcohol Regulatory Specialist, Salem
Kate Gullickson		HR Analyst
Jake Vargas		Marijuana Regulatory Specialist, Medford
Doreen Barksdale		Alcohol Regulatory Specialist, Eugene
Tara Bryson		Alcohol Regulatory Specialist, Klamath Falls
Tyler Glaze		Alcohol Policy Analyst
Randy Hancock		Compliance Specialist, Alcohol Technical Lead-Compliance
Larry Brown		Marijuana Regulatory Specialist, Bend
Catheryn Coupland		HR Analyst
Corey Simons		Marijuana Regulatory Specialist, Eugene
Corie Shelley	OLCC – Staff	HR Analyst
Marina Copeland	continued	GIS and Tableau Specialist
Amanda Borup		Cannabis Policy Analyst
Nicole Mitchell		Licensing Specialist, Alcohol Technical Lead-Licensing
Chris Olson	_	Marijuana Regulatory Specialist, Salem
Karlee Vetter		Alcohol Regulatory Specialist, Portland
Tanner Hays		Marijuana Regulatory Specialist, Medford
Nicole Blosse		Rules Coordinator
Denise Byram		Licensing Specialist, Marijuana Program Technical Lead-Licensing
Caleb Henderson		Marijuana Regulatory Specialist, Portland
David Standiford		Laboratory Compliance Specialist 3
Stephanie Day-Goodman		Administrative Specialist, MJ Call Center-Portland
Matt Cobos		Marijuana Licensing, Portland
Arnaud Simon		Public Health & Consumer Protection Policy Analyst
Joy Spencer		OLCC Web Manager & Digital Communications Specialist
Jordan Heath		Alcohol Regulatory Specialist, Portland
Anthony Geltosky		Packaging and Labeling Policy Analyst
Peter Noordijk		Research Analyst and Forecasting
Phil Fox		Marijuana Regulatory Specialist, Portland, Portland
Ric Calhoun		Application Administrator, IT

Name	Organization/ Position	Title
Randy Howell		District Manager Lead Worker, Distilled Spirits
Jen Townsend		Special Orders & Purchasing
Clint Foley	OLCC – Staff	Medical Marijuana Regulatory Specialist, Eugene
Steven Crowley	continued	Compliance Coordinator (Hemp)
Victoria Brown		Case Presenter, Administrative Hearings Division
Hugo Matus		IT Architect
Zoe Blumenshine		Marijuana License Specialist, Portland
Jack Alton		
Tristin Blalack		
Zoe Blumenshine		
Marina Copeland		Committee Member
Stephanie Day-Goodman		
Ken Dickens		
Broek Galovin	OLCC DEIB Committee	
Leah Gessel		
Andrew Harmon		
Susan McCleary		
Hannah Monchamp		
Carey Pimentel		
Jeri Sanchez		
Joy Spencer		
External		
Jesse Bontecou		Executive Director
Niki Terzieff	Cannabis Industry Alliance of Oregon (CIAO)	Lobbyist
Mike Getlin	Jorgon (CIAO)	Licensee
Courtney Moran	Hemp Growers of Oregon	Lobbyist
Margo Lucas	Retail	Owner
Jason Lampman	Micro Producer	Owner
Jeannette Ward Horton	NuProject	CEO
Jason Brandt	Oregon Restaurant & Lodging Association (ORLA)	President and CEO
Eric Chambers	Oregon Beverage Recycling Cooperative (OBRC)	VP of Strategy and Outreach

Name	Organization/ Position	Title
Oliver Coker	Associated Liquor Stores of Oregon (ALSO)	President and CEO
Brad Irwin	Oregon Distillers Guild	Owner
Lynn Walding	NABCA IAC	Executive Director, Control States at Diageo
Jessica Pratt	Association of Oregon Counties (AOC)	Legislative Affairs Manager
Sarah Lochner	Oregon Coalition of Local Health Officials	Executive Director
Scott Winkels	League of Oregon Cities (LOC)	Lobbyist
Kevin Campbell	Oregon Association Chiefs of Police	Executive Director
Danelle Romain	Oregon Beer & Wine Distributors Association (OBWDA)	Partner Attorney, Lobbyist
Steve Gibbs	Columbia Distributing	VP of Government Affairs
Mike Marshall	Oregon Recovers	Executive Director
Jesse Cornett	orogon Roccions	Interim Policy Director
Tom Jeanne	Oregon Health Authority	Public Health Physician
Annaliese Dolph	Alcohol and Drug Policy Commission	Director
Michelle Deister	Legislative Fiscal Office (LFO); Budget/Financial Oversight for Legislative Branch	LFO Analyst
Betsy Imholt	Oregon Department of Revenue	Director
Gina Bianco		Executive Director
Sally Crawford	Oregon Wine Board	OWB Chief Financial Officer
Greg Jones		Board Chair
Justin King		Board Emeritus
David Gomberg	82nd Oregon Legislative Assembly	Oregon State Representative
Janeen Sollman	82nd Oregon Legislative Assembly	Oregon State Senator
Tawna Sanchez	82nd Oregon Legislative Assembly	Oregon State Representative
Floyd Prozanski	82nd Oregon Legislative Assembly	Oregon State Senator
Brett Kenney	Coquille Indian Tribe	Tribal Attorney