



# CANNABIS CONTROL APPEALS PANEL

March 30, 2022  
PANEL MEETING

**MEETING MATERIALS**



# CANNABIS CONTROL APPEALS PANEL

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GOVERNOR GAVIN NEWSOM

BUSINESS, CONSUMER SERVICES AND HOUSING AGENCY  
Secretary Lourdes M. Castro Ramirez



#### MEMBERS OF THE PANEL

Dr. Diandra Bremond – Chairperson, Los Angeles County  
Sharon-Frances Moore, J.D. – Member, San Diego County  
Majority Leader Ian Calderon – Member, Orange County

#### LOCATION

Cannabis Control Appeals Panel  
400 R Street  
Sacramento, CA 95811

#### MEETING DATE AND TIME

Wednesday, March 30, 2022  
10:30 a.m. to Noon  
(Or conclusion of business)

**Note:** Teleconference Only

#### NOTICE TO THE PUBLIC

Pursuant to [Executive Order N-29-20 and N-08-21](#), certain provisions of the Bagley Keene Open Meeting Act are suspended due to a State of Emergency in response to the COVID-19 pandemic. Consistent with the Executive Order, the Cannabis Control Appeals Panel (CCAP) meeting will occur remotely, with no physical meeting location. CCAP will be using the video conferencing service, Zoom, to host the meeting and allow for remote public participation.

If you have any questions or comments regarding the meeting, or addressing the Panel, or requesting special accommodations and/or translation services during the public comment portion of the meeting, contact us by email at [info@ccap.ca.gov](mailto:info@ccap.ca.gov) or by calling (916) 322-6870 one week prior to the Panel meeting.

#### Join Zoom Video Meeting

<https://us02web.zoom.us/j/85953420268?pwd=VkwxYkZvcHlEeGNzRnNnNGtCUE1KQT09>

Meeting ID: 859 5342 0268

Passcode: 229940

#### Call-In Information:

+1 669 900 9128

Meeting ID: 859 5342 0268

Passcode: 229940

<b>Item 1</b>	<b>Call to Order and Establishment of Quorum</b> <i>Dr. Diandra Bremond, Chairperson</i>	<b>Action Item</b>
<b>Item 2</b>	<b>Approval of January 13, 2022 Minutes</b> <i>Dr. Diandra Bremond, Chairperson</i>	<b>Action Item</b>
<b>Item 3</b>	<b>Executive Management Report</b> <i>Anne Hawley, Executive Director</i>	<b>Information Item</b>

<b>Item 4</b>	<b>Strategic Planning Workshop</b> <i>Ann Fisher, SOLID Admin, Strategic Business Analyst and Facilitator, Department of Consumer Affairs</i>	<b>Action Item</b>
<b>Item 5</b>	<b>Public Comments on Items Not on the Agenda</b> The Panel may not discuss or act on any matter raised during this public comment section, except to decide whether to place the matter on the agenda of a future meeting. [Government Code Sections 11125, 11125.7 (a)]	<b>Information Item</b>
<b>Item 6</b>	<b>Future Agenda Items</b> <i>Dr. Diandra Bremond, Chairperson</i>	<b>Procedural Item</b>
<b>Item 7</b>	<b>Adjournment</b> <i>Dr. Diandra Bremond, Chairperson</i>	<b>Procedural Item</b>

#### **NOTICE TO THE PUBLIC**

The public may provide appropriate comment on any issue before the panel at the time the item is discussed. If public comment is not specifically requested, members of the public should feel free to request an opportunity to comment. Total time allocated for public comment may be limited.

All times are approximate and subject to change. The meeting may be cancelled without notice. Agenda items may be taken out of order to accommodate speakers and to maintain a quorum. Action may be taken on any item on the agenda. Time limitations for discussion and comment will be determined by the Chair.

This panel meeting is open to the public and is accessible to the physically disabled. A person who needs a disability-related accommodation, modification, or translation services to participate in the meeting may make a request by contacting Christopher Phillips at (916) 322-6870. Providing your request at least five business days before the meeting will help to ensure availability of the requested accommodation.

Interested parties should access the Panel's website for the meeting agenda and more information at <http://www.ccap.ca.gov/>. Requests for further information should be directed to Christopher Phillips at (916) 322-6870 or in writing to: Cannabis Control Appeals Panel, 400 R Street, Suite 320, Sacramento, CA 95811

# **AGENDA ITEM 1**

**THERE ARE NO  
MEETING MATERIALS**

# **AGENDA ITEM 2**

**APPROVAL OF  
JANUARY 13, 2022  
MINUTES**

## Open Session Meeting Minutes

Thursday, January 13, 2022  
10:32 am – 11:05 am

Cannabis Control Appeals Panel  
400 R Street  
Sacramento, CA 95811

### Members present via teleconference:

- Dr. Diandra Bremond, Chairperson (in Los Angeles County)
- Sharon-Frances Moore, J.D. (in San Diego County)
- Majority Leader Ian Calderon (in Orange County)

### Staff present via teleconference:

- Anne Hawley, Executive Director, Cannabis Control Appeals Panel
- Christopher Phillips, Chief Counsel, Cannabis Control Appeals Panel
- Sarah M. Smith, Senior Staff Attorney, Cannabis Control Appeals Panel
- Brian Hwang, Staff Attorney, Cannabis Control Appeals Panel
- Melita Deci, Administrative and Business Services Coordinator, Cannabis Control Appeals Panel

### Public present via teleconference:

- Kelly Hayes

### Others present via teleconference:

- Erica Gonzalez – Business, Consumer Services and Housing Agency

### Summary:

#### 1. Call to Order and Establishment of Quorum.

Chairperson Diandra Bremond called the teleconference meeting to order at 10:32 am.

Melita Deci took the roll call vote. Panel Members Diandra Bremond, Sharon-Frances Moore, and Ian Calderon were present. A quorum was established.

#### 2. Approval of September 16, 2021, Meeting Minutes.



Chairperson Bremond asked the Panel if there were any additions or corrections to the minutes of the September 16, 2021 meeting. There were no additions or corrections. No comments from the public.

Motion (Calderon): Approve the minutes of the September 16, 2021 meeting as submitted. Seconded (Moore). Melita Deci took a roll call vote on the motion. Motion passed 3-0.

### **3. Introduction of Erica Gonzalez, Deputy Secretary of Equity and Strategic Initiatives for the Business, Consumer Services and Housing Agency**

Chairperson Bremond next introduced Erica Gonzalez, the Deputy Secretary of Equity and Strategic Initiatives with the Business, Consumer Services and Housing Agency (Agency), to say a few words.

After introducing herself, Gonzalez thanked the Panel and CCAP staff for inviting her today. She also remarked that, in their short time together, Executive Director Anne Hawley has been a fantastic collaborator.

Gonzalez then went onto talk about her role and share some updates on the Agency's recent work. She was newly appointed by the Governor around last October. A key focus of her work is figuring out how to embed equity in all the things that we're doing – not just within Agency, but also within all the departments that the Agency oversees.

The work starts with knowledge building and shared understanding regarding diversity, equity, and inclusion, and how these concepts integrate into our day-to-day work. Collaboration is also important. Many departments are already leading the way in advancing this initiative and can help other departments that may need some assistance in getting started.

Agency had already begun its strategic planning in this space, but the rise of COVID-19 required Agency to prioritize pandemic-related work. Now that things are more stabilized, Agency is able to resume or "reboot" its work on the initiative. They are currently in the process of stakeholder engagement and reaching out to external stakeholders to learn how they are interacting with Agency and how they feel Agency is meeting goals. This will be followed by an internal analysis with interagency partners, department leads, the Governor's office, and Agency itself. Agency will then use all the gathered information to sculpt their strategic plan and what it will look like moving forward.

Gonzalez remarked that Hawley has been an active part of this work. She noted that Hawley has taken a leading role with her work in CCORE – Capitol Collaborative on Race & Equity – and has been a thoughtful collaborator in this space. Gonzalez concluded by saying she looks forward to continuing to partner with Hawley as well as other departments in the future.



#### **4. Executive Management Report.**

Executive Director Anne Hawley presented the Executive Management Report.

Before giving her report, Hawley thanked Erica Gonzalez for her presentation. Hawley also thanked Gonzalez for the outstanding support she has given to Hawley, as well as the guidance from Agency on the Panel's work.

Since the last Panel meeting in September, it has been a busy time for CCAP. Many reports and contracts are typically due in the fourth quarter of the year. CCAP's legal team has continued to assist other state agencies with projects such as regulation packages and legal briefs. Hawley thanked Chief Counsel Chris Phillips, Senior Staff Attorney Sarah Smith, Staff Attorney Brian Hwang, as well as Administrative & Business Services Coordinator Melita Deci for all their hard work during this difficult time throughout the pandemic.

Hawley's report began with some housekeeping items. Form 700 (Statement of Economic Interest) must be submitted to the Fair Political Practices Commission by April 1. If possible, Panel members should submit drafts of their Form 700 by March 14 so that CCAP staff can answer any questions prior to final submittal. Next, regarding strategic planning, the Department of Consumer Affairs notified CCAP that they were supposed to conduct CCAP's environmental scan and interviews in December but were delayed due to staff shortages on their end. The hope is that this will be rescheduled for February.

Hawley then transitioned to discuss recent executive orders and legislation regarding Bagley-Keene and teleconferencing. In March 2020, Governor Newsom issued executive order N-29-20 which temporarily enabled all public agencies to meet remotely by teleconference during the COVID-19 emergency. This order suspended the requirement to post agendas at all teleconference locations, that at least one member of the Panel be physically present at each location, and to provide a physical location for the public to observe the meeting and offer public comment. These exemptions were set to sunset on January 31, 2022, but Governor Newsom signed another executive order last week extending the sunset date by two months to March 31, 2022.

With regard to the new telework policy, the 2021 Telework Policy published by the Department of General Services (DGS) became effective as of October 1, 2021. This policy applies to all state of California agencies, departments, boards, and commissions, and requires that they offer telework as an option to employees. CCAP must establish a written policy and have it fully implemented by October 2022. The overarching goals of telework policy include: (1) encouraging participation of all eligible employees, (2) reducing office space, (3) improving employee retention and recruitment, (4) maintaining or improving employee productivity, (5) reducing environmental impacts (e.g. traffic congestion), and (6) maintaining or improving



customer service. State entities must submit draft telework policies to DGS by January 31, 2022. CCAP already submitted its draft policy to DGS on November 3, 2021, and DGS approved CCAP's telework policy. CCAP will soon begin notifying the union bargaining units. Once CCAP receives approval from the bargaining units, CCAP shall begin fully implementing the telework policy.

Hawley then outlined the telework policy implementation process in greater detail. There are six key requirements to remember. First, once state entities have a final telework policy, a signed Telework Agreement (STD. 200) must be executed between employees and management. Panel members may wonder whether they also have to sign the form. Based on the guidance she's received, Hawley answered that all employees and classifications must sign this agreement. Once CCAP's policy is final, Hawley will be sending the STD. 200 form to the panel members. Second, the policy implementation requires that management identify all telework eligible positions. Most CCAP positions are eligible for telework because the nature of its work. Third, the policy requires outlining the financial responsibility of the state entity and what support or equipment will be provided by the entity. Fourth, the policy requires outlining technology and security procedures, as well as determining how to keep data assets safe in a remote-centered work environment. Fifth, managers must ensure that assessments and opportunities for telework employees are handled fairly, and that there is no favoritism towards office-centered employees. Sixth and finally, DGS will collect telework metrics from each state entity (e.g. energy cost savings, decrease in commute) and this information will eventually be posted to the DGS Telework Data Dashboard.

Hawley provided an update regarding CCAP's facilities. In the spirit of lowering its real estate footprint with the rise of telework, CCAP will begin sharing its office space with the Alcoholic Beverage Control Appeals Board (ABCAB) beginning Friday, January 28, 2022. This will provide significant cost savings on rent and utilities. For Fiscal Year 2021-22, ABCAB will reimburse CCAP \$19,000 covering February to June 2022. For Fiscal Year 2022-23, CCAP will be reimbursed \$43,000.

Hawley next discussed Governor Newsom's proposed budget for Fiscal Year 2022-23 which was announced this week. Under the proposed budget, CCAP would continue to have 13 positions and an operating budget of \$3,242,000 – of which \$3,199,000 would be funded by the Cannabis Control Fund and the remaining \$43,000 funded by reimbursements from ABCAB. CCAP is currently on a three-year limited term budget, which means it will submit a new budget change proposal (BCP) for Fiscal Year 2023 and beyond. It is unknown at this time whether the Department of Finance and the Administration will keep CCAP on a three-year limited term schedule (meaning CCAP has to re-submit a BCP every three years) or whether it will be deemed ongoing beyond 2023.

CCAP's current budget is \$3,114,000. CCAP's year-to-date expenditures (from July to November 2021) includes \$706,707 for Personal Services (salaries and benefits) and \$72,647 for Operating



Expenses and Equipment, for a total of \$779,353. For CCAP's projected expenditures (December 2021 to June 2022), the total is estimated to be \$1,135,511. The projected year-end expenditures is estimated to be \$1,914,864. Altogether, for Fiscal Year 2021-22, Hawley projects that CCAP will be under budget by \$1,199,136.

In closing, Hawley noted the office will be closed on Monday, January 17, in observance of Martin Luther King Jr. Day. She completed her report by wishing everyone a safe three-day weekend. Chairperson Bremond thanked Hawley and CCAP staff for all their hard work.

No comments from the Panel. No comments from the public.

### **5. Public Hearing and Possible Action Regarding Proposed Amendments to Update and Clarify Regulations.**

Chief Counsel Chris Phillips provided an update regarding proposed revisions to CCAP's administrative rules and regulations.

Phillips described this agenda item as another required step in the rulemaking process. In September 2021, the Panel voted to approve the proposed regulatory changes and language and for staff to initiate the 45-day public commenting period. The public comment period ended yesterday at 5 PM and concluded without CCAP receiving a single comment. This is not surprising given that these changes are non-controversial and non-substantive.

Today's agenda item serves two functions. First, it serves as one more public hearing on the current proposed amendments. Second, it serves as an opportunity for the Panel to officially adopt the proposed amendments. Phillips will first facilitate the public hearing portion, and then present CCAP staff's recommendations regarding adoption of the proposed regulation changes.

First, this agenda item provides a public hearing on the proposed regulation changes where members of the public have one more opportunity to address the Panel today. Phillips noted the presence of one member of the public and instructed that if they wish to make a comment, they should use the 'raise hand' feature in Zoom so that he can call on them in a moment. He also instructed the Panel that if any public comments are made, the Panel is not required to immediately respond to them. CCAP staff will be replying to any relevant and germane comments in a document called the Final Statement of Reasons, which is the last major piece in the rulemaking process. Phillips then opened the floor to any members of the public that wished to comment on the proposed regulations. There were no comments from the public. There were also no comments from the Panel. This concluded the public hearing portion of the agenda item.

Phillips then transitioned to the second part of this agenda item. This is also a necessary step in the rulemaking process. After all comments are received and considered by the Panel, the approved regulation text that went out for public comment must now be adopted by Panel in order for CCAP to move forward in the rulemaking process. Phillips provided a brief review of the proposed changes in CCAP's regulations and its forms:

- (1) Non-substantive changes revising all references to multiple licensing entities to now refer to the one sole licensing authority, the Department of Cannabis Control (DCC), which was created following the consolidation last July;
- (2) Updating CCAP's listed address from its old address (on Capitol Mall) to its current address (on R Street);
- (3) Adding the inclusion of CCAP's newly created online portal, which gives appellants another avenue to file the required initiating documents (Form 6003 - Notice of Appeal, Form 6005 - Certification of Email Address);
- (4) Changing pronoun language consistent with gender inclusivity;
- (5) Updating Forms 6003 and 6005 to also reflect the single licensing authority (DCC) rather than the three separate entities that existed prior to consolidation.

Phillips and CCAP staff presented the Panel with a two-part recommendation, that the Panel: (1) adopt the approved proposed regulation text and proposed forms (6003 and 6005), and (2) further authorize staff to complete and submit the rulemaking package to the Office of Administrative Law. Phillips concluded his presentation and opened the floor for any questions regarding the proposed amendments to CCAP's regulations and incorporated forms.

No comments from the Panel. No comments from the public.

Motion (Moore): Adopt the proposed regulation text and proposed forms 6003 and 6005, and further authorize CCAP staff to complete and submit the rulemaking package to the Office of Administrative Law. Seconded (Calderon). Melita Deci took a roll call vote on the motion. Motion passed 3-0.

## **6. Election of the Chair.**

Chief Counsel Phillips facilitated this agenda item. He began by stating that since this is the first panel meeting of the year, it is time for the Panel to elect the Panel Chair for the upcoming year.



He reminded that the election procedures were modified the prior year and gave a brief review of the process. All panel members are eligible, and anyone can announce their willingness to serve as Chair. Candidates may also provide a brief statement as to why they should be elected. Once all candidates have had that opportunity, a roll call vote will be conducted, and a Chair will be elected. Regardless of the outcome, Bremond will retain Chairperson duties for the remainder of today's meeting. Any change to the Chair position will take effect at the next meeting.

Before moving onto the nomination process, Phillips asked if anyone had questions regarding the duties of the Chair or the election process. No questions from Panel.

Phillips then opened up the floor and asked for interested candidates to identify themselves and to provide a speech, if desired. Bremond self-nominated and emphasized willingness to continue serving as Chairperson. Phillips asked if anyone else was interested as a candidate. There were no other candidates.

Phillips asked if Bremond would like to make a brief statement or speech. Bremond replied by stating that it has been an honor and privilege to serve in this role and to work with everyone at CCAP. Bremond looks forward to the future.

Melita Deci then took a roll call vote on Bremond being re-elected as Chairperson. The Panel voted 3-0 in favor of Bremond's re-election.

## **7. Public Comments on Items Not on the Agenda.**

Chairperson Bremond warned any comment should not involve pending or future appeals, complaints, applications, or any disciplinary actions that may come before the Panel. No comments from the public.

## **8. Future Agenda Items.**

No comments from the Panel. No comments from the public.

## **9. Adjournment.**

Motion (Moore). Adjourn the meeting. Seconded (Calderon). Meeting adjourned at 11:05 am.

# **AGENDA ITEM 3**

**EXECUTIVE MANAGEMENT  
REPORT**

**THERE ARE NO MEETING  
MATERIALS**

# **AGENDA ITEM 4**

## **STRATEGIC PLANNING WORKSHOP**

## **CANNABIS CONTROL APPEALS PANEL**

### **STAFF REPORT**

#### **REGULAR PANEL MEETING**

**March 30, 2022**

**SUBJECT:** Strategic Planning Workshop

#### **BACKGROUND:**

Strategic Planning is a long-term, future-oriented process of assessment, goal setting, developing objectives, and strategy building that maps an explicit path between the present and a vision of the future. Strategic planning relies on careful consideration of an organization's capabilities and environment and leads to priority-based resource allocation to implement a successful plan. Because strategic planning is a team effort that builds consensus on a future direction for an entity, the process itself is equally as important as the resulting document.

Three key components of a strategic plan include the mission statement (the reason for the entity's existence), values (the core principles that drive the entity), goals (the desired outcomes), and objectives (defined strategies or implementation steps to attain a goal).

On July 29, 2021, the Panel Members finalized and adopted the mission, vision, values, and goals statements as stated below:

#### **Mission:**

The Cannabis Control Appeals Panel provides fair, accessible, and timely quasi-judicial resolution of appeals from the Department of Cannabis Control's licensing decisions.

#### **Vision:**

Cultivating a transparent and respectful forum for cannabis businesses within all California communities.

#### **Values:**

Efficiency  
Fairness  
Professionalism  
Respect  
Transparency

#### **Goals:**

##### Decision Making:

Ensuring appeals from decisions of the Department of Cannabis Control are resolved in a fair and timely manner.



Outreach and Education:

To provide education on the appeals process for cannabis stakeholders.

Organizational Effectiveness:

To develop an effective and collaborative work environment while maximizing resources.

During February 2022, the Department of Consumer Affairs' SOLID Planning Solutions Unit (SOLID) conducted a scan and evaluation of the environment in which CCAP operates. SOLID interviewed CCAP stakeholders: Panel Members, the Executive Director, and staff.

SOLID followed the SWOT Analysis (strengths, weaknesses, opportunities, and threats) method to solicit feedback regarding the Panel's internal strengths and weaknesses as it relates to its goal areas, and external opportunities and threats as it relates to the profession and environment in which the Panel operates.

**UPDATE:**

On April 13, 2022, the Executive Director and Staff will participate in a Strategic Planning Workshop, facilitated by SOLID. This session will build upon the objectives identified by the Panel Members at the publicly noticed meeting on March 30<sup>th</sup>. SOLID Training and Planning Solutions will present a draft strategic plan to the Panel Members for open discussion, debate, and approval at the April 27, 2022, publicly noticed meeting.

**BUDGET AND FISCAL IMPACTS:**

The SOLID Training and Planning Solutions Unit from DCA has been contracted to facilitate the strategic planning process with CCAP. The cost for these services is \$3,080.50.

**BENEFITS AND RISKS:**

There are no known risks associated with discussing and adopting objectives (implementation steps) to accomplish CCAP's goals for its strategic plan. There are, however, several benefits. The purpose of planning is to improve the chances of reaching desirable outcomes. The benefits of planning enable an organization to: 1) prepare for contingencies that could prevent it from attaining its goals, 2) prepare a framework for the organization's orderly growth and progress, and 3) have a strategy for the allocation of resources in a manner that will allow the organization to meet its goals.

**ATTACHMENTS:**

1. CCAP SWOT Analysis Final Report
2. CCAP Objectives Worksheet Handout
3. SMART Objective Action Words

**RECOMMENDATION:**

Review the CCAP SWOT Analysis Final Report to develop objectives for the upcoming strategic plan.

**STAFF CONTACT:**

Anne Hawley, Executive Director  
Cannabis Control Appeals Panel  
916-322-6870



# SWOT Analysis March 2022

Prepared by:

SOLID Planning Solutions

for the Cannabis Control Appeals Panel

STATE OF CALIFORNIA



DEPARTMENT OF CONSUMER AFFAIRS

SOLID TRAINING AND  
PLANNING SOLUTIONS

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## Acronym Legend

Acronym	Definition
<b>ABC</b>	Alcoholic Beverage Control
<b>ABC-AB</b>	Alcoholic Beverage Control Appeals Board
<b>AUMA</b>	Adult Use of Marijuana Act
<b>BCSH</b>	Business, Consumer Services and Housing Agency
<b>CEQA</b>	California Environmental Quality Act
<b>DCC</b>	Department of Cannabis Control
<b>DGS</b>	Department of General Services
<b>FAQ</b>	Frequently Asked Questions document
<b>FPPC</b>	Fair Political Practices Commission
<b>HR</b>	Human Resources
<b>IT</b>	Information Technology
<b>MAUCRSA</b>	Medical and Adult-Use Cannabis Regulation and Safety Act
<b>MCRSA</b>	Medical Cannabis Regulation and Safety Act 2015
<b>Prop 64</b>	Proposition 64 - Adult Use of Marijuana Act (AUMA), passed in 2016 which legalized recreational marijuana use
<b>SB 94</b>	Senate Bill from 2017 conforming MCRSA and AUMA into a single system prioritizing consumer safety, public safety, and tax compliance.

## Introduction

One of the first steps in developing a strategic plan is to conduct a scan and evaluation of the environment in which an organization operates. This evaluation allows the organization to look at the factors that can impact its success. This report is a summary of the analysis recently conducted by SOLID Planning (SOLID) for the Cannabis Control Appeals Panel (Panel or CCAP) during the month of February 2022.

The purpose of this analysis is to provide a better understanding of stakeholder thoughts about the Panel's performance and environment. Stakeholders interviewed are the Panel Members, the Executive Director, and staff.

SOLID followed the SWOT Analysis (strengths, weaknesses, opportunities, and threats) method to solicit feedback from stakeholders. Feedback was solicited regarding the Panel's internal strengths and weaknesses as it relates to its goal areas (listed below) and external opportunities and threats as it relates to the profession and environment in which the Panel operates.

- Goal 1 – Decision Making: Ensuring appeals from decisions of the Department of Cannabis Control are resolved in a fair and timely manner.
- Goal 2 – Outreach and Education: To provide education on the appeals process for cannabis stakeholders.
- Goal 3 – Organizational Effectiveness: To develop an effective and collaborative work environment while maximizing resources.

This document summarizes trends, while providing additional insight to assist the Panel in developing objectives for the upcoming strategic plan. Please review this information carefully in preparation for the upcoming strategic planning session. At the strategic planning session, the Panel Members and leadership will discuss and evaluate this information as a group and identify new strategic objectives that the Panel will focus on during the new strategic plan period.

If you have any questions about this report, please contact Ann Fisher with SOLID Planning at [Ann.Fisher@dca.ca.gov](mailto:Ann.Fisher@dca.ca.gov)

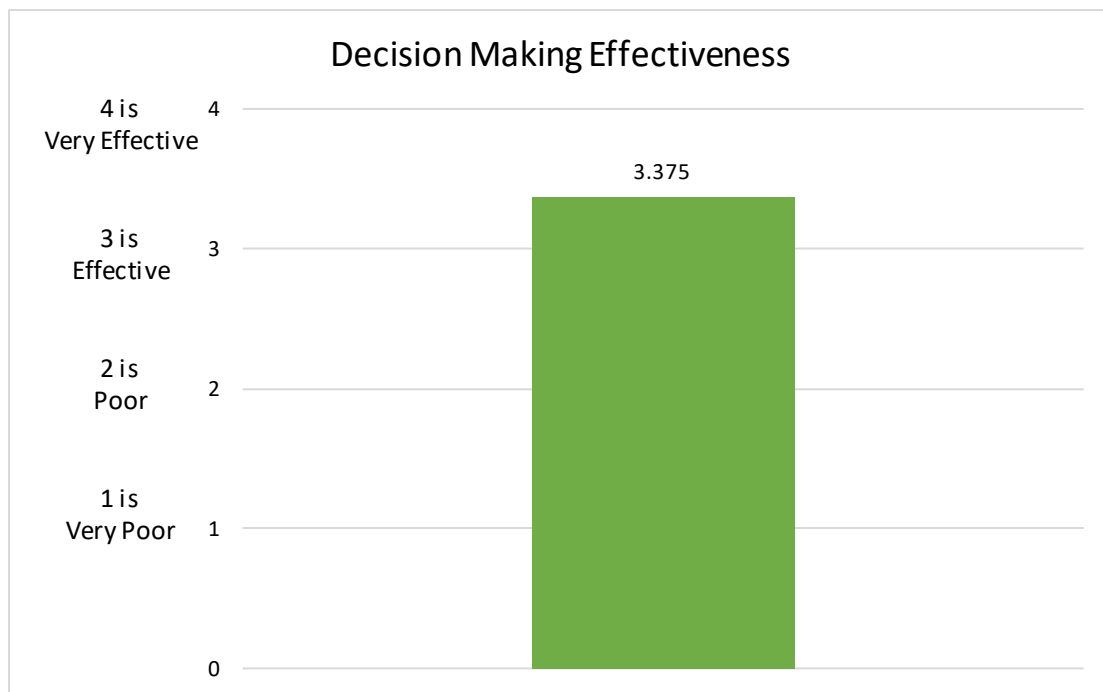
## Decision Making

Ensuring appeals from decisions of the Department of Cannabis Control are resolved in a fair and timely manner.

### Effectiveness Rating

The table and chart below show how the Panel is rated by the stakeholders.

Rating	Stakeholders
Very Effective	37%
Effective	63%
Poor	0%
Very Poor	0%
Total %	100%
Number of Responses	8





## Summary of Decision Making Strengths

1. Stakeholders are confident in the procedural preparation that has been done, from conducting mock cases to participating in relevant trainings, and mapping out the appeals process.
2. Stakeholders see the quality and willingness of both staff and Panel Members as a strength.
3. The Panel's processes are seen as being a key aspect of decision making strength, including the benefits of being able to work virtually and capitalizing on the small team size to reduce layers of bureaucracy.
4. Communication within CCAP is deemed a strength, enhanced through virtual tools and a small staff size.
5. Stakeholders state that the Case Management System and the staff members' experience with it will provide both a framework for their processes and convenience for all users.

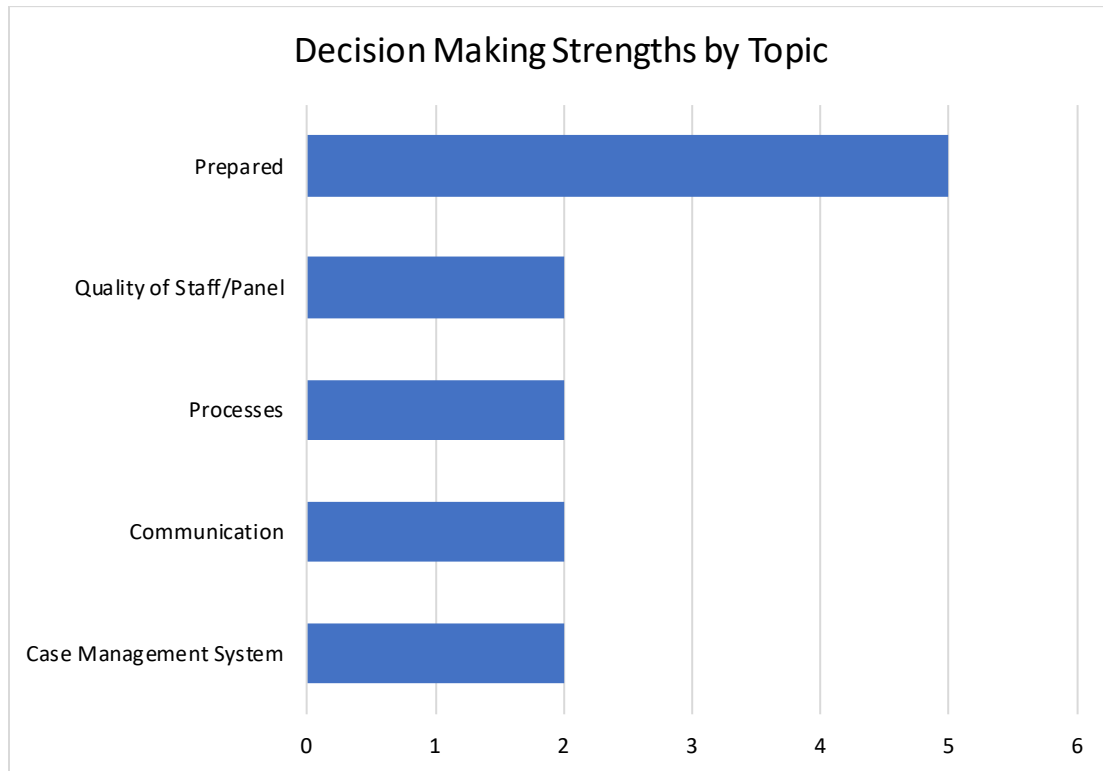
## Summary of Decision Making Weaknesses

1. Stakeholders realize that the absence of appeal cases is a weakness of the organization.
2. As a result of having had no appeals cases yet, stakeholders cite the organization's lack of experience as a weakness, with some decision making processes and trainings put on hold until cases do come before the Panel.
3. The Panel's narrow statutory authority is seen as a weakness, in that relatively few annual (non-provisional) licenses have been issued by the Department of Cannabis Control, and this is the only type of license that may be appealed to the Panel.

## Topics in Decision Making Strengths

### Decision Making Strengths Comment Topics

The bar chart and table below list the most mentioned strength topics cited along with the corresponding number of comments received.

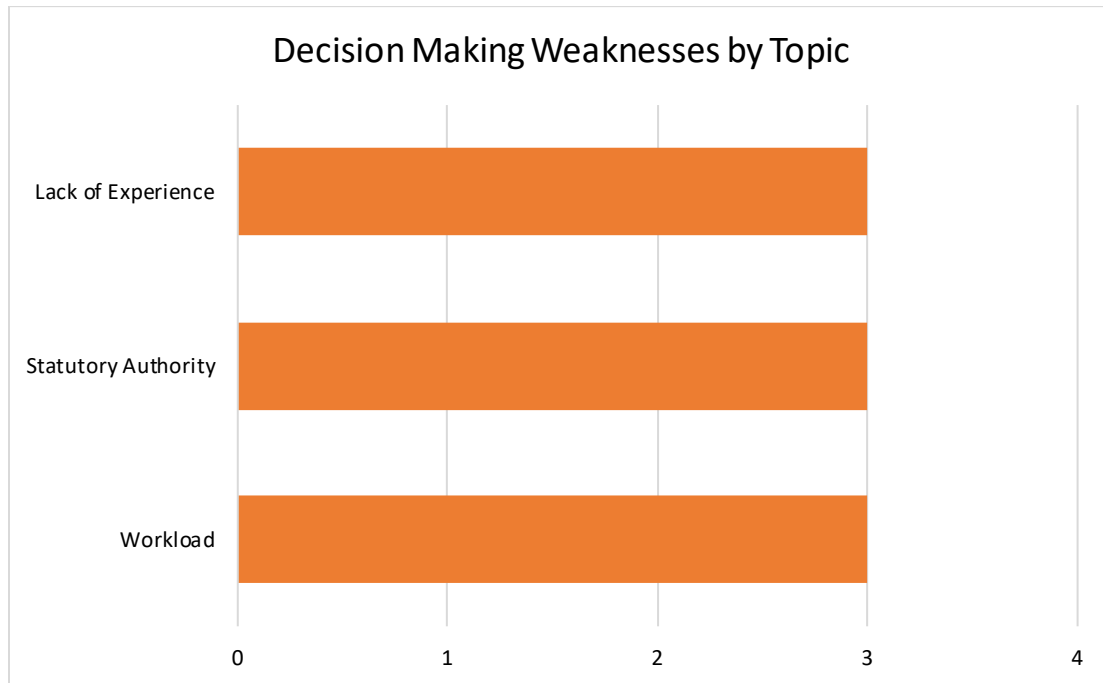


Topic	Total Responses
Prepared	5
Quality of Staff/Panel Members	2
Processes	2
Communication	2
Case Management System	2

## Topics in Decision Making Weaknesses

### Decision Making Weakness Comment Topics

The bar chart and table below list the most mentioned weakness topics along with the corresponding number of comments received.



Topic	Number of Responses
Lack of Experience	3
Statutory Authority	3
Workload	3

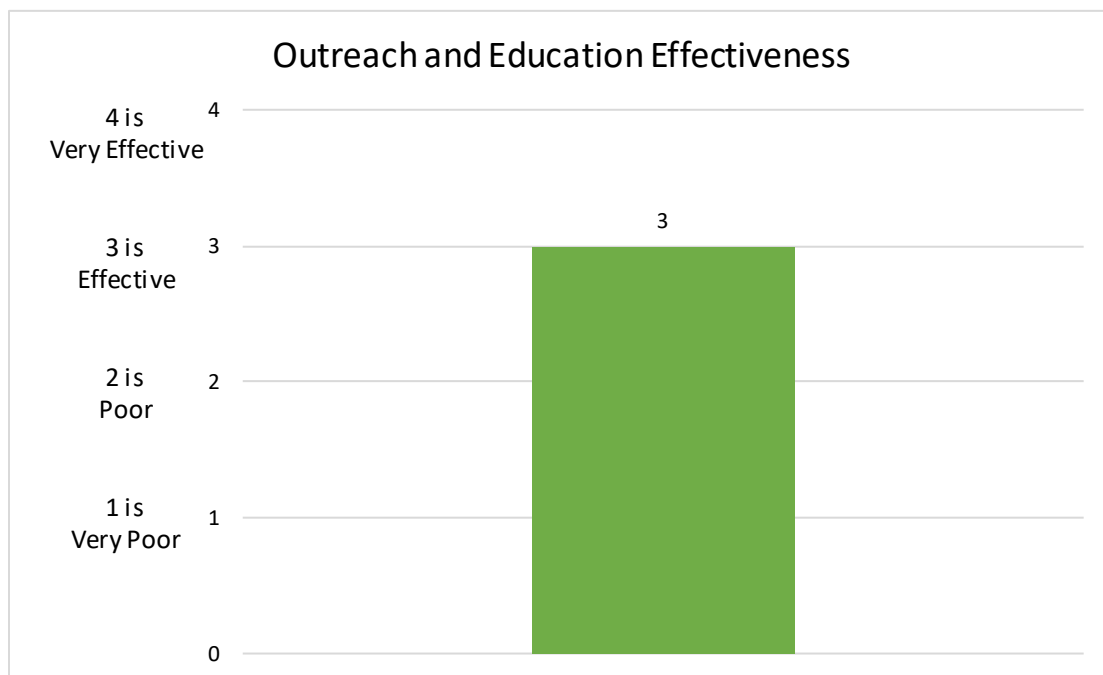
## Outreach and Education

To provide education on the appeals process for cannabis stakeholders.

### Effectiveness Rating

The table and chart below show how the Panel is rated by the stakeholders.

Stakeholders	
Very Effective	14%
Effective	72%
Poor	14%
Very Poor	0%
Total %	100%
Number of Responses	7



## Summary of Outreach and Education Strengths

1. Stakeholders find value in the pre-COVID attendance at in-person events, both as presenters and in training situations, acknowledging that the effectiveness is difficult to assess.
2. Stakeholders feel the website is a strength of the Panel, with significant public-facing material provided and updated, including process maps for filing an appeal and Frequently Asked Questions documents in multiple languages.
3. Stakeholders find strength in the potential of conducting internet-based outreach, including attending virtual events and creating a mobile application for appellants.

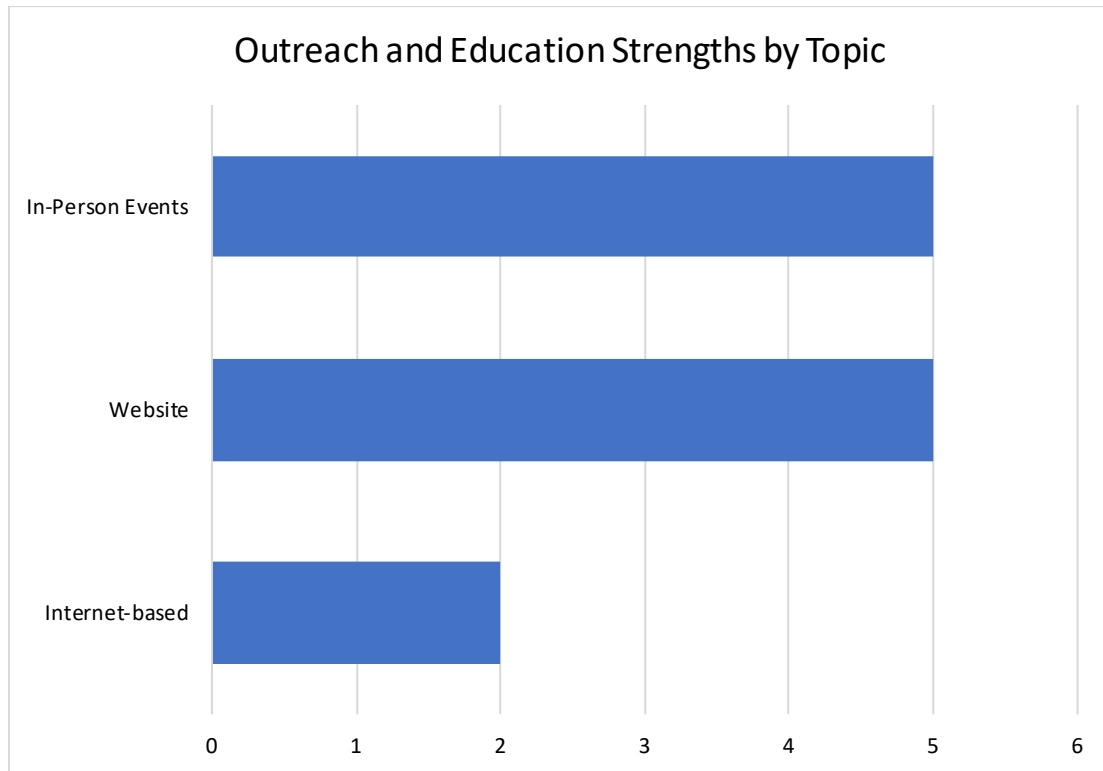
## Summary of Outreach and Education Weaknesses

1. Stakeholders cite a lack of internet-based outreach and education as a weakness, with untapped options including social media, video content, and virtual event attendance.
2. The Panel's statutory authority, as passed by the voters in Prop 64, is viewed as limiting their role in outreach and education given that provisional licensees are not eligible for appeal to CCAP, and that the licensing entity (the DCC) would be the presumed the initial source of information to licensees.
3. The relatively immature state of the legal cannabis industry is seen as a weakness as so few annual (non-provisional) licensees currently exist.

## Topics in Outreach and Education Strengths

### Outreach and Education Strengths Comment Topics

The bar chart and table below list the most mentioned strength topics cited along with the corresponding number of comments received.

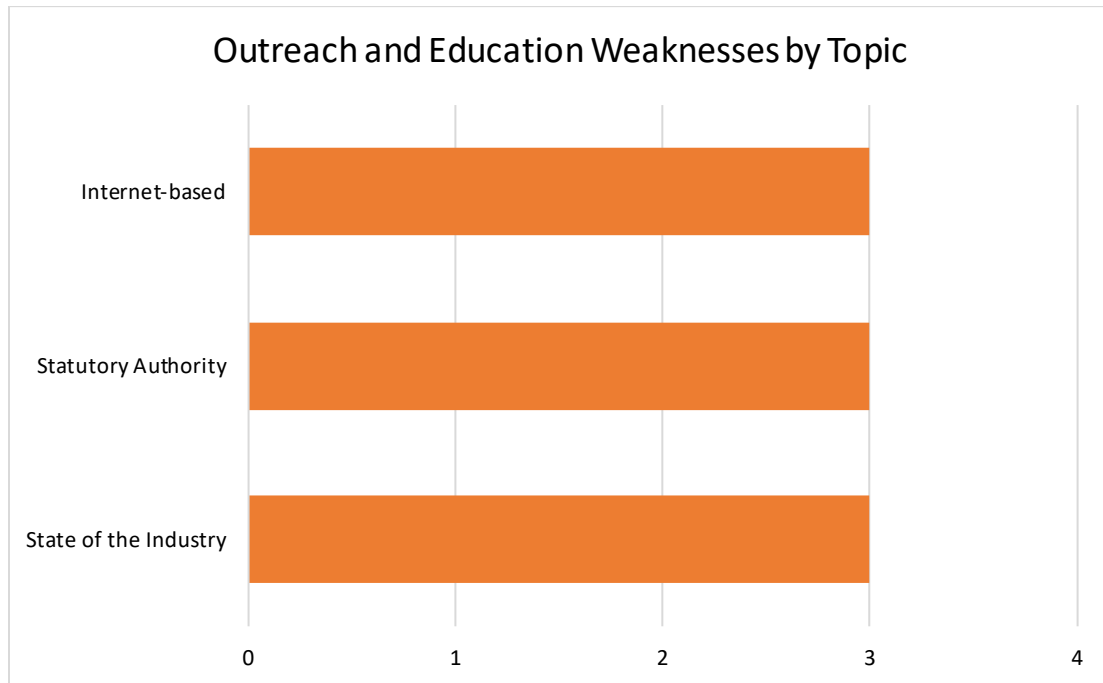


Topic	Number of Responses
In-Person Events	5
Website	5
Internet-based	2

## Topics in Outreach and Education Weaknesses

### Outreach and Education Weakness Comment Topics

The bar chart and table below list the most mentioned weakness topics along with the corresponding number of comments received.



Topic	Number of Responses
Internet-based	3
Statutory Authority	3
State of the Industry	3

## Organizational Effectiveness

To develop an effective and collaborative work environment while maximizing resources.

### Effectiveness Rating

The table and chart below show how the Panel is rated by each of the stakeholder groups.

Stakeholders	
Very Effective	50%
Effective	50%
Poor	0%
Very Poor	0%
Total %	100%
Number of Responses	8





## Summary of Organizational Effectiveness Strengths

1. Stakeholders agree that processes used are a strength, primarily in the ability to work virtually when the COVID pandemic began, but also including cloud-based solutions for administrative data entry and reporting.
2. Communication is cited as a strength of CCAP, from staff keeping Panel Members informed of relevant state laws to outlining current and pending projects.
3. Stakeholders see their fiscal responsibility as a strength, with the sub-leasing of office space to a cessation of travel to meetings and events resulting in cost savings.
4. Stakeholders praise the networking and relationship building that staff have done, particularly with the Alcoholic Beverage Control Appeals Board, as strengthening both staff skills and the assistance given to the parent agency, the Business, Consumer Services and Housing Agency (BCSH).
5. Stakeholders find the CCAP team culture to be a strength, with connections maintained through regular weekly meetings and projects, such as document development and trainings, fostering the formation of personal bonds.

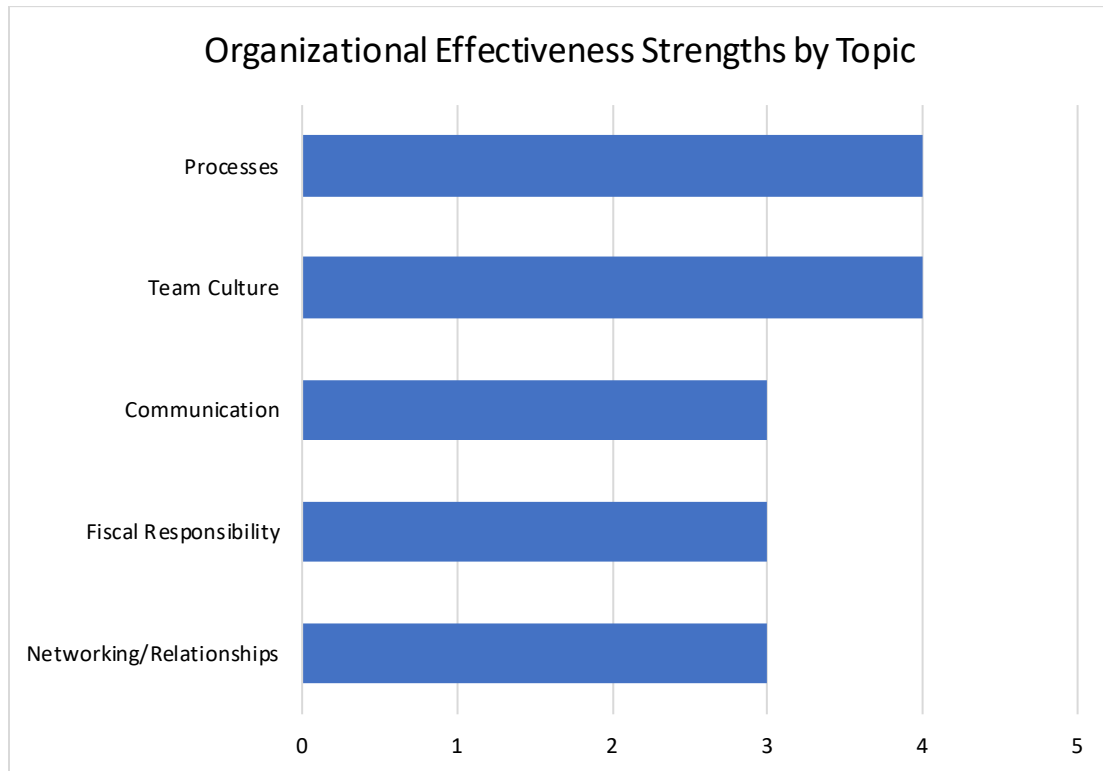
## Summary of Organizational Effectiveness Weaknesses

1. Stakeholders share the observation that a lack of independence in processes has been a weakness for CCAP's organizational effectiveness. Administrative areas, including human resources and procurement, have been conducted through inter-agency agreements with more established State agencies, but this deprives CCAP of any accountability for completion of administrative tasks.
2. Stakeholders cite the unique issues surrounding CCAP's statutory authority as a weakness not of their own doing, reiterating that the Panel's lack of appeals cases stems from the types of licenses in which an appeal is permitted.
3. Stakeholders note that the team culture has weakened as a result of telework and a lack of productive focus.

## Topics in Organizational Effectiveness Strengths

### Organizational Effectiveness Strengths Comment Topics

The bar chart and table below list the most mentioned strength topics cited along with the corresponding number of comments received.

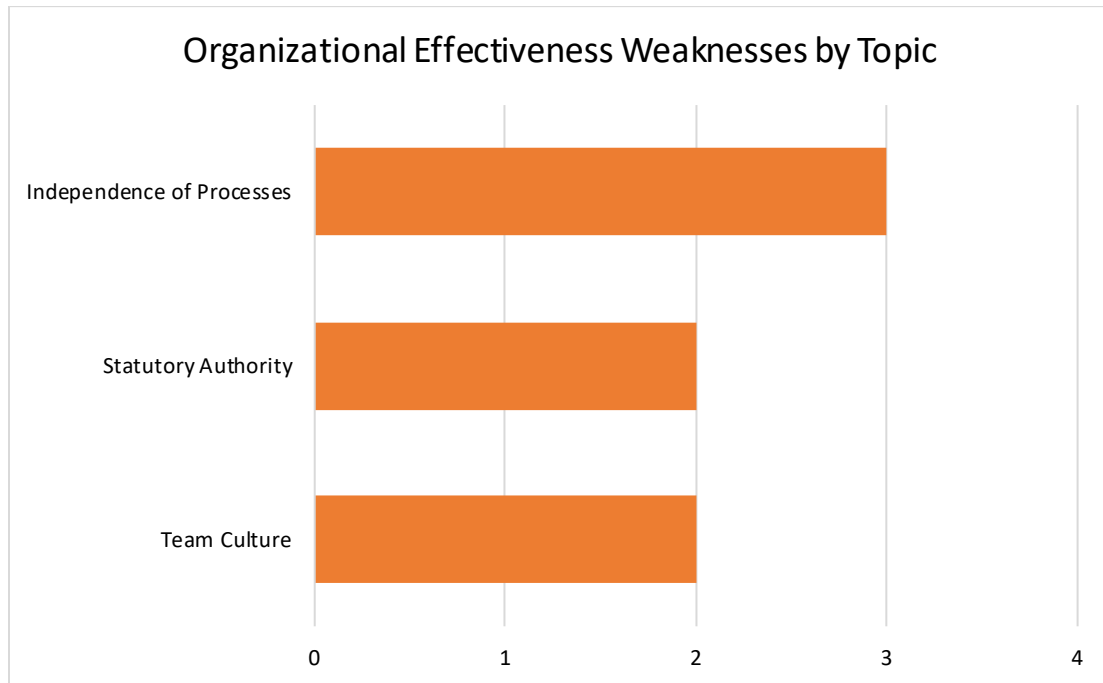


Topic	Number of Responses
Processes	4
Team Culture	4
Communication	3
Fiscal Responsibility	3
Networking/Relationships	3

## Topics in Organizational Effectiveness Weaknesses

### Organizational Effectiveness Weakness Comment Topics

The bar chart and table below list the most mentioned weakness topics cited along with the corresponding number of comments received.



Topic	Number of Responses
Independence of Processes	3
Statutory Authority	2
Team Culture	2

## Opportunities and Threats Summary

There are many factors that may impact the future direction of the cannabis industry. These could be opportunities the Panel may want to capitalize on or threats it needs to mitigate.

Stakeholders were asked to list potential opportunities and threats in the Panel's external environment that they felt could impact the cannabis industry and the Panel's role. The following are common responses and/or responses that the Panel might reference when considering its strategic plan.

### Summary of Opportunities

1. Stakeholders agree that the primary opportunity in the near future will be the Department of Cannabis Control's actions in regard to issuance of annual (non-provisional) licenses with the option to file appeals, as well as the DCC's providing information about the appeal option to fined or denied applicant licensees.
2. CCAP's statutory authority provides an opportunity in that the Panel is legally mandated.
3. Stakeholders agree that the industry is growing and becoming more normalized, and this could lead to more licensing and thus more appeal activity.
4. Stakeholders see the opportunity of technological tools making the cannabis appeals process more accessible and consistent than most other state processes.

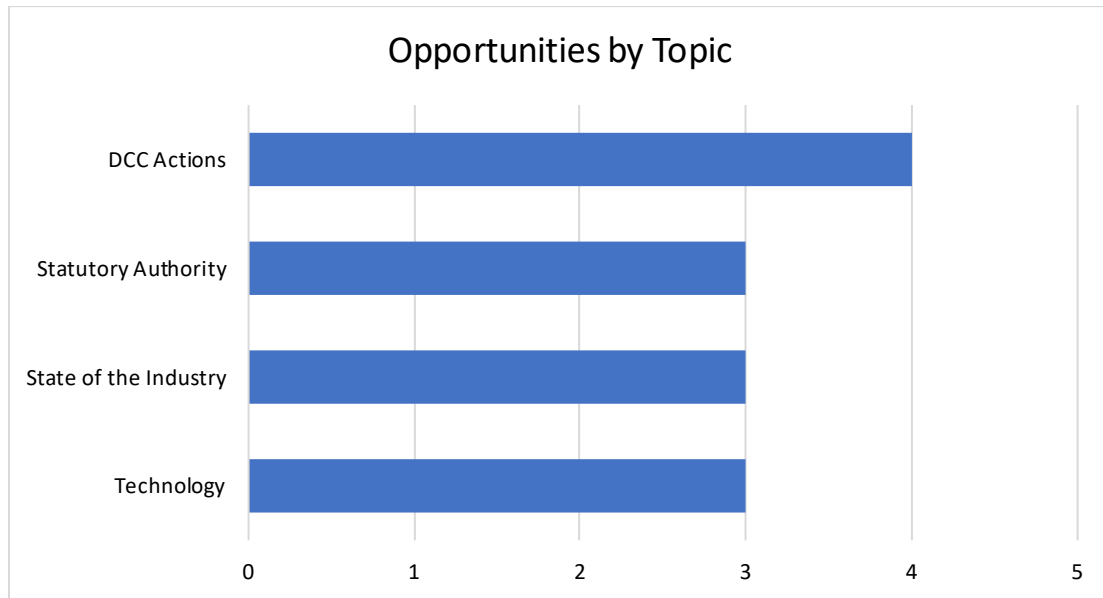
### Summary of Threats

1. Almost every respondent noted that the California practice of allowing local disapproval of cannabis business permits is an ongoing threat to the Panel's statutory authority, as well as noting that the lack of annual (non-provisional) license issuance is undermining the initial anticipation of appeals overloading the Superior Court system.
2. Stakeholders cite politics as a threat to the Panel, in that any federal legalization would override the State's authority, or that different approaches to the regulation of cannabis in California might lead to a simplification or change to the current regulatory structure.
3. Stakeholders agree that the significant illicit cannabis market is a threat to the industry, and thus to the Panel.
4. Stakeholders are concerned that the resources being taken up by the Panel are a threat, particularly if the state revenue generated from cannabis continues to under-perform based on early projections.
5. Stakeholders noted that the fees involved in becoming licensed are a barrier, and the threat is that this will continue to drive the illicit market.

## Topics in Opportunities

### Opportunities Comment Topics

The bar chart and table below list the most mentioned topics along with corresponding number of comments.

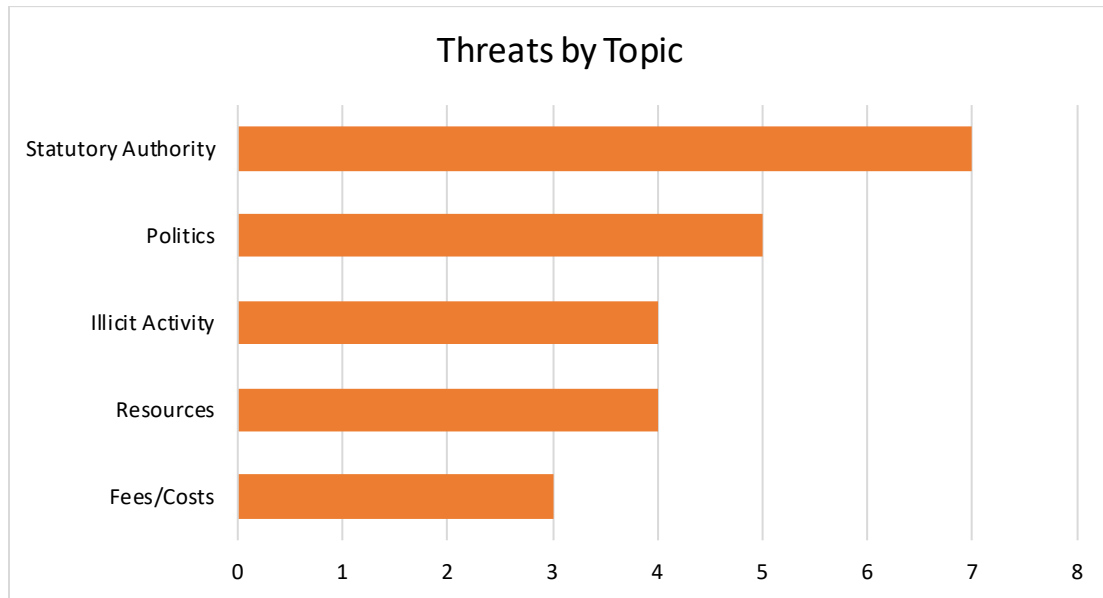


Topic	Number of Responses
DCC Actions	4
Statutory Authority	3
State of the Industry	3
Technology	3

## Topics in Threats

### Threats Comment Topics

The bar chart and table below list the most mentioned topics along with corresponding number of comments.



Topic	Number of Responses
Statutory Authority	7
Politics	5
Illicit Activity	4
Resources	4
Fees/Costs	3

## Appendix A – Data Collection Method

Data for this report was gathered by interviewing Panel Members, the Executive Director, and staff. A total of eight interviews were performed. All stakeholders were asked the same questions.

Stakeholder Group	Surveying Method	Date	Number of Responses	Response Rate within Group
Internal Stakeholders	Interviews	February 2022	5 of 5	100%
Panel Members	Interviews	February 2022	3 of 3	100%



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## Instructions

Using the attached worksheets, determine potential objectives for each goal area for the new Strategic plan based on:

- Review of the SWOT Analysis Report
- Experience and previously identified needs

## Guidelines to Developing Objectives

When developing objectives, you should consider the SMART objectives method:

<b>Specific</b>	Details what needs to be done
<b>Measurable</b>	Success that can be measured
<b>Action-Oriented</b>	Uses action words
<b>Realistic</b>	Possible to attain
<b>Time Based</b>	Timeframe is clear

ACTION VERB	WHAT?	WHY?
Action words give the objective movement. Use the "Action Verb" list.	What is the objective to address?	Why does action need to be taken?

Below are examples of how to use the formula to develop objectives.

ACTION VERB	WHAT?	WHY?
Create	an onboarding program	to ensure new members' successful transition to the Panel.
Recruit and train	three additional Subject Matter Experts	to reduce investigative cycle times.

The next page shows your CCAP Goal Areas, with room to jot down your ideas!

## Goal Area 1: Decision Making

ACTION VERB	WHAT?	WHY?

Notes:

## Goal Area 2: Outreach and Education

ACTION VERB	WHAT?	WHY?

Notes:

## Goal Area 3: Organizational Effectiveness

ACTION VERB	WHAT?	WHY?

Notes:

### SMART Objective Action Words

<b>All-Purpose</b>		<b>Investigative</b> <i>Checking it out</i>		<b>Consultative</b> <i>Doing the research</i>	<b>Communication</b> <i>Sharing knowledge</i>
Adapt	Initiate	Analyze	Interview	Address	Communicate
Allocate	Lead	Anticipate	Investigate	Advise	Discuss
Administer	Perform	Appraise	Locate	Benchmark	Disseminate
Adopt	Plan	Assess	Measure	Coach	Introduce
Combine	Provide	Calculate	Monitor	Consult	Re-write
Compare	Raise	Conduct	Prioritize	Counsel	Write
Confirm	Recommend	Determine	Quantify	Demonstrate	
Decide	Revise	Evaluate	Re-evaluate	Guide	
Decrease	Select	Explore	Research	Inform	
Define	Serve	Find	Seek	Mentor	
Discontinue	Simplify	Hypothesize	Survey	Model	
Enhance	Streamline	Identify	Verify	Negotiate	
Expand	Strengthen		Validate	Resolve	
Gather	Supervise			Review	
Help	Use			Suggest	
Increase	Utilize			Teach	
<b>Generative</b> <i>Making things happen</i>		<b>Coordinative</b> <i>Organize it</i>		<b>Collaborative</b> <i>Working with others</i>	
Acquire	Formalize	Accelerate		Accommodate	Participation
Activate	Formulate	Arrange		Assist	Partner with
Advance	Generate	Clarify		Collaborate	Persuade
Assemble	Innovate	Connect		Compile	Preserve
Apply	Invent	Coordinate		Contribute	Promote
Automate	Launch	Decide		Educate	Recognize
Build	Make	Direct		Encourage	Resolve
Condense	Maximize	Establish		Facilitate	Share
Confirm	Modify	Facilitate		Guide	Steer
Consolidate	Organize	Fund		Help	Support
Construct	Outline	Implement		Leverage	Synchronize
Contract	Prepare	Include		Mitigate	Synthesize
Create	Produce	Intervene		Offer	Unite
Co-create	Propose	Itemize			
Deliver	Publish	Lead			
Design	Redesign	Manage			
Develop	Re-engineer	Merge			
Devise	Require	Organize			
Document	Restructure	Pursue			
Draft	Revise	Systematize			
Establish	Simplify				
Execute	Start				
Extend	Update				

# **AGENDA ITEM 5**

**THERE ARE NO  
MEETING MATERIALS**

# **AGENDA ITEM 6**

**THERE ARE NO  
MEETING MATERIALS**

# **AGENDA ITEM 7**

**THERE ARE NO  
MEETING MATERIALS**