



CANNABIS CONTROL APPEALS PANEL

May 21, 2026
PANEL MEETING

Staff Copy



CANNABIS CONTROL APPEALS PANEL

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CANNABIS CONTROL APPEALS PANEL

GOVERNOR GAVIN NEWSOM
BUSINESS, CONSUMER SERVICES AND HOUSING AGENCY
Secretary Tomiquia Moss



MEMBERS OF THE PANEL

Dr. Diandra Bremond – Chairperson, Los Angeles County
Cathryn Rivera – Member, Sacramento County
Jim Wood – Member, Sonoma County
Josh Newman – Member, Orange County

MEETING DATE AND TIME

Thursday, May 21, 2026
10:00 a.m. to 2:00 p.m.
(Or conclusion of business)

MEETING LOCATION

Cannabis Control Appeals Panel
400 R Street, Suite 330
Sacramento, CA 95811
(Open to the public)

NOTICE TO THE PUBLIC

If you wish to participate in person, you may attend the above public location. Or members of the public may take part remotely. You can watch the meeting through Zoom using the link below. You can also listen by phone using the call-in information.

Join Zoom Video Meeting

Meeting ID: 848 1128 7026

<https://us02web.zoom.us/j/84811287026?pwd=hkLJn0NreRZNgtzsVmdrs0abFW8Lw0.1>

Passcode: 989149

Call-In Information:

Phone Number: 1-669-444-9171

Meeting ID: 848 1128 7026

Passcode: 989149

MEETING AGENDA

Item 1	Call to Order and Establishment of Quorum <i>Dr. Diandra Bremond, Chairperson</i>	Action Item
Item 2	Approval of the Minutes <i>Dr. Diandra Bremond, Chairperson</i>	Action Item
Item 3	Hearing on Motions 1. CCAP Case No. 2026-04-DCC-0002 EUPHORIC LIFE, INC. License: C11-0000305-LIC Department Decision: DCC25-00004-CON	Oral Argument

Item 4	Discussion and Possible Action on Policy to Place Time Limitations on Public Comments <i>Christopher Phillips, Chief Counsel</i>	Action Item
Item 5	Closed Session CCAP Case No. 2026-04-DCC-0002 EUPHORIC LIFE, INC. License: C11-0000305-LIC Department Decision: DCC25-00004-CON Deliberation heard under the authority of Government Code section 11126 (c)(6).	Action Item
Item 6	Strategic Planning <i>Anne Hawley, Executive Director</i> <i>Sarah Irani & Trisha St. Clair</i> <i>Strategic Business Analyst & Facilitators</i> <i>Department of Consumer Affairs</i> <i>SOLID Training and Planning Solutions</i>	Information Item
Item 7	Public Comments on Items Not on the Agenda 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)]	Information Item
Item 8	Future Agenda Items <i>Dr. Diandra Bremond, Chairperson</i>	Procedural Item
Item 9	Adjournment <i>Dr. Diandra Bremond, Chairperson</i>	Procedural Item

NOTICE TO THE PUBLIC

MEETING ACCESSIBILITY: A person who needs a disability-related accommodation to participate in the meeting may make a request by contacting Christopher Phillips at Christopher.Phillips@ccap.ca.gov, (916) 322-6870, or in writing to: Cannabis Control Appeals Panel, 400 R Street, Suite 320, Sacramento, CA 95811. Providing your request at least one week before the meeting will help to ensure availability of the requested accommodation.

IMPORTANT NOTICES: All times and the order of agenda items are subject to change at the discretion of the Chair. Action may be taken on any item listed on the agenda. We will take public comment on items of discussion for each item. If comment is not requested by the Chair, the public should feel free to request an opportunity to speak. The Chair may limit the time allotted for public comment at their discretion. The meeting may be cancelled without notice.

ADDITIONAL INFORMATION OR REQUESTS: Interested parties may access the meeting agenda and materials at <http://www.ccap.ca.gov>. All other inquiries (such as translation services) should be directed to Christopher Phillips at least one week prior to the meeting.

AGENDA ITEM 1

No Meeting Materials

AGENDA ITEM 2

Approval of the
Minutes

Open Session Meeting Minutes

Tuesday, April 28, 2026
10:02 am – 11:00 am

Cannabis Control Appeals Panel
400 R Street
Sacramento, CA 95811

Members present:

- Dr. Diandra Bremond, Chairperson (in Sacramento County – In Person)
- Jim Wood (in Sacramento County – In Person)
- Josh Newman (in Sacramento County – In Person)

Staff present:

- 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, Senior Staff Attorney, Cannabis Control Appeals Panel
- Melita Deci, Administrative and Business Services Coordinator, Cannabis Control Appeals Panel
- Ruben Garza, Office Technician, Cannabis Control Appeals Panel

Summary:

1. Call to Order and Establishment of Quorum.

Chairperson Diandra Bremond called the teleconference meeting to order at 10:02 am.

Melita Deci took the roll call vote. Panel Members Diandra Bremond, Jim Wood, and Josh Newman were present. A quorum was established.

2. Approval of the Minutes.

Chairperson Bremond asked the Panel if there were any additions or corrections to the minutes of the March 10, 2026, meeting. There were no additions or corrections. No comments from the public.

Motion (Newman): Approve the minutes of the March 10, 2026, meeting as submitted. Seconded (Wood). Melita Deci took a roll call vote on the motion. Motion passed 3-0.

3. Executive Management Report.

Executive Director Hawley began her report by discussing CCAP's budgetary numbers for Fiscal Year 2025-26 (3rd Quarter). These numbers reflect expenditures from July 2025 to February 2026. Hawley stated that CCAP's budget looks to be in good shape rest of the year. Out of its total budget (\$3,318,000), CCAP projects to spend \$2,847,106 by year end – leaving a positive balance of \$415,894.

Next, Hawley's report covered the Panel's Strategic Planning process. The Department of Consumer Affairs' SOLID Unit will provide a copy of CCAP's Environmental Scan along with a "Goals and Objective" workbook to the Panel prior to the next meeting. The information provided will include environmental scans covering both internal and external stakeholders.

Hawley then opened the floor for questions.

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

4. Administrative Delegations.

Chairperson Bremond introduced Chief Counsel Chris Phillips to present regarding several proposed delegations of the Panel's authority.

Phillips stated that staff has a list of necessary delegations to better streamline Panel meetings. The proposed delegations fall into two categories: delegations to the Executive Director and delegations to the Panel Chair.

Phillips first introduced and presented the five proposed delegations to the Executive Director:

- 26-01: Delegation of Review of Appellant Requests for Extension of Deadline to File Administrative Record
- 26-02: Delegation of Review of Motions for Extension of Briefing Deadline
- 26-03: Delegation of Review of Motions to Waive Briefing Page Length Restrictions
- 26-04: Delegation of Review of Stipulated Requests to Submit a Partial Administrative Record
- 26-05: Delegation of Review of Requests or Motions for Hearing Continuance or Location Change

These delegations are largely ministerial actions. They do not require Panel deliberations regarding questions of fact or law. It would not be a good use of resources to calendar and notice Panel meetings under Bagley-Keene for the purpose of these minor, technical requests.

During the presentation, Phillips identified a necessary revision to Delegation No. 26-02, which has two parts. The last line of the second part reads, in relevant part, "...provided the Executive Director determines that the appellant has demonstrated good cause." Phillips struck "appellant" and replaced it with "moving party" since it is possible that the Department of Cannabis Control (DCC) may also request a deadline extension to submit a brief.

Phillips then opened the floor for any questions from the Panel. No comments from the Panel.

Motion (Newman): Approve all five proposed delegations of authority (including Phillips' amendment to Delegation No. 26-02) to the Panel's Executive Director. Seconded (Wood). Melita Deci then took a roll call vote to approve the proposed delegations of authority to the Panel's Executive Director. The Panel voted 3-0 to approve the proposed delegations.

Phillips then introduced and presented the two proposed delegations to the Panel Chair:

- 26-06: Delegation of Review of Motions to Vacate Automatic Stay
- 26-07: Delegation of Authority to Dismiss Appeal Upon Appellant's Own Motion, or on Other Limited Procedural Grounds

Delegation No. 26-06: Reviewing a motion to vacate stay must be an expedited procedure since they are dealing with potential or actual public harm. Once an appeal is filed with the Panel, CCAP's regulations grant an automatic stay of the underlying DCC decision (along with any imposed discipline) during the pendency of the appeal.

CCAP's regulations also allow the DCC to file a motion to vacate stay if the stay would present an immediate danger to the public. If there is a genuine risk to the public, it is critical that the Panel be able to vacate a stay as quickly as possible. This proposed delegation would expedite the process by permitting the Chair to decide on these motions thereby allowing stays to be vacated as soon as the Chair can review relevant materials.

Panel member Newman asked Phillips for an example where upholding a stay could present an immediate danger to the health, safety, or welfare of the public. Phillips explained that an example would be a licensed dispensary that has been caught selling cannabis products to minors. If they have filed an appeal with the Panel, the dispensary would be permitted to continue selling its products unless or until the stay is vacated.

Delegation No. 26-07: This delegation deals with the authority to dismiss an appeal. CCAP's regulations permit dismissal in certain limited, non-substantive circumstances. For example, when the appellant moves for dismissal themselves or if appellant fails to correct procedural requirements. This delegation would permit the Chair to act in these circumstances where dismissal does not require the Panel to exercise its judgment and only requires reviewing filed documents to ensure dismissal is appropriate under CCAP regulations.

Phillips opened the floor for questions.

A member of the public asked about the automatic stay. They asked what is the standard for determining what circumstances justify vacating a stay? Phillips explained that the standard required in motions to vacate stay is demonstrating that a stay remaining in place would present an immediate danger to the health, safety, or welfare of the public.

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

Motion (Wood): Approve both proposed delegations of authority to the Panel Chair. Seconded (Newman). Melita Deci then took a roll call vote to approve the proposed delegations of authority to the Panel Chair. The Panel voted 3-0 to approve the proposed delegations.

Phillips completed his presentation and handed the floor back to Bremond.

5. Panel Handbook Updates.

Chairperson Bremond introduced Chief Counsel Phillips to make his presentation regarding proposed updates to the Panel's handbook.

Phillips stated that the Panel currently lacks a formal process for creating a subcommittee. This agenda item proposes updating the Panel Handbook to establish a process for creating subcommittees. Staff surveyed numerous state boards and bodies, and identified best practices.

Phillips summarized the different subcommittees. A delegated subcommittee is granted authority to act on behalf of the Panel. In contrast, an advisory subcommittee has no authority to act on the Panel's behalf but instead advises how the Panel should exercise its authority.

The key difference is that delegated subcommittees still must abide by all applicable Bagley-Keene requirements. There is no convenience or benefit to the Panel using them. They might as well convene a publicly noticed meeting with the full Panel.

Phillips pointed the Panel to the two proposed updates to the Handbook. The first update is the inclusion of a subcommittee policy which outlines the process for creating a Panel subcommittee. The second update is to update the Panel Chair's list of responsibilities to reflect their additional duties under the proposed subcommittee policy.

Phillips then opened the floor for any questions from the Panel.

Panel member Wood asked about the process for adopting this proposed subcommittee policy. Phillips explained that the policy will be formally adopted once the Panel votes to approve the proposed updates to the Handbook.

Motion (Wood): Approve the two proposed updates to the Panel Handbook. Seconded (Newman). Melita Deci then took a roll call vote to approve the proposed updates to the Handbook. The Panel voted 3-0 to approve the proposed updates.

Phillips completed his presentation and handed the floor back to Bremond. No comments from the public. No other comments from the Panel.

6. 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.

7. Future Agenda Items.

Chairperson Bremond proposed a topic for consideration at a future Panel meeting. Bremond requested that the Panel discuss the issue of setting a time limit on public comments.

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

8. Closed Session.

Open session was suspended at 10:46 am for the Panel to continue its deliberations in the matter of Santa Ana Main Distro, LLC (CCAP Case No. 2025-08-DCC-0003) in closed session, under the authority of Government Code section 11126(c)(6).

Open session resumed at 11:00 am.

9. Adjournment.

Motion (Wood). Adjourn the meeting. Seconded (Newman). Meeting adjourned at 11:00 am.

AGENDA ITEM 3

Hearing on Motions

(CCAP Case No. 2026-04-DCC-0002)

AGENDA ITEM 4

Discussion and Possible
Action on Policy to
Place Time Limitations
on Public Comments

CANNABIS CONTROL APPEALS PANEL

STAFF REPORT

REGULAR PANEL MEETING

May 21, 2026

SUBJECT: Time Limitations on Public Comments at Panel Meetings

BACKGROUND:

This report covers time limits on public comments at a Panel meeting. It provides relevant legal background and examines how a time limit may be set or adjusted (as necessary). Currently, this Panel lacks a general policy regarding time limits on public comments. This report proposes that the Panel adopt a policy of its own by amending the Member Handbook.

As a matter of best practices, government boards and commissions typically adopt a board policy manual. This document is intended to guide Panel Members under specific procedural circumstances, reiterate relevant statutes and ethical standards, and ensure consistent application of general administrative policies. The current policy manual, known as the “Member Handbook,” (Handbook) was adopted by the Panel at its first meeting on August 13, 2018. The Handbook was last updated on April 28, 2026.

ANALYSIS:

Bagley-Keene Open Meeting Act

Bagley-Keene sets transparency and meeting requirements for a “state body” as defined by statute. (See Gov. Code, § 11121.) As a general matter, members of the public are entitled to speak at public meetings with few restrictions.

For instance, individuals may speak or participate in a public meeting without being required to identify themselves. (Gov. Code, § 11124.) Furthermore, they may freely criticize the policies, programs, services, acts, or omissions of a state body (such as the Panel). (Gov. Code, § 11125.7, subd. (d).)

State bodies, however, may adopt reasonable regulations to limit the total time allotted for public comment on specific issues and for each individual speaker. (Gov. Code, § 11125.7, subd. (b); *Ribakoff v. City of Long Beach* (2018) 27 Cal.App.5th 150, 171–177 (*Ribakoff*).)

Time Limit on Public Comment

There is no hard-and-fast rule on what is or is not an appropriate time limit. What constitutes a “reasonable” limit will depend on the circumstances, including the time allotted for the

meeting, the number and complexity of agenda items, and the number of individuals wishing to make a public comment. (75 Ops.Cal.Atty.Gen. 89, 92 (1992).) As one court explained:

[H]aving no limit on either the length of any particular presentation by a member of the public or on the number of public speakers (or on the total time for public comment) has the potential for endless discussion—given the potential that there will be a far greater number of members of the public who may wish to speak to an issue than there are staff and guests who make presentations concerning it. The number of staff and invited guests speaking on a topic will clearly be limited; the potential for public speakers is potentially extensive and needs some reasonable limitation.

(*Ribakoff, supra*, at p. 172.)

Courts have upheld rules limiting public speakers to no more than three minutes per agenda item. (E.g., *Ribakoff, supra*, 27 Cal.App.5th 150; *Kindt v. Santa Monica Rent Control Bd.* (9th Cir. 1995) 67 F.3d 266.) They have also upheld two-minute limits on public comments. (*Chaffee v. San Francisco Public Library Com.* (2005) 134 Cal.App.4th 109 (*Chaffee*).) Under certain circumstances, it may even be reasonable to implement a one-minute time limit.

In *Chaffee*, the court affirmed that a governmental body may “exercise their reasonable discretion in departing from the normal time limits.” (*Chaffee, supra*, 134 Cal.App.4th at p. 115.) There, the President (equivalent of Chair) “anticipated that four of the items on the agenda would be lengthy, and the [body] would not be able to complete the meeting in a reasonable period unless public comments were shortened.” (*Id.* at p. 112.)

The court thus held it did not violate open meeting laws when the President announced at the start of a meeting that “public comment on each agenda item would be limited to two minutes per speaker, instead of the three minutes normally allotted[.]” (*Id.* at p. 111.) In reaching this holding, the court emphasized that open meeting laws do not “specify a three-minute time period for comments” or “prohibit public entities from limiting the comment period in the reasonable exercise of their discretion.” (*Id.* at p. 116.)

Time limits do not violate the First Amendment if they are content-neutral restrictions that merely limit the *amount of time* for speech, not the *substance* of the speech. (*Ribakoff, supra*, at p. 177; see *White v. City of Norwalk* (9th Cir. 1990) 900 F.2d 1421, 1425 [“While a speaker may not be stopped from speaking because the moderator disagrees with the viewpoint he is expressing . . . it certainly may stop him if his speech becomes irrelevant or repetitious.”].)

Do note, however, that if a state body sets a time limit for public comment, it must generally provide “at least twice” that allotted time to a non-English speaker who wishes to address the body using a translator or other translating technology. (Gov. Code, § 11125.7, subd. (c)(1).)

Other State Bodies

1. Board of Pharmacy (BOP)

BOP provides a “Procedure Manual” (like the Panel Handbook) to its Board members. The BOP Manual includes a policy on the management of public comments. This policy includes a provision regarding setting or adjusting time limits.

This provision states that the President or Chair has the discretion to limit public comment as necessary. If the number of speakers exceeds the allotted time, the President or Chair may limit each speaker’s statement to listing only their name, organization, and if they support or oppose the proposed action.

As stated above, the Panel Handbook currently lacks any analogous policy.

2. California Privacy Protection Agency (CPPA)

While CPPA provides a Board Member Handbook to its members, it does not contain any written policy regarding the management of public comments.

However, CPPA’s Meeting Notice & Agenda for their public meetings provides a disclaimer to members of the public. It notifies them, among other things, that the default is three minutes, but the Chair may adjust the time limit at their discretion. It also expressly prohibits members of the public from yielding their allotted time to other members of the public.

CCAP’s Notice & Agenda includes a similar disclaimer, but it is comparatively sparse. It only states that the Chair may limit the time allotted for public comment at their discretion.

3. California Public Utilities Commission (CPUC)

CPUC adopted a resolution to implement rules governing public comments. It was introduced and voted for approval by CPUC members. The rules permit CPUC’s President to adjust the time for each speaker (or order of speakers) as needed. The rules also permit CPUC to waive or override any rule in case of emergency, to maintain orderly conduct of the meeting, or for other unforeseen circumstances.

Staff Proposal

BOP and CPUC both formally adopted written guidance regarding setting a time limit on public comments. CPPA, in contrast, appears to have simply designated those functions to its Chair without any formal approval process. Between these two options, staff recommends amending the Panel Handbook to include a written policy on this matter.

After reviewing the Handbook, staff has identified two necessary revisions:

- The first proposed revision is to add a new “Time Limit on Public Comments” policy on page 7. The Panel currently lacks any policy or guidance on this topic. The proposed revision fills this void by establishing clear rules for setting and managing time limits.
- The second proposed revision is to update the “Responsibilities of the Chair” section on page 10. This section currently does not list the Chair’s responsibilities regarding public comment time limits. The proposed revision would accurately reflect the Chair’s additional duties under the new public comment policy.

BUDGET AND FISCAL IMPACTS:

None.

BENEFITS AND RISKS:

There are no known risks with the proposed Handbook revisions or with the use of time limits. There are, however, several benefits:

- Setting a time limit strikes an important balance between meeting efficiency and public participation. The Panel can conduct its business within a reasonable timeframe while still ensuring all attendees have an equal chance to provide public input.
- Setting a time limit encourages attendees to provide their input as concisely and clearly as possible, thus improving the quality of public feedback received by the Panel.
- The Panel Chair can swiftly adjust to any unexpected scenario by being able to modify the time limit as needed during a meeting.
- Adopting a written policy sets a clear and consistent practice moving forward.

ATTACHMENTS:

1. Marked-up version of Member Handbook with all proposed revisions highlighted.

RECOMMENDATION:

Approve the Proposed Revisions of the Member Handbook (Attachment 1).

STAFF CONTACT:

Christopher Phillips, Chief Counsel
Cannabis Control Appeals Panel
(916) 322-6909



CANNABIS CONTROL APPEALS PANEL

MEMBER HANDBOOK

Gavin Newsom, Governor
State of California

Tomiquia Moss, Secretary
Business, Consumer Services and Housing Agency

Cannabis Control Appeals Panel
400 R St. Ste. 320
Sacramento, CA 95811
www.ccap.ca.gov

Adopted August 13, 2018
Last Updated ~~April 28, 2026~~ May 21, 2026

INTRODUCTION

Brief History

In 1996, voters approved Proposition 215, which legalized the use of Medicinal cannabis in California. After the proposition was passed, most regulation was done by local governments. In 2015, the Legislature passed, and Governor Edmund G. Brown Jr. signed into law three bills (Assembly Bills 243 and 266, and Senate Bill 643) that create a licensing and regulatory framework for Medicinal cannabis through the Medical Cannabis Regulation and Safety Act. This legislation divided the responsibility for state licensing between three state entities – the California Department of Food and Agriculture, the California Department of Public Health and the Bureau of Cannabis Control – with the Bureau of Cannabis Control designated as the lead agency in regulating the cannabis industry in California.

In 2016, voters approved Proposition 64, the Adult-Use of Marijuana Act (AUMA). Under Proposition 64, adults 21 years of age or older, can legally grow, possess, and use cannabis for non-medicinal purposes, with certain restrictions. In addition, beginning on January 1, 2018, AUMA makes it legal to sell and distribute commercial cannabis through a regulated business. In June 2017, the California State Legislature passed a budget trailer bill, Senate Bill 94, that merged MCRSA and AUMA to create the Medicinal and Adult-Use Cannabis Regulation and Safety Act (MAUCRSA). Under MAUCRSA, a single regulatory system governs the medicinal and adult-use cannabis industry in California.

In 2021, Governor Gavin Newsom announced the consolidation of the three state licensing entities into a single Department of Cannabis Control (Department). After the Legislature approved the consolidation, the new Department went into operation beginning on July 1, 2021. The Department is responsible for overseeing all cannabis licensing and regulatory functions which had previously been handled separately by the three licensing entities.

Function of the Panel

The Cannabis Control Appeals Panel is responsible for appeals from any decision by the Department relating to the order of any penalty assessment, issuing, denying, transferring, conditioning, suspending or revoking any annual license provided under MAUCRSA.

PANEL MEMBERS

Authority

The Cannabis Control Appeals Panel was established by Business and Professions Code sections 26040-26047.

Membership

The Cannabis Control Appeals Panel shall consist of the following Members:

- (A) One Member appointed by the Senate Committee on Rules.
- (B) One Member appointed by the Speaker of the Assembly.
- (C) Three Members appointed by the Governor and subject to confirmation by a majority vote of all members elected to the Senate.

Each Member appointed by the Governor, at the time of their initial appointment, shall be a resident of a different county from the one in which either of the other Members appointed by the Governor resides.

Compensation

Members of the Panel shall receive an annual salary as provided for by Chapter 6 (commencing with Section 11550) of Part 1 of Division 3 of Title 2 of the Government Code.

Term

None. Each appointee serves at the pleasure of their appointing authority.

Removal

(Business and Professions Code Section 26040(b))

The Governor can remove Governor's appointees without cause, while the Legislature can remove *any* appointee for dereliction of duty, corruption, or incompetency.

Resignation

(Government Code Section 1750(b))

If it becomes necessary for a Panel Member to resign, a letter shall be sent to the appropriate appointing authority (Governor's Office, Senate Rules Committee, or the Speaker of the Assembly) with the effective date of the resignation. Written notification is required by state law. A copy of this letter shall also be sent to the Panel Chair and the Executive Director.

Conflict of Interest

(Government Code Section 87100)

No Panel Member may make, participate in making, or in any way attempt to use their official position to influence a governmental decision in which they know or have reason to know they have a financial interest.

Any Panel Member who has a financial interest shall disqualify themselves from making or attempting to use their official position to influence the decision.

Any Panel Member who feels they are entering a situation where there is a potential for a conflict of interest should immediately consult the Executive Director or the Panel's legal counsel.

Incompatible Activities

(Government Code Section 19990)

All Panel Members shall sign an incompatible activities statement. Governor's appointees will likely have already signed the Governor's incompatible activities statement and Agency's statement and will be expected to adhere to the terms therein.

Within the first several months of being hired, the Assistant Chief Counsel for the Panel, or another staff counsel, should review the two incompatibility statements already signed by the Governor's appointees, and seek to develop a specific one for the Panel, to be executed by all Members.

Social Media Presence

All Panel Members and Panel employees should become familiar with the Social Media Standard (SIMM 66B) put forth by the California Department of Technology at https://cdt.ca.gov/wp-content/uploads/2021/04/SIMM_66B.pdf. In general, Panel Members shall not speak on behalf of the Panel or state government unless otherwise authorized, and shall not share to the public or others on social media confidential or proprietary information held by the Panel or its Members or employees.

MEMBER ON-BOARDING & TRAINING

On-boarding

Panel Members must submit the following no later than 30 days after their swearing-in:

1. Oath of Office – Signed and Dated
2. Form 700 – Statement of Economic Interest
3. Sexual Harassment Prevention Policy Memo and Acknowledgement Form
4. Non-Discrimination Policy and Complaint Procedures Policy Memo and Acknowledgement Form
5. Emergency Contact Information
6. Authorization to Use Privately Owned Vehicles on State Business (STD.261)
7. Payee Data Record (STD.204)

All original forms should be remitted to:

Executive Director
Cannabis Control Appeals Panel
400 R Street, Suite 320
Sacramento, CA 95811

Required Trainings

Panel Members must complete the required training(s) within 30 days of their swearing-in:

- Bagley-Keene Open Meeting Act Training

Panel Members must complete the required training(s) within 6 months of their swearing-in:

- Ethics Training
 - The certificate of completion should be provided to the Executive Director.
 - Following the initial training, Panel Members must continue to complete this training once every two years (beginning with an odd-numbered year).
 - If a Panel Member already received equivalent training while previously employed with another state agency or the Legislature, then they are not required to repeat this training within the applicable time period.
- Sexual Harassment Prevention Training
 - To ensure compliance with Assembly Bill 1825 (Chapter 933, Statutes of 2004), Panel Members are required to complete this training every two years.

If Panel Members have any questions about these requirements, they should contact the Executive Director.

MEETING PROCEDURES

Panel Meetings

(Government Code Section 11120 et seq.)

Being a Panel Member is a serious commitment to the people of the State of California. Panel Members are expected to attend all scheduled panel meetings. If a Member is unable to attend, they must contact the Panel Chair or the Executive Director and provide a written explanation of their absence.

Meetings are subject to all provisions of the Bagley-Keene Open Meeting Act (Act). This Act governs meetings of the state regulatory bodies and meetings of committees of those bodies where committee consists of more than two members. It specifies notice of meetings, agenda requirements, and prohibits discussing or acting on matters not included on the agenda. If the agenda contains matters which are appropriate for closed session, the agenda shall cite the statutory section and subdivision authorizing the closed session.

Through training given to the Panel, and on each Panel Member's own initiative, Panel Members should become familiar with the general Bagley-Keene Act requirements. Panel Members are required by law to receive a copy of the law which will be done at the Panel's first public meeting. If Panel Members have questions about the law, they should contact the Panel's Assistant Chief Counsel for advice.

Panel Meetings – Remote Attendance Options (current as of September 2023)

(Government Code Section 11123.2)

Panel Members may travel to the Sacramento headquarters to attend meetings in person. Alternatively, they may attend meetings remotely from teleconference locations open to the public.

During the COVID-19 pandemic, Panel Members often attended meetings from remote locations closed to the public. Under current law, this is only permitted under two exceptions. Please note that these exceptions will only be in effect until January 1, 2026, and will expire as of that date.

Exception #1: If a Panel majority is physically present at the same teleconference location open to the public, then all remaining Panel Members may participate from a closed remote location.

Exception #2: Panel Members may submit a request to participate remotely due to a need related to a physical or mental disability. This request should be submitted to the Executive Director at the earliest opportunity possible, including at the beginning of a panel meeting. Due to the potentially sensitive nature of the request, Panel Members should call the Executive Director with the initial request, if possible. The Panel will vote on approving the request before the Panel meeting while establishing quorum.

If Panel Members have any questions about this policy, they should contact the Executive Director or Assistant Chief Counsel for advice.

Agenda Items

Panel Members may submit agenda items for a future meeting during the “Future Agenda Items” section of a Panel meeting or directly to the Panel Chair. To the extent possible, the Panel Chair will calendar each Panel Member’s request on a future Panel meeting.

In the event of a conflict, the Panel Chair shall make the final decision. The Panel Chair will work with the Executive Director to finalize the agenda.

Time Limit on Public Comments

(Government Code Section 11125.7)

Pursuant to Government Code Section 11125.7(b), the Panel has adopted reasonable procedures to manage or limit the time allotted for public comments. This policy hereby adopts the following rules for public comments at Panel meetings:

Rule 1: By default, comments will be limited to three minutes per person for each agenda item.

Rule 2: Neither the Panel nor Panel staff are obligated to respond to public comments.

Rule 3: The Panel Chair may deviate from the three-minute default to shorten or lengthen the public comment period at their discretion. They may make this announcement at any time during open session.

Rule 4: The Chair may adjust the order of speakers at their discretion.

Rule 5: Members of the public will not be permitted to yield or cede their allotted time to another speaker. Individuals with a shared position are encouraged to appoint a spokesperson to speak for their group.

Rule 6: If the number of speakers wishing to address the Panel exceeds the allotted time, the Chair may limit each speaker to stating only their name, organization, and if they support or oppose the proposed action.

Rule 7: The Chair may waive or override any of the above rules in case of emergency, to maintain the orderly conduct of the meeting, or for other unforeseen circumstances.

Notice of Meetings

(Government Code Section 11120 et seq.)

Meeting notices, including agendas, for Panel meetings will be sent to persons on the Panel’s mailing list at least 10 calendar days in advance, as specified in the Bagley-Keene Open Meeting

Act. The notice shall include name, work address, and work telephone number of a staff person who can provide further information prior to the meeting. Notices will also be posted online at www.ccap.ca.gov.

Record of Meetings

The business conducted in open session by the Panel can be recorded by a registered court reporter or audio recorded at the Panel's discretion.

In the alternative, minutes or a summary of the open session can be taken. They shall be prepared by Panel staff and submitted for review by Panel Members. Panel minutes or the summary will be considered and approved or disapproved at the next scheduled meeting of the Panel. When approved, the minutes shall serve as the official record of the meeting. If the Panel makes a recording of the meeting, they shall be maintained and not destroyed.

Minutes are required for closed sessions as well. These remain confidential and protected from public disclosure.

Robert's Rules of Order

The Panel will use Robert's Rules of Order, to the extent that it does not conflict with state law (e.g., Bagley-Keene Open Meeting Act or other state laws or regulations), as a guide when conducting the meetings. Questions of order can be clarified by the Panel's legal counsel.

Panel Subcommittees

(Government Code Section 11121)

Bagley-Keene provides for two types of subcommittees that may be established under a state body: those that are delegated authority to act on behalf of the body (delegated subcommittees) and those purely advisory in nature (advisory subcommittees).

A delegated subcommittee must comply with all of the same Bagley-Keene requirements as the full Panel, no matter its size. An advisory subcommittee, however, must only comply with Bagley-Keene if it consists of at least three members. Thus, a subcommittee of two members, if acting only in an advisory capacity and within all other applicable restrictions, may meet and develop advice outside of noticed public meetings otherwise required by Bagley-Keene.

The Panel Chair may establish advisory subcommittees, whether standing or ad hoc, as they deem necessary. Each subcommittee is to consist of no more than two members. This may be two Panel members (including the Chair) or one Panel member along with one staff (e.g., Executive Director).

The mission and membership of each subcommittee is to be determined by the Chair. However, no subcommittee shall be created, amended, or dissolved without a majority vote of the Panel.

To ensure the Panel exercises effective and consistent oversight of CCAP business, while maintaining Bagley-Keene compliance and appropriately managing available resources, the Panel should only utilize advisory subcommittees when:

- The subject matter and tasks assigned to the subcommittee do not overlap with the work of any other existing subcommittee.
- The subcommittee can be given specific, deliverable-based assignments with clear timelines for completion.
- The Panel can benefit from the advice and guidance from a minority of Panel members on a particular subject.

The Panel should consider the above criteria when evaluating if a subcommittee should be formed, continue, or be dissolved.

DRAFT

SELECTION OF OFFICERS

Officers of the Panel

The Panel shall elect a Chair at the first meeting of each calendar year.

Election of Chair

Election of the Chair shall occur annually at the first meeting of each calendar year. The election can only occur with a quorum present.

A Panel Member must first announce their willingness to be Chair and then may give a short statement why they should be elected.

Each Panel Member may cast one vote for the Chair position. Votes will be made publicly. The candidate with the most votes will be elected Chair and will assume the duties of that position at the end of the public meeting.

In the event of a tie, the Secretary of the Business, Consumer Services and Housing, or their delegate, shall publicly cast a single vote to break the tie either at the meeting, or at the next publicly noticed meeting. In the latter situation, the prior Chair shall retain their duties until the tie is broken.

Responsibilities of the Chair

The responsibilities of the Chair include but are not limited to:

- Coordinate regularly with the Executive Director to be abreast of day-to-day operations.
- Manage each meeting of the Panel to ensure orderly and efficient review of each agenda item.
- Coordinate the annual review of the Executive Director.
- Represent the Panel before external entities, at the request of the Executive Director, as necessary.
- Creating subcommittees and assigning members in accordance with the "Panel Subcommittees" policy in this Handbook.
- Managing public comments during Panel meetings in accordance with the "Time Limit on Public Comments" policy in this Handbook.

Office Vacancies

If the office of the Chair becomes vacant, the Panel shall elect a new Chair at its first meeting after the vacancy occurs, if reasonably feasible.

PANEL ADMINISTRATION

Executive Director

(Business and Professions Code Section 26041)

The Panel shall appoint an Executive Director. The Executive Director is responsible for the financial operations and integrity of the Panel and is the official custodian of records. The Executive Director is an at-will employee, who serves at the pleasure of the Panel, and may be terminated, with or without cause, in accordance with all applicable laws and certain provisions of the Bagley-Keene Open Meeting Act.

Please see Addendum A for the *Executive Director Recruitment and Selection Outline*, a guide for Panel Members in the recruitment and hiring process for a qualified Executive Director. The Addendum can be located at the end of the Handbook.

Executive Director Evaluation

On an annual basis, the Executive Director shall be evaluated by the Panel during a closed session. Panel Members provide information to the Chair on the Executive Director's performance in advance of this meeting.

Panel Staff

(Business and Professions Code Section 26041)

Employees of the Panel are civil service employees. Their employment, pay, benefits, discipline, termination, and conditions of employment are governed by a myriad of civil service laws and regulations and often by collective bargaining agreements. The Executive Director hired by the Panel is an exempt position, which serves under different rules than a standard civil servant. Because of this complexity, the Panel delegates this authority and responsibility for management of the civil service staff to the Executive Director and legal counsel as an instrument of the Panel.

Panel Members may express any staff concerns to the Executive Director but shall refrain from involvement in any civil service matters. Panel Members shall not become involved in the personnel issues of any state employee.

REPRESENTATION ON BEHALF OF CCAP

General Rules of Conduct

All Panel Members shall act in accordance with their oath of office, and shall conduct themselves in a courteous, professional, and ethical manner at all times. The Panel serves at the pleasure of the Governor and the Legislature, and shall conduct their business in an open manner, so that the public shall be both informed and involved, consistent with the provisions of the Bagley-Keene Open Meeting Act and all other governmental and civil codes applicable to similar boards within the State of California.

- Panel Members shall comply with all provisions of the Bagley-Keene Open Meeting Act.
- Panel Members shall not speak or act for the Panel without proper authorization. For further guidance, please refer to CCAP's written policies on "Media Relations" and "Statement of Incompatible Activities."
- Panel Members shall not privately or publicly lobby for, publicly endorse, or otherwise engage in any personal efforts that would tend to promote their own personal or political views or goals, when those are in direct opposition to an official position adopted by the Panel.
- Panel Members shall not discuss personnel or Panel business matters outside their official capacity or outside a properly noticed and agendized meeting.
- Panel Members shall never accept gifts from appellants, commercial cannabis licensees, or related members of the cannabis industry while serving on the Panel.
- Panel Members shall not disclose confidential documents and information related to Panel business.
- Panel Member shall comply with all applicable incompatible activities statements they serve under.
- Panel Members shall recognize the equal role and responsibilities of all Panel Members.
- Panel Members shall act fairly, be nonpartisan, impartial, and unbiased in their roles of protecting the public and enforcing MAUCRSA.
- Panel Members shall treat all individuals in a fair, professional, courteous, and impartial manner.
- Panel Members' actions shall serve to uphold the principle that the Panel's primary mission is to protect the public.
- Panel Members shall not use their positions on the Panel for personal, familial, or financial gain.

Panel Member Written Correspondence and Mailings

All correspondence, press releases, articles, memoranda, or any other communication written by any Panel Member in their official capacity regarding matters under the jurisdiction or responsibility of the Panel must be provided to the Executive Director in advance of publication. The Executive Director will retain a copy in a chronological file.

Contact with Licensees and Appellants

Panel Members shall not intervene on behalf of a licensee or applicant for licensure for any reason. They should forward all inquiries to the Executive Director.

Communications with Other Organizations, Individuals, and Media

All communications relating to any Panel action or policy to any individual, organization or media shall be made only by the Panel Chair, the Chair's designee, or the Executive Director.

Any Panel Member who is contacted by any of the above should inform the Panel Chair or Executive Director immediately.

All correspondence shall be issued on the Panel's standard letterhead and will be disseminated by the Executive Director.

Business Cards

Business cards will be provided to each Panel Member with the Panel's name, address, telephone numbers, and website address.

OTHER POLICIES & PROCEDURES

Ex Parte Communication

(Government Code Section 11430.10 et seq.)

The Government Code contains provisions prohibiting ex parte communications. An “ex parte” communication is a communication to the decision-maker made by one party to an enforcement action without participation by the other party. While there are specified exceptions to the general prohibition, the key provision is found in subdivision (a) of section 11430.10, which states:

“While the proceeding is pending, there shall be no communication, direct or indirect, regarding any issue in the proceeding to the presiding officer from an employee or representative of an agency that is a party or from an interested person outside the agency, without notice and an opportunity for all parties to participate in the communication.”

Occasionally, an applicant who is being formally denied licensure, or a licensee against whom disciplinary action is being taken, will attempt to directly contact Panel Members. If the communication is written, the Panel Member should read only far enough to determine the nature of the communication. Once they realize it is from a person against whom an action is pending, they should reseal the communication and send them to the Executive Director.

If a Panel Member receives a telephone call from an applicant under any circumstances or a licensee against whom an action is pending, they should immediately tell the person they cannot speak to them about the matter and inform the Executive Director and the Panel’s legal counsel.

If the person insists on discussing the case, they should be told that the Panel Member will be required to recuse themselves from any participation in the matter. Therefore, continued discussion is of no benefit to the applicant or licensee.

If a Panel Member believes that they have received an unlawful ex parte communication, they should contact the Executive Director and the Panel’s legal counsel.

Service of Legal Documents

If a Panel Member is personally served as a party in any legal proceeding related to their capacity as Panel Member, they must contact the Executive Director immediately.

Honoraria Prohibition

(Government Code Sections 89501-89502 and FPPC Regulations, Title 2, Division 6)

Panel Members may not accept honoraria from any source. Since Panel Members are required to report all income, and Panel Members are precluded from accepting an honorarium from any source if the income is required to be reported, no honoraria is permitted.

Honorarium means any payment made in consideration for any speech given, article published, or attendance at any public or private conference, convention, meeting, social event, meal, or a similar gathering. Potential situations may include, but are not limited to, professional association conferences and meetings.

There are limited exceptions to the honoraria prohibition. The acceptance of an honorarium is not prohibited under the following circumstances:

- (1) An honorarium is returned to the donor (unused) within 30 days;
- (2) An honorarium is delivered to the State Controller within 30 days for donation to the General Fund (for which a tax deduction is not claimed); and
- (3) An honorarium is not delivered to the Panel Member, but is donated directly to a bona fide charitable, educational, civic, religious, or a similar tax exempt, non-profit organization.

Considering this prohibition, Members should report all offers of honoraria to the Panel Chair so that they, in consultation with the Executive Director and staff counsel, may determine whether the potential for conflict of interest exists.

AGENDA ITEM 5

Closed Session

AGENDA ITEM 6

Strategic Planning

CANNABIS CONTROL APPEALS PANEL

STAFF REPORT

PANEL MEETING

May 21, 2026

SUBJECT: CCAP Strategic Plan 2026

BACKGROUND:

During the summer of 2019, the Panel Members and staff worked with the SOLID Training and Planning Solutions Unit from the Department of Consumer Affairs (DCA) to develop draft Values, Goals, and a Mission Statement for CCAP. The CCAP Strategic Plan 2022-24 was formally adopted in April 2024.

SUMMARY OF MATERIALS

Attachment 1: CCAP 2026 Objective Workbook

This workbook guides Panel Members through identifying issues, brainstorming solutions, and shaping objectives across CCAP's four strategic goal areas, using insights from internal and external environmental scans. It also provides summaries of identified weaknesses and DEIA considerations to support strategic planning.

Attachment 2: CCAP 2026 Environmental Internal Scan

This internal scan summarizes stakeholder feedback on CCAP's strengths, weaknesses, opportunities, and threats, organized by strategic goal area and incorporating DEIA principles. It provides trend analyses, effectiveness ratings, and emerging themes to inform the development of the 2026 strategic plan.

Attachment 3: CCAP 2026 Environmental External Scan

This external scan reports on feedback gathered through surveys sent to annual license holders and attorneys, and provides context for external stakeholder engagement efforts.

Attachment 4: Strategic Planning Overview (DCA)

This document provides an overview of the DCA/SOLID five-phase strategic planning process, explaining what strategic planning is, why it is required, and how it incorporates environmental scans, DEIA considerations, stakeholder input, and action planning. This was presented by DCA SOLID at the November 17, 2025, panel meeting.

Attachment 5: CCAP Strategic Plan 2022–24

This strategic plan outlines CCAP's mission, vision, values, and four primary goal areas—Decision Making, Outreach and Education, Organizational Effectiveness, and Diversity, Equity,

and Inclusion—along with detailed objectives developed through stakeholder input and a formal SWOT-based planning process. It also documents the methodology used to develop the 2022–24 objectives. This plan was adopted by the Panel Members in April 2022.

ACTION ITEM

Please review “Attachment 1: CCAP 2026 Objective Workbook” in preparation for our brainstorming session on areas for improvement and potential solutions within the four goal areas.

- Goal Area 1: Decision Making
- Goal Area 2: Outreach and Education
- Goal Area 3: Organizational Effectiveness
- Goal Area 4: Diversity, Equity, and Inclusion

BUDGET AND FISCAL IMPACTS:

The SOLID Training and Planning Solutions Unit from the DCA has been contracted to facilitate the strategic planning process with CCAP. The cost for these services is \$8,174.30

ATTACHMENTS:

1. CCAP 2026 Objective Workbook
2. CCAP 2026 Environmental Internal Scan
3. CCAP 2026 Environmental External Scan
4. Strategic Planning Overview, DCA SOLID
5. CCAP Strategic Plan 2022 – 2024, adopted April 2024.

STAFF CONTACT:

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

CANNABIS
CONTROL
APPEALS
PANEL

Strategic Planning

Objectives Workbook

Planning Session:

May 21, 2026

Instructions

As we get ready for the Strategic Planning Session, take a moment to think about what you would like to see CCAP work on over the next few years.

Consider the following resources and information:

- **Environmental Scan Reports (internal and external stakeholders)**
- **Cannabis Control Appeals Panel 2022-2024 Strategic Plan**
https://www.ccap.ca.gov/about/strat_plan.pdf
- **CalHR's DEIA Resources**
<https://www.calhr.ca.gov/about-calhr/divisions-programs/deia-toolkit/deia-resources/>
- **Governor's Executive Order N-16-22.**
<https://www.gov.ca.gov/wp-content/uploads/2022/09/9.13.22-EO-N-16-22-Equity.pdf>

Determine Identify Problems to Solve and Brainstorm Solutions

What issues/areas for improvements come to mind for the following strategic goal areas? Record issues/areas for improvement and propose solutions on the attached worksheets.

1. Goal Area 1: Decision Making
2. Goal Area 2: Outreach and Education
3. Goal Area 3: Organizational Effectiveness
4. Goal Area 4: Diversity, Equity, and Inclusion

DEIA Summary

Gaining Different Perspectives

- Increased communication with industry partners, staff, and other regulatory agencies.

Methods to Expand Outreach and Engagement

- Enhance collaboration with CCAP staff and Department of Cannabis Control.
- Attend additional outreach events.

Goal 1: Decision Making

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

Problem to Solve/Issue to Address	Solution/How to Address Issue

Please take a moment to review the weakness summaries on Environmental Scan pages **9** and **10**, external environment summaries on pages **17** through **18**, and the Diversity, Equity, Inclusion, and Accessibility (DEIA) summaries on pages **19** through **20**. Weaknesses are summarized below, and DEIA is summarized at the beginning of this workbook for your convenience.

Summary of Weaknesses from Scan

- Establish consistent communication.
- Additional testing of appeals process to ensure it functions as intended.

Goal 2: Outreach and Education

Goal Area Definition: To provide education on the appeals process for cannabis stakeholders.

Problem to Solve/Issue to Address	Solution/How to Address Issue

Please take a moment to review the weakness summaries on Environmental Scan pages **11** and **12**, external environment summaries on pages **17** through **18**, and the Diversity, Equity, Inclusion, and Accessibility (DEIA) summaries on pages **19** through **20**. Weaknesses are summarized below, and DEIA is summarized at the beginning of this workbook for your convenience.

Summary of Weaknesses from Scan

- More opportunities for education.
- More focused outreach.

Goal 3: Organizational Effectiveness

Goal Area Definition: To develop an effective and collaborative work environment while maximizing resources.

Problem to Solve/Issue to Address	Solution/How to Address Issue

Please take a moment to review the weakness summaries on Environmental Scan pages **13** and **14**, external environment summaries on pages **17** through **18**, and the Diversity, Equity, Inclusion, and Accessibility (DEIA) summaries on pages **19** through **20**. Weaknesses are summarized below, and DEIA is summarized at the beginning of this workbook for your convenience.

Summary of Weaknesses from Scan

- Reliance on external agencies.

Goal 4: Diversity, Equity, and Inclusion

Goal Area Definition: Ensure quality practices exist in operations, programs, and policies.

Problem to Solve/Issue to Address	Solution/How to Address Issue

Please take a moment to review the weakness summaries on Environmental Scan pages **15** and **16**, external environment summaries on pages **17** through **18**, and the Diversity, Equity, Inclusion, and Accessibility (DEIA) summaries on pages **19** through **20**. Weaknesses are summarized below, and DEIA is summarized at the beginning of this workbook for your convenience.

Summary of Weaknesses from Scan

- Additional members on the Panel.
- Prioritize marginalized stakeholders.



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CANNABIS
CONTROL
APPEALS
PANEL

Environmental Scan

2026

*Prepared by
SOLID Planning Solutions
for the Cannabis Control Appeals Panel*



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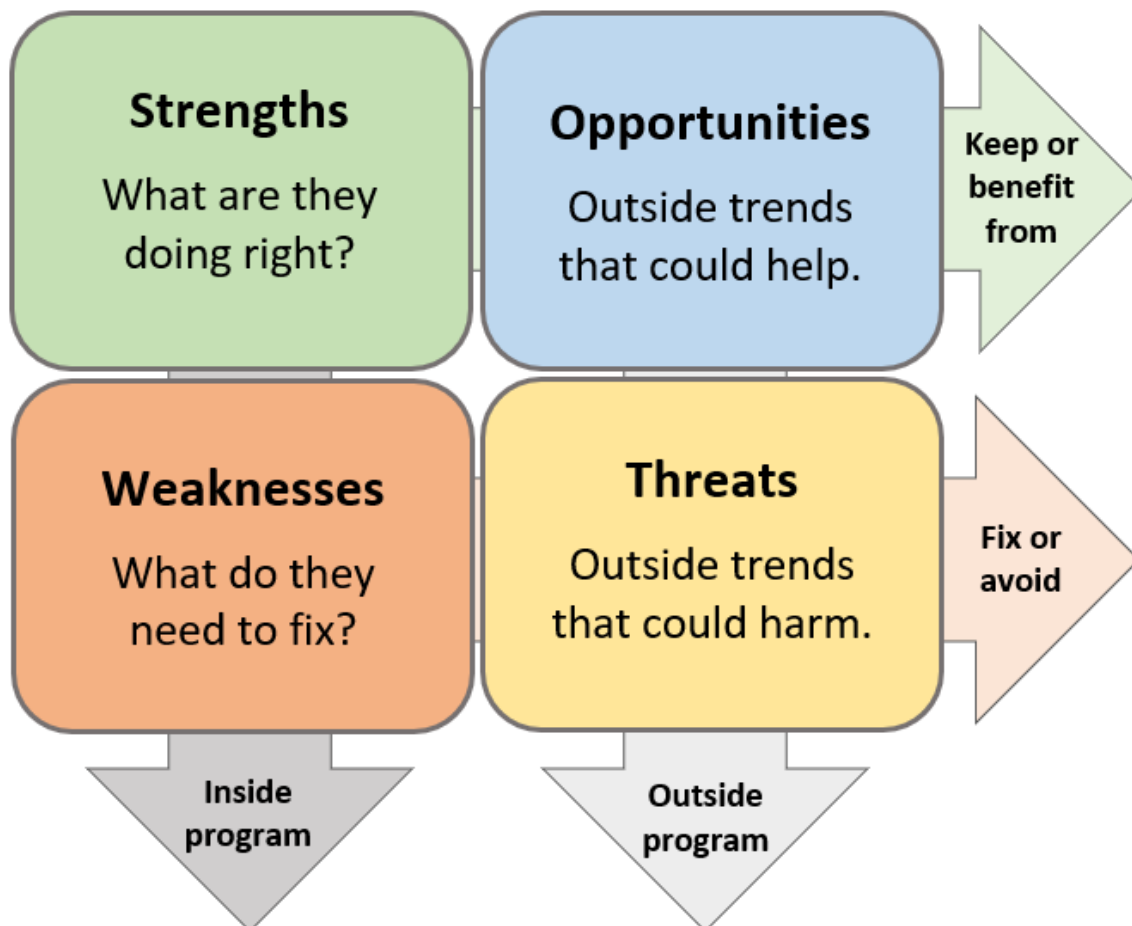
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Introduction

One of the first steps in developing a strategic plan is to conduct a scan and analysis of the internal and external environment in which an organization operates. This analysis allows the organization to look at the factors that can impact its success. This report is a summary of the environmental scan recently conducted by SOLID Planning (SOLID) for the Cannabis Control Appeals Panel (Panel) in the months of December 2025 to March 2026.

The purpose of this environmental scan is to provide a better understanding of stakeholder thoughts about the Appeal Panel's performance and environment. SOLID followed the SWOT Analysis (strengths, weaknesses, opportunities, and threats) method to solicit feedback from stakeholders, where strengths and weaknesses refer to the Appeal Panel's internal environment and opportunities and threats refer to the Appeal Panel's external environment.



Diversity, Equity, Inclusion, and Accessibility in the Strategic Planning Process

In September of 2022, Governor Gavin Newsom, through [Executive Order \(N-16-22\)](#), strengthened the State's commitment to a "California For All" by directing state agencies and departments to take additional actions to embed equity analysis and considerations into their policies and practices, including but not limited to, the strategic planning process.

At the Department of Consumer Affairs, we are driven by our consumer protection mission and common goal to support our employees and the people and communities across California. As part of advancing the Governor's Executive Order, the Department's strategic planning process reflects our commitment to diversity, equity, inclusion, and accessibility (DEIA), incorporating inclusive public engagement and enhanced data collection and analysis.

The Department's DEIA Mission Statement: *To Advance a diverse, equitable, inclusive, and accessible California Department of Consumer Affairs for all.*

Diversity: *The inherent and acquired qualities, characteristics, and experiences that make us unique as individuals and the groups to which we belong.*

Equity: *Creating paths to equal outcomes by recognizing that some people and communities have unequal starting points driven by different histories, historical treatment, circumstances, strengths, and needs.*

Inclusion: *A practice to maintain a positive environment where all individuals feel recognized, understood, and valued.*

Accessibility: *Designing systems, environments, and experiences so that people of all abilities can access and engage with them, including people with disabilities.*

When reviewing feedback from the environmental scan and developing strategic objectives, consider the DEIA impacts of policy decisions. You may also want to review California Department of Health Care Access and Information (HCAI) data, available at: <https://hcai.ca.gov/data/data-and-reports/>.

Feedback

Feedback was solicited from panel members, panel executives, management, staff, and other stakeholders regarding the Panel's internal strengths and weaknesses as they relate to its goal areas (listed below) and external opportunities and threats as they relate to the profession and environment in which the Panel operates.

1. Decision Making
2. Outreach and Education
3. Organizational Effectiveness
4. Diversity, Equity, and Inclusion

This document summarizes trends, including areas where stakeholder groups agree and disagree, while providing insight to assist the Panel in developing objectives for the upcoming strategic plan.

At the strategic planning session, panel executive team and panel members will discuss and evaluate this information as a group to help create the objectives that the Panel will focus on during its next strategic plan period.

If you have any questions about this report, please contact Sarah Irani with SOLID Planning at Sarah.Irani@dca.ca.gov.

Panel Mission, Vision, and Values

The mission statement, vision statement, and/or values may be modified or recreated during the planning session.

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

Overall Effectiveness

Internal stakeholders¹ rated the Panel's strategic goal areas on a scale of 1 (very poor) to 4 (very effective). The chart below displays the average ratings, with full details contained in the report.



¹ Internal stakeholders include panel members, appeals panel leadership, and staff.

Goal Area 1: Decision Making

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

Effectiveness Rating

Rating	Internal Stakeholders
Very Effective	83%
Effective	17%
Poor	0%
Very Poor	0%
Total %	100%
Total Responses	7

Summary of Decision Making Strengths

1. Internal stakeholders identified staff as a strength, noting their effectiveness and the strong guidance they provide to panel members regarding prospective appeals.
2. Internal stakeholders report that the Panel is proactive in preparing its processes for potential appeals.
3. Internal stakeholders praise the Panel's leadership, stating that the Chief provides excellent education to panel members.

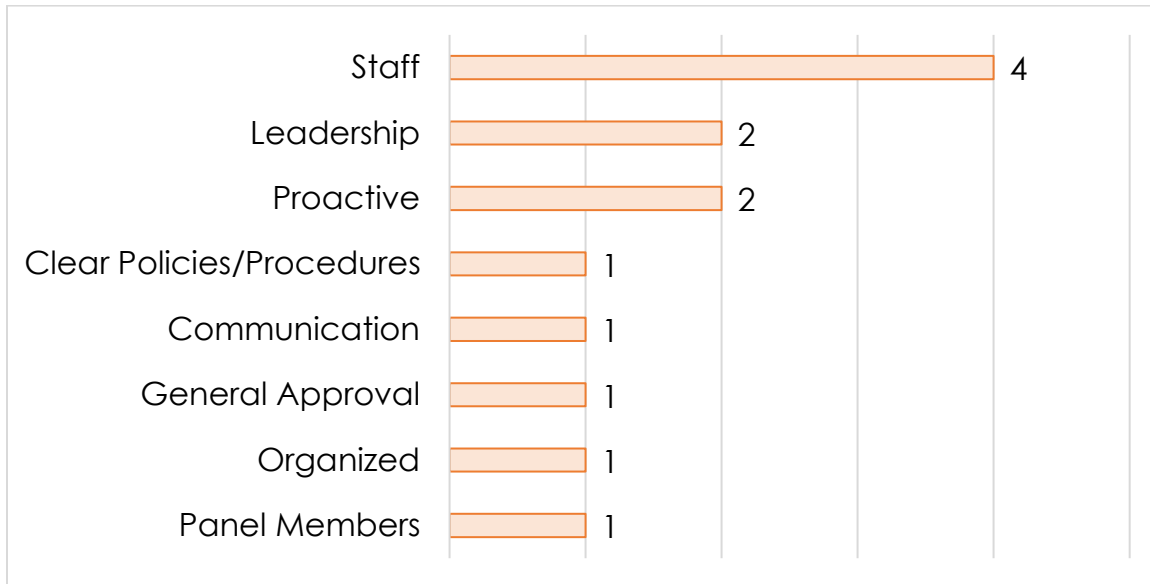
Summary of Decision Making Weaknesses

1. Internal stakeholders indicated that the Panel needs to establish consistent communication so that panel members are fully prepared when called upon to review an appeal.
2. Internal stakeholders recommend additional testing of the appeals process to ensure it functions smoothly and as intended.

Trends in Decision Making Strengths

Internal Stakeholder Comment Trends – Strengths

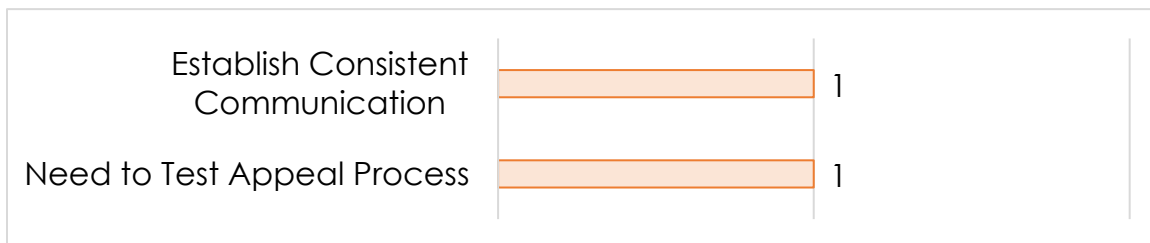
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Trends in Decision Making Weaknesses

Internal Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Goal Area 2: Outreach and Education

Goal Area Definition: To provide education on the appeals process for cannabis stakeholders.

Effectiveness Rating

Rating	Internal Stakeholders
Very Effective	29%
Effective	71%
Poor	0%
Very Poor	0%
Total %	100%
Total Responses	7

Summary of Outreach and Education Strengths

1. Internal stakeholders indicate that leadership does a great job providing outreach through weekly summaries to panel members and presentations at seminars.
2. Internal stakeholders also note that the Panel has greatly improved its outreach and education efforts by updating its website, using plain language, and offering materials in multiple languages.

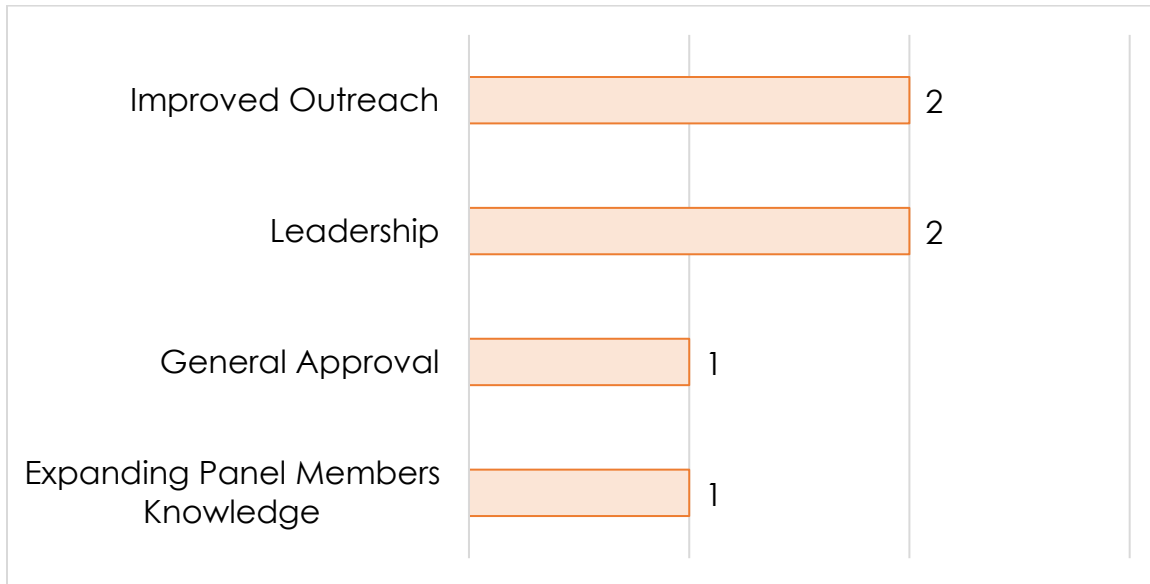
Summary of Outreach and Education Weaknesses

1. Internal stakeholders would like more opportunities to educate stakeholders about cannabis and the appeals process.
2. Internal stakeholders suggest the Panel could focus outreach on its case reviews and decisions and the Panel's role.

Trends in Outreach and Education Strengths

Internal Stakeholder Comment Trends – Strengths

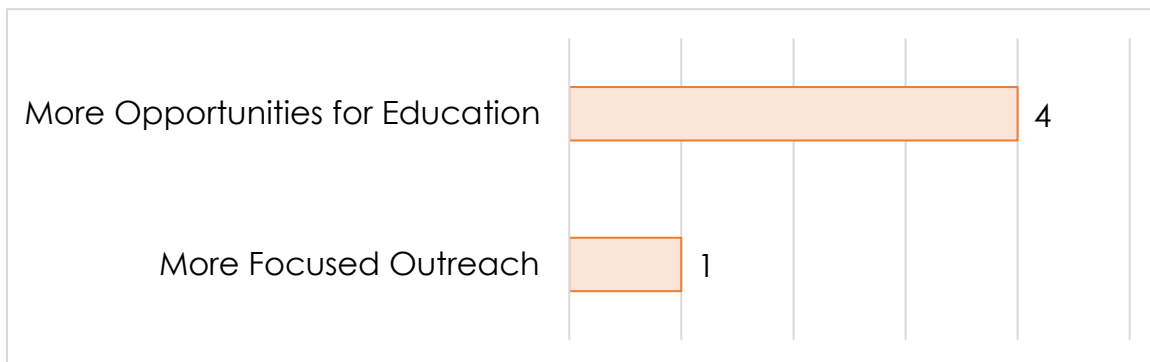
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Trends in Outreach and Education Weaknesses

Internal Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Goal Area 3: Organizational Effectiveness

Goal Area Definition: To develop an effective and collaborative work environment while maximizing resources.

Effectiveness Rating

Rating	Internal Stakeholders
Very Effective	67%
Effective	33%
Poor	0%
Very Poor	0%
Total %	100%
Total Responses	7

Summary of Organizational Effectiveness Strengths

1. Internal stakeholders agree that staff are a strength of the Panel, describing them as responsive, flexible, and great at analyzing cases.
2. Internal stakeholders report that the Panel has effective processes in place and is well-prepared to respond swiftly when needed.

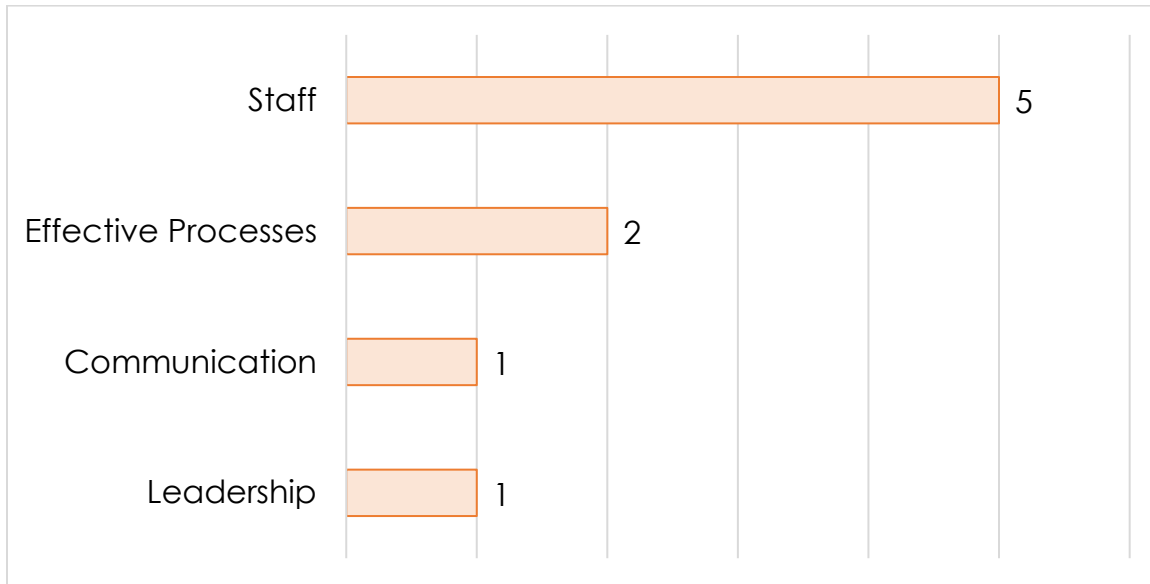
Summary of Organizational Effectiveness Weaknesses

1. Internal stakeholders note that the Panel's reliance on external agencies could pose a risk if those interagency relationships were to weaken or fail.

Trends in Organizational Effectiveness Strengths

Internal Stakeholder Comment Trends – Strengths

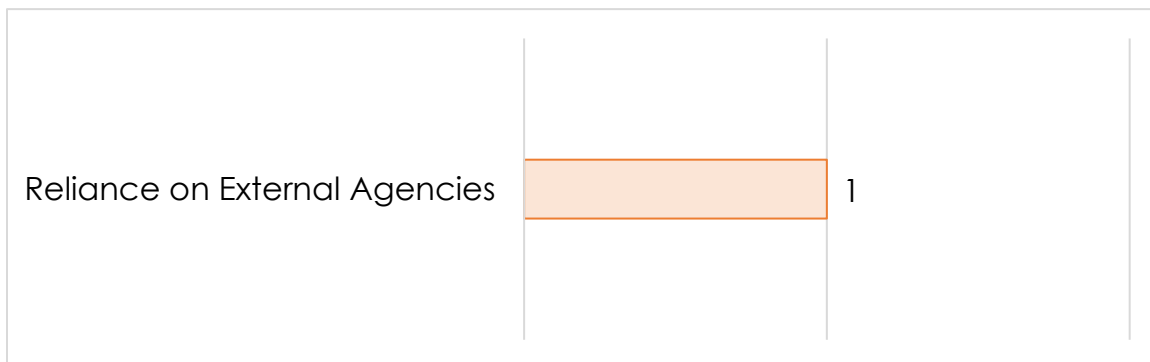
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Trends in Organizational Effectiveness Weaknesses

Internal Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Goal Area 4: Diversity, Equity, and Inclusion

Goal Area Definition: Ensure equity practices exist in operations, programs, and policies.

Effectiveness Rating

Rating	Internal Stakeholders
Very Effective	67%
Effective	33%
Poor	0%
Very Poor	0%
Total %	100%
Total Responses	6

Summary of Diversity, Equity, and Inclusion Strengths

1. Internal stakeholders praise the Panel's commitment to Diversity, Equity, and Inclusion (DEI), noting that the Panel provides proactive DEI training to its staff.
2. Internal stakeholders also highlight the diverse representation among both panel members and staff.

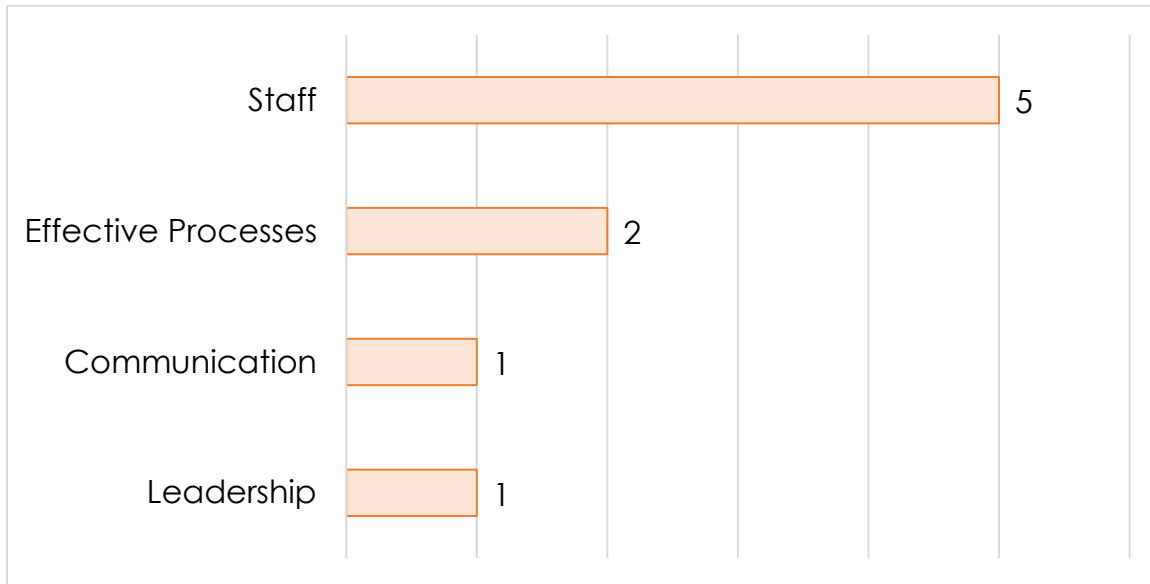
Summary of Diversity, Equity, and Inclusion Weaknesses

1. Internal stakeholders state that the Panel needs additional members.
2. Internal stakeholders ask that the Panel ensures it prioritizes marginalized stakeholders.

Trends in Diversity, Equity, and Inclusion Strengths

Internal Stakeholder Comment Trends – Strengths

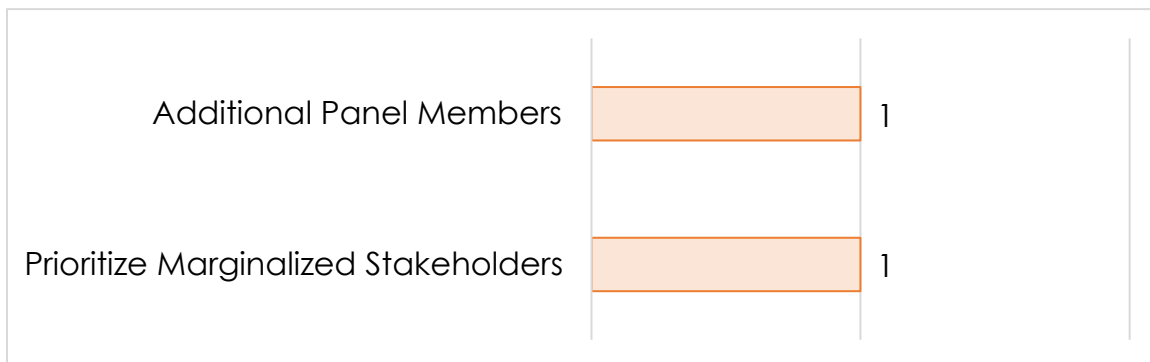
The chart below lists the top trends along with the corresponding number of comments for feedback provided by Internal stakeholders.



Trends in Diversity, Equity, and Inclusion Weaknesses

Internal Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Opportunities and Threats Summary

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

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

Summary of Opportunities

1. Internal stakeholders see an opportunity to use artificial intelligence (AI) to support administrative tasks.
2. Internal stakeholders note that federal legalization of cannabis could present an opportunity for the Panel.
3. Internal stakeholders suggest increased awareness of the Panel and its role would benefit licensees.
4. Internal stakeholders see an opportunity for the Department of Cannabis Control to expand and streamline its processes.

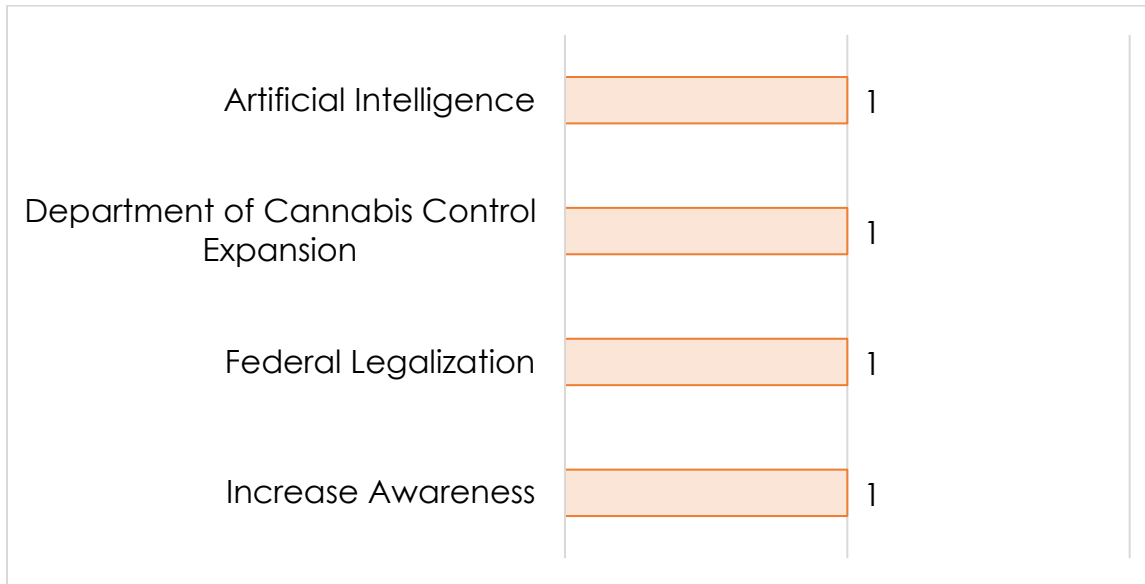
Summary of Threats

1. Internal stakeholders identify AI as a potential threat, noting that individuals rely on AI and large language models (LLMs) for legal advice.
2. Internal stakeholders view the illegal cannabis market as a threat, stating that it creates challenging for legalization.
3. Internal stakeholders also identify several additional threats to the industry and the Panel, including:
 - a. Cybersecurity vulnerabilities.
 - b. High tax burdens.
 - c. A lack of new appointments to the Panel.
 - d. The potential repeal of Proposition 64.
 - e. Reliance on outside agencies.
 - f. The possible elimination of the Panel.

Opportunity Trends

Internal Stakeholder Comment Trends – Opportunities

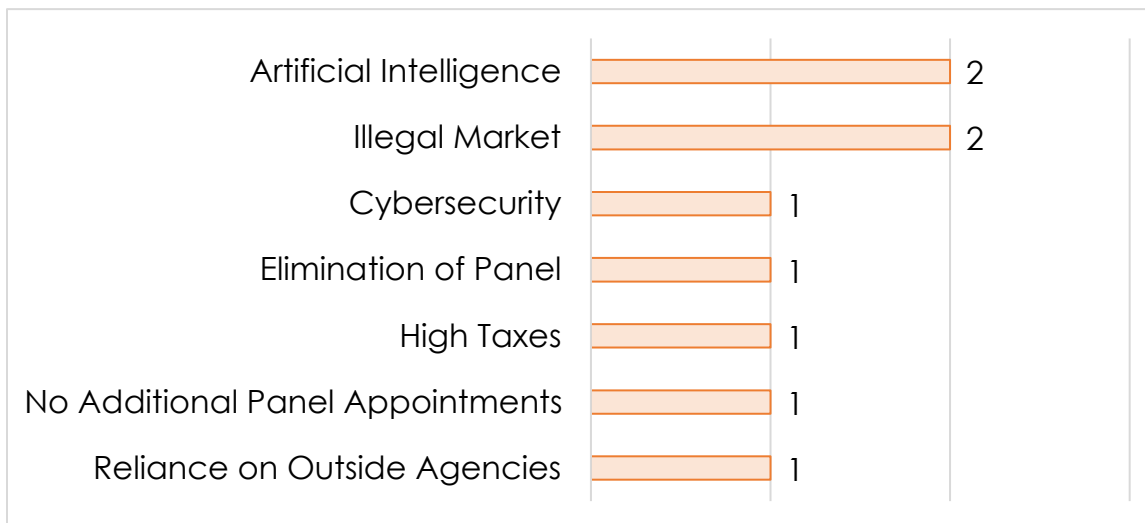
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Threat Trends

Internal Stakeholder Comment Trends – Threats

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Diversity, Equity, Inclusion, and Accessibility

Specific questions have been incorporated into the environmental scan surveys for strategic planning participants to consider DEIA impacts of policy decisions such as regulatory, statutory, and continuing education requirements, when developing strategic objectives. Consider:

- Who will benefit from or be burdened by the particular decision or proposal?
- Are there needs that may be different for demographic or geographic groups?
- Once implemented, how will the Panel measure effect on impacted populations?
- What data/metrics will be used to evaluate the impacts?

Summary of Gaining Different Perspectives

Survey question: What are ways the Panel can gain different perspectives about ideas and priorities related to the Panel's activities?

1. Internal stakeholders state that increased communication would help the Panel gain different perspectives. They identified the following stakeholder groups to communicate with:
 - a. Industry participants.
 - b. Staff
 - c. Other state regulatory bodies.

Trends in Gaining Different Perspectives Outreach and Engagement

Internal Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Summary of Methods to Expand Outreach and Engagement

Survey question: What are the ways the Panel can increase its outreach and connection to all California communities?

1. Internal stakeholders state that the Panel could enhance collaboration between its staff and the Department of Cannabis Control and take more proactive approach to outreach.
2. Internal stakeholders also note that attending additional events, such as statewide cannabis conferences, could help the Panel expand its outreach and engagement.

Trends in Expanding Outreach and Engagement

Internal Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Appendix A – Acronym List

Acronym	Definition
AI	Artificial Intelligence
DEI	Diversity, Equity, and Inclusion
DEIA	Diversity, Equity, Inclusion, and Accessibility
HCAI	California Department of Health Care Access and Information
LLM	Large Language Model
SOLID	Strategic Organizational Leadership and Individual Development

Appendix B – Data Collection Method

Data for this report was gathered by surveying stakeholder groups that are important to the success of the Panel. Stakeholders include any individual or group who is influenced by or influences a program. Information for this survey was gathered by surveying internal stakeholders using the following methods:

- SOLID conducted an online survey for leadership/staff during the months of December 2025 and January 2026.
- SOLID conducted interviews and an online survey for panel members during the months of December 2025 and January 2026.



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CANNABIS CONTROL APPEALS PANEL

Environmental Scan External Stakeholders

Prepared by

Anne Hawley, Executive Director

Cannabis Control Appeals Panel

May 21, 2026

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Questions Posed to Attorneys/Legal Representatives	10

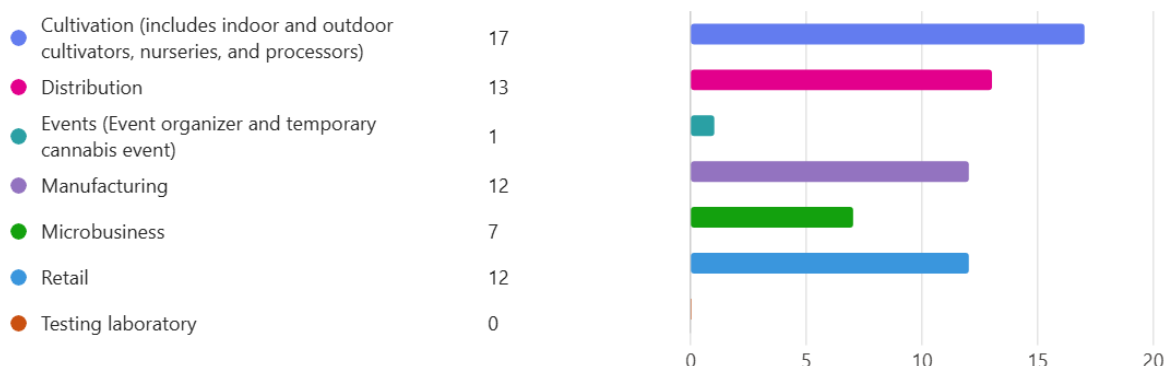
Data Collection Method

Two surveys were distributed to external stakeholders. All responses were anonymous.

1. The first survey was sent to 3,918 annual license holders between May 6 and May 13, 2026. The survey achieved a 13.4 percent open rate and a 1.6 percent click-through rate. A total of 32 individuals responded, resulting in a response rate of less than 1 percent.
2. A second survey was distributed to 65 attorneys within our stakeholder group. Unfortunately, no responses were received. The survey questions have been included in this document for reference and awareness.

Responses Overview (Annual License Holders)

1. What type of annual cannabis license(s) do you currently hold in California? Please select all that apply.



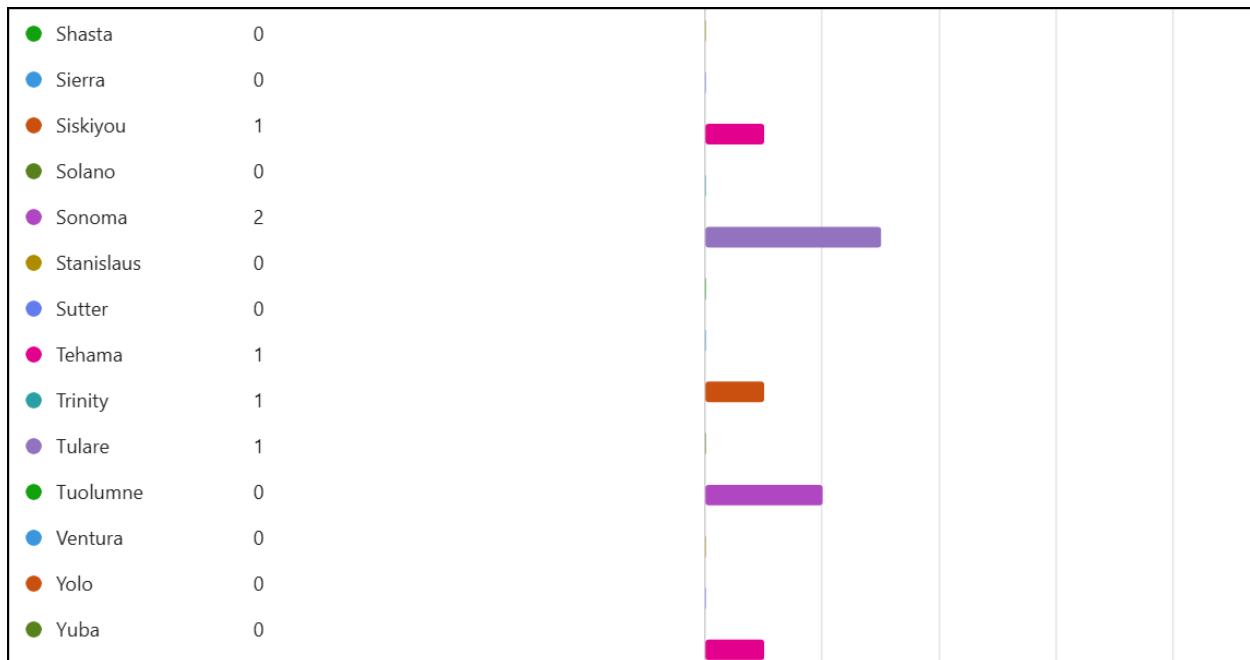
2. How long have you been operating under your annual license? If you hold multiple licenses, please indicate the length of time for the license you have held the longest.



3. What is the geographical location of your business(es) in California? Please select all counties that apply.

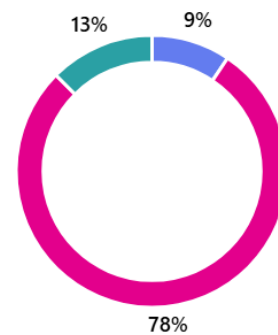






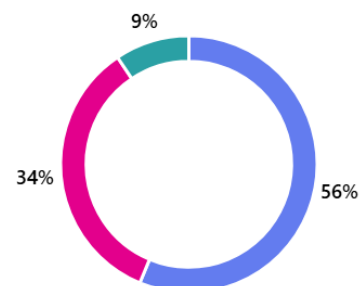
4. Did you use an attorney to help you navigate the licensing process for your annual license?

Yes	3
No	25
Other	4



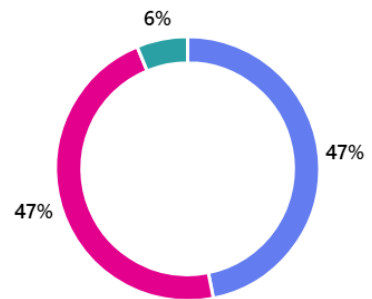
5. Do you employ a full-time or part-time staff member or consultant who is dedicated to ongoing compliance for your license?

Yes	18
No	11
Other	3



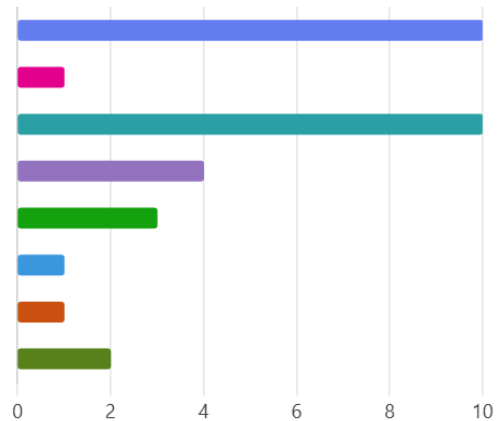
6. How familiar are you with the Cannabis Control Appeals Panel?

● Not familiar	15
● Somewhat familiar	15
● Very familiar	2



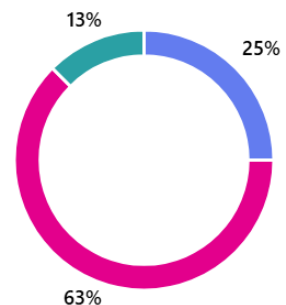
7. How did you *first* learn about the appeals process for annual licenses?

● No awareness of CCAP or how to appeal	10
● Attorney or legal counsel	1
● CCAP outreach (email, presentation, etc.)	10
● Department of Cannabis Control (DCC)	4
● Industry association	3
● Online search (Google...etc)	1
● Social media	1
● Other	2



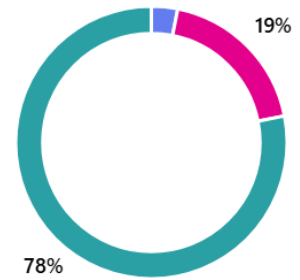
8. Are you aware there is an appeal process with the Department of Cannabis Control and Office of Administrative Hearing before appealing to CCAP?

● Yes	8
● No	20
● Maybe / not sure	4



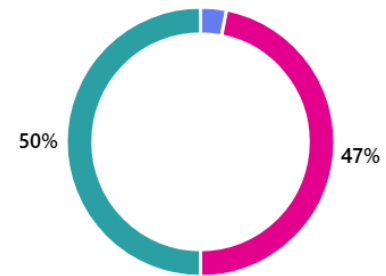
9. How confident are you that you understand the appeal process with CCAP?

● Confident	1
● Somewhat confident	6
● Unsure / not confident	25



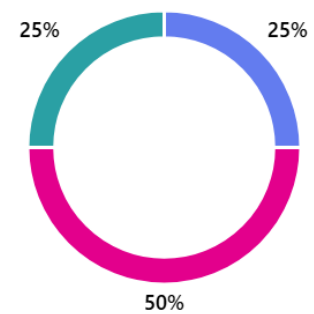
10. How easy is it to find information about the appeal process at CCAP?

● Easy	1
● Somewhat easy	15
● Difficult	16



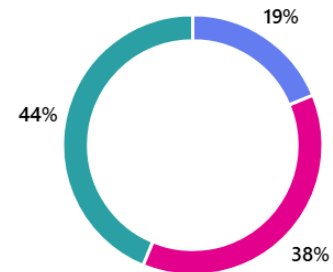
11. How helpful are CCAP's website resources in explaining the appeal process?

● Clear/helpful	8
● Somewhat helpful	16
● Unclear/not helpful	8



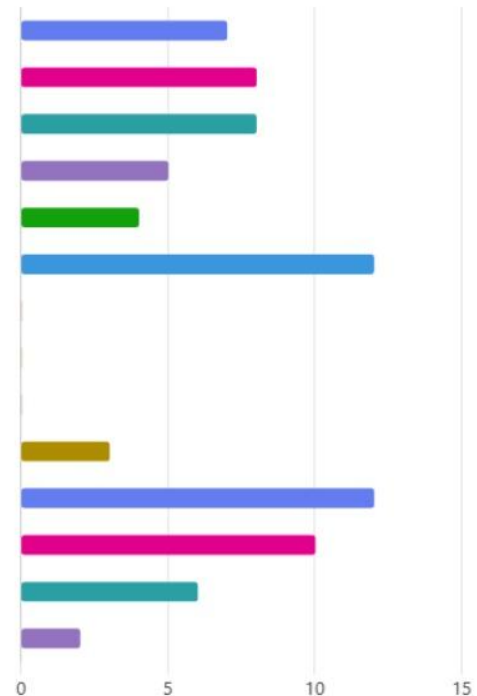
12. How easy is it to identify the appropriate CCAP contact if you have questions regarding an appeal and/or the appeal process?*

● Easy	6
● Somewhat easy	12
● Difficult	14



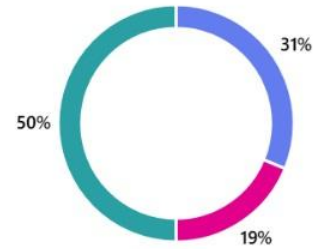
13. What barriers, if any, might prevent you from filing an appeal? Please select all that apply.

● I do not have any barriers that would prevent me from filing an appeal.	7
● Not knowing that the appeals process exists.	8
● Not knowing how to begin the appeal.	8
● Steps or instructions that are confusing.	5
● Forms or documents that are hard to understand.	4
● Belief that an appeal will not change the outcome.	12
● Limited access to a computer or internet.	0
● Information not available in your preferred language.	0
● Need for disability or accessibility support.	0
● Work, caregiving, or time limitations.	3
● Fear of negative consequences or outcome.	12
● Costs related to preparing or filing an appeal.	10
● Limited access to legal representation.	6
● Other	2



14. CCAP has provided various resources on how to file an appeal at the link below. Do you believe these materials are understandable to individuals without legal training?

Yes	10
No	6
Not sure	16



Questions Posed to Attorneys/Legal Representatives

1. How familiar are you with the role and functions of the Cannabis Control Appeals Panel (CCAP/Panel)? *

- ☐ Very familiar
- ☐ Somewhat familiar
- ☐ Not familiar

2. Have you ever represented a client in an appeal before CCAP? *

- ☐ Yes
- ☐ No
- ☐ I choose not to answer.

3. If you have represented clients before CCAP, how would you rate your overall experience with the process, regardless of the outcome? *

- ☐ Positive
- ☐ Neutral/ no opinion
- ☐ Negative
- ☐ Not applicable

4. How clear do you find CCAP's rules, procedures, and regulations for filing an appeal? *

<https://www.ccap.ca.gov/>

- ☐ Very clear
- ☐ Somewhat clear
- ☐ Not clear

5. How accessible do you believe CCAP's resources and guidance materials are for attorneys? *

<https://www.ccap.ca.gov/>

- ☐ Very accessible
- ☐ Somewhat accessible
- ☐ Not accessible

6. In your experience, how promptly does CCAP respond to inquiries related to appeals? *

- ☐ Prompt
- ☐ Reasonable time frame
- ☐ Delayed
- ☐ Not applicable

7. How effective are CCAP's communications (e.g., notices, scheduling, emails) during the appeal process? *

- ☐ Very effective
- ☐ Somewhat effective
- ☐ Not effective
- ☐ Not applicable

8. How would you rate your understanding of the *types of licenses* that are eligible for appeal to CCAP? *

- ☐ Strong understanding
- ☐ Moderate understanding
- ☐ Limited or no understanding

9. Do you need training or additional informational materials from CCAP on the appeal process? *

- ☐ Yes
- ☐ No
- ☐ Not sure

10. What areas of the CCAP appeal process, if any, do you believe would benefit from greater clarity or guidance?

Optional question

Enter your answer

Strategic Planning Overview

DCA SOLID Planning



What, Why, and How

What is strategic planning?

A process for organizations to define their direction and decide how to use their resources to achieve their mission and goals.

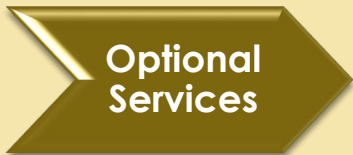
- What an organization is
- What it does
- Why it does it

Why conduct strategic planning?

- Critical to efficient and effective operations
- Legislatively mandated
- Helps to achieve short-term and long-term objectives

How is a strategic plan created?

- 5 Phase strategic planning
- Process includes:
 - Surveying of stakeholders
 - Reporting of survey results
 - Workshop to identify objectives



- | | |
|-----------|--|
| • Mission | ✓ Conduct workshops |
| • Vision | ✓ Survey participants |
| • Values | ✓ Review new mission, vision, values, and goals with client for approval |
| • Goals | |

Diversity, Equity, Inclusion, and Accessibility

Incorporating DEIA

- Adding DEIA and demographic questions in surveys
- Including DEIA analysis in report
- Encouraging DEIA in goals and objectives
- Reminding planning session participants to consider DEIA impacts of policy decisions

Strategic Plan Components

Strategic planning answers



**Where are we
now?**

Mission and
Values

Environmental
Scan



**Where are we
going?**

Vision

Goals and
Objectives



**How will we
get there?**

Action Plan

Mission

**Where are we
now?**



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

Values

**Where are we
now?**



- Efficiency
- Fairness
- Professionalism
- Respect
- Transparency

Environmental Scan

**Where are we
now?**



Internal stakeholders

- Panel members
- Management
- Staff

External stakeholders

- Others affecting CCAP
- Others affected by CCAP

Vision

**Where are we
going?**



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

Goals

Where are we going?



1. Decision Making
2. Outreach and Education
3. Organizational Effectiveness
4. Diversity, Equity, and Inclusion

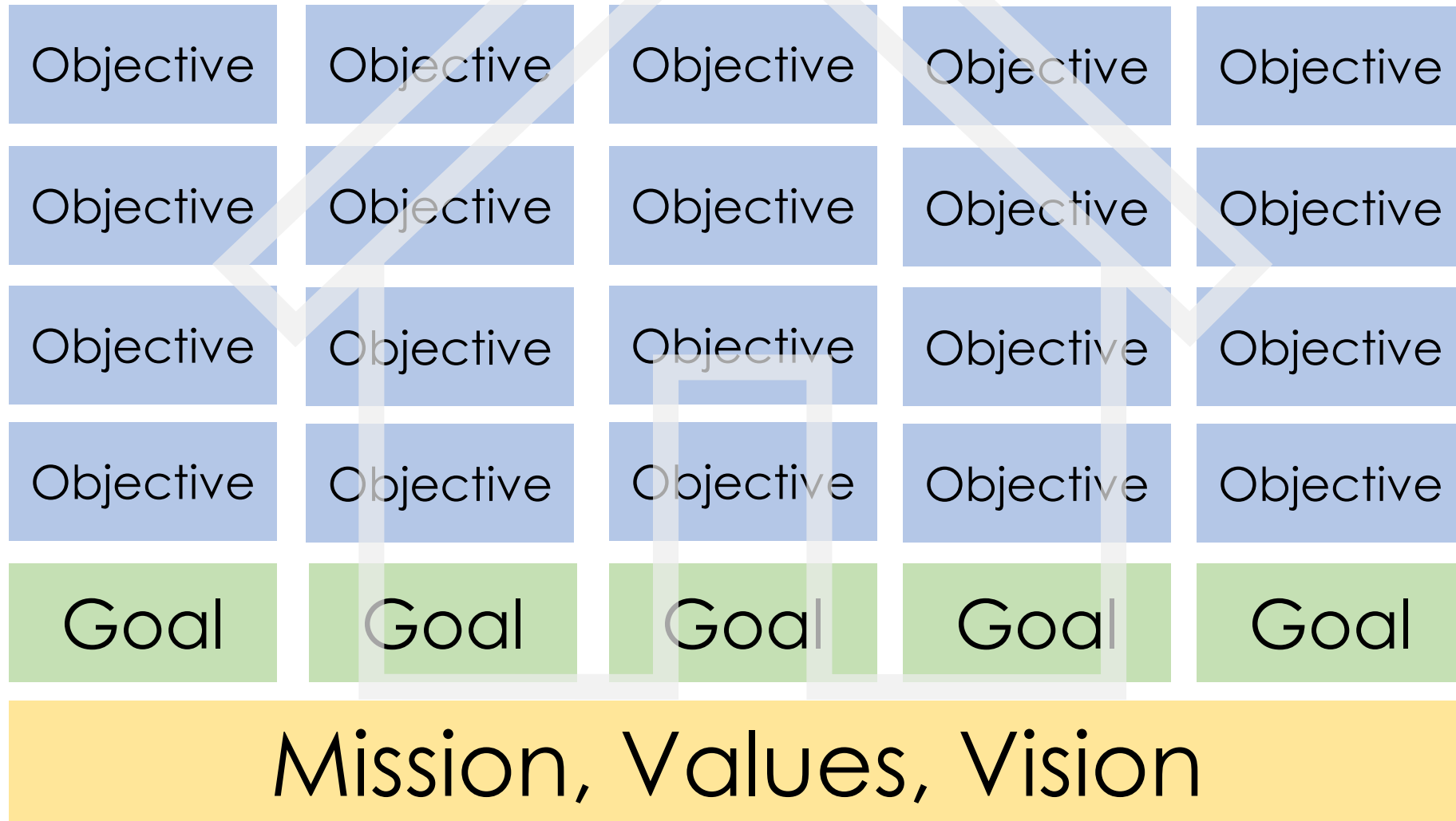
Objectives

Where are we going?



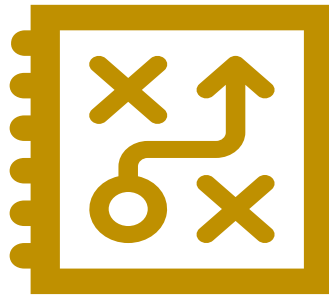
- To be developed
- Based on:
 - Trends
 - Issues
 - Initiatives

Strategic Plan



Action Plan

How will we get there?



- Evaluate resources
- Identify tasks
- Assign responsibility
- Establish timelines
- Create performance measures
- Ownership

How do we measure progress?

Performance Measures

Establish how success
will be measured

Monitoring and Tracking

Use tracking tools and
conduct regular check-ins

Thank you!





CANNABIS CONTROL APPEALS PANEL

Strategic Plan 2022-2024

Prepared by:

SOLID Planning Solutions

Department of Consumer Affairs

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Panel Members

Dr. Diandra Bremond, Chairperson
Governor Appointee, Los Angeles County

Sharon-Frances Moore, Member
Senate Committee on Rules Appointee, San Diego County

Ian Calderon, Member
Speaker of the Assembly Appointee, Orange County

Gavin Newsom, Governor

Lourdes Castro Ramírez, Secretary, Business, Consumer Services and Housing Agency

Anne Hawley, Executive Director

About the Panel

The Cannabis Control Appeals Panel is responsible for appeals of any decision by state cannabis licensing authorities relating to the order of any penalty assessment, issuing, denying, transferring, conditioning, suspending, or revoking any license provided under MAUCRSA.

The Medical and Adult-Use Cannabis Regulation and Safety Act (MAUCRSA), enacted in 2017, created a regulatory framework for the licensing and enforcement of the cultivation, manufacture, transportation, storage, and distribution of medical marijuana in California.

In November of 2016, voters approved Proposition 64, the Adult Use of Marijuana Act (AUMA). Under Proposition 64, adults 21 years of age or older can legally grow, possess, and use cannabis for non-medicinal purposes, with certain restrictions. Beginning on January 1, 2018, AUMA makes it legal to sell and distribute cannabis through a regulated business. AUMA also requires recreational cannabis businesses to obtain state licenses in categories like those in MAUCRSA. Given the inconsistencies between the MAUCRSA and AUMA, specifically in the areas of license restrictions, taxes and license types, the Governor signed Senate Bill 94, which makes amendments to ensure the laws are compatible and preserve legislative intent under MAUCRSA as well as the intent of the AUMA.

The Panel consists of five members. Three are appointed by the Governor, one by the Senate Committee on Rules, and one by the Speaker of the Assembly. Each member appointed by the Governor, at the time of their initial appointment, shall be a resident of a different county from the one in which either of the other members appointed by the Governor resides. (Business and Professions Code - CHAPTER 4. Appeals BPC § 26040 (a)(2)).

Message from the Panel Chairperson

This Strategic Plan is a result of the combined efforts of the Panel Members and staff. The process was professionally facilitated by the Department of Consumer Affairs SOLID Unit.

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. This Plan relies on careful consideration of the Panel's environment and leads to priority-based actions to implement successfully.

The Panel's Strategic Plan will act as a road map to guide the Panel and staff as it moves forward to achieve its mission, vision, values, and goals. This has been a team effort to build consensus on the future direction of the Cannabis Control Appeals Panel.

As Chairperson, I am privileged to present the 2022-2024 Strategic Plan and to express my gratitude for all the work that took place in its development.

Sincerely,

Dr. Diandra Bremond
Chairperson, Cannabis Control Appeals Panel
April 2022

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 and Goal Statements

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.

Goal 4 – Diversity, Equity, and Inclusion

Ensure equity practices exist in operations, programs, and policies.

Goal 1 – Decision Making

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

- 1.1 Make decisions efficiently once cases are received for effective utilization of Panel resources.
- 1.2 Create impartiality through the decision-making process to provide fairness to the Panel's stakeholders.
- 1.3 Ensure clarity and transparency to promote public and stakeholder confidence.
- 1.4 Identify and develop trainings for Panel members to provide a solid foundation on decision making.
- 1.5 Identify and develop trainings for staff on issues that impact the Panel to improve decision-making outcomes.

Goal 2 – Outreach and Education

To provide education on the appeals process for cannabis stakeholders.

- 2.1 Develop innovative approaches to educate and increase public awareness.
- 2.2 Expand accessibility through engagement with stakeholders to ensure they are aware of the Panel's existence.
- 2.3 Explore ways to ensure that diverse constituencies are aware of and have access to the Panel.
- 2.4 Develop an outreach and educational plan to inform potential appellants and licensees of their due process rights.

Goal 3 – Organizational Effectiveness

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

- 3.1 Develop an internal evaluation to share the Panel’s effectiveness and make adjustments as needed.
- 3.2 Create an external survey related to the appellants’ experience to improve processes by centralizing feedback from participants in the appeals process.
- 3.3 Establish a metric for evaluating the effectiveness of interactions and agreements between the Panel and its partner agencies to encourage the Panel to build an effective, cooperative relationship with partner agencies, and address issues that impact the Panel.
- 3.4 Evaluate the Panel’s fiscal responsibility to ensure prudent financial stewardship.
- 3.5 Report quarterly on progress made on strategic plan objectives to inform Panel members and to ensure objectives are met within designated timeframe.

Goal 4 – Diversity, Equity, and Inclusion

Ensure equity practices exist in operations, programs, and policies.

- 4.1 Continue equitable hiring practices to eliminate favoritism and bias in hiring processes.
- 4.2 Maintain an inclusive culture that values input from all members of the staff and the Panel so that every staff and Panel member, regardless of background, feels empowered to voice their thoughts and opinions.
- 4.3 Demonstrate respect for opinions voiced by the public and stakeholders to encourage public participation in government agency operations.
- 4.4 Explore and continue to recommend methods of addressing accessibility, translation, or similar requests to promote participation by members of the public.

Strategic Planning Process

To understand the environment in which the Panel operates as well as identify factors that could impact the Panel's success in carrying out its statutory duties, the Department of Consumer Affairs' SOLID Planning Unit conducted a SWOT analysis of the Panel's internal environment through interviews with the Panel members and staff. A total of eight interviews were conducted.

The most significant themes and trends identified from the SWOT analysis were discussed by the Panel during a strategic planning session facilitated by SOLID on March 30, 2022, and the objectives developed were further refined by the staff during a strategic planning session on April 13, 2022. The document was refined and adopted on April 27, 2022.

Cannabis Control Appeals Panel

400 R Street, Suite 320
Sacramento, CA 95811
ccap.ca.gov

Strategic plan adopted April 2022

This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the Cannabis Control Appeals Panel on March 30, April 13, and April 27, 2022. Subsequent amendments may have been made after the adoption of this plan.



Prepared by:
SOLID Planning Solutions
1747 N. Market Blvd., Ste. 270
Sacramento, CA 95834

AGENDA ITEM 7

Public Comments on
Items Not on the
Agenda

(No meeting materials)

AGENDA ITEM 8

Future Agenda Items
(No Meeting Materials)

AGENDA ITEM 9

Adjournment

(No Meeting Materials)