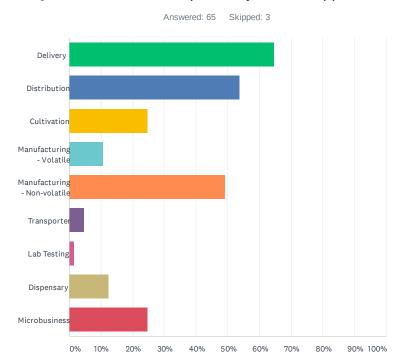
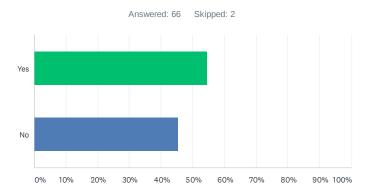
#### Q1 Please indicate all permits you have applied for.



ANSWER CHOICES	RESPONSES	
Delivery	64.62%	42
Distribution	53.85%	35
Cultivation	24.62%	16
Manufacturing - Volatile	10.77%	7
Manufacturing - Non-volatile	49.23%	32
Transporter	4.62%	3
Lab Testing	1.54%	1
Dispensary	12.31%	8
Microbusiness	24.62%	16
Total Respondents: 65		

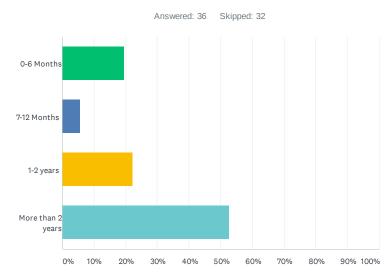
#### 2021 Cannabis Program Assessment Survey for Equity Applicants

#### Q2 Are you currently operating?



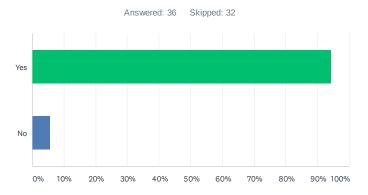
ANSWER CHOICES	RESPONSES	
Yes	54.55%	36
No	45.45%	30
TOTAL		66

#### Q3 How long have you been operating?



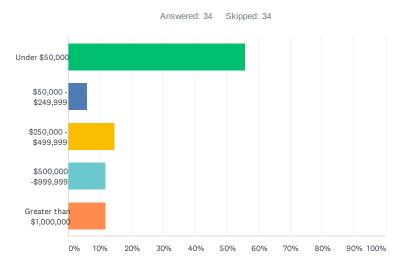
ANSWER CHOICES	RESPONSES	
0-6 Months	19.44%	7
7-12 Months	5.56%	2
1-2 years	22.22%	8
More than 2 years	52.78%	19
TOTAL		36

### Q4 Are you utilizing METRC (Marijuana Enforcement Tracking Reporting Compliance)?



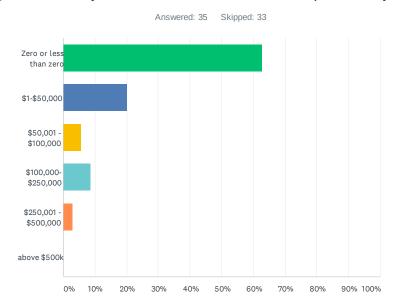
ANSWER CHOICES	RESPONSES	
Yes	94.44%	34
No	5.56%	2
TOTAL		36

#### Q5 What is your cannabis business' annual gross receipts last year?



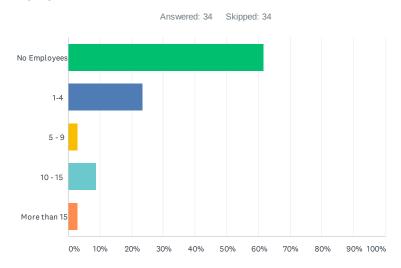
ANSWER CHOICES	RESPONSES	
Under \$50,000	55.88%	19
\$50,000 - \$249,999	5.88%	2
\$250,000 - \$499,999	14.71%	5
\$500,000 -\$999,999	11.76%	4
Greater than \$1,000,000	11.76%	4
TOTAL		34

#### Q6 What was your cannabis business' annual profit last year?



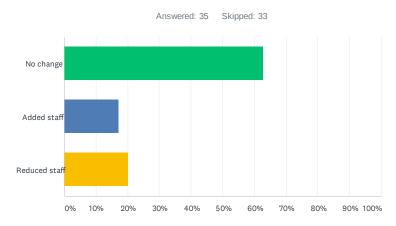
ANSWER CHOICES	RESPONSES	
Zero or less than zero	62.86%	22
\$1-\$50,000	20.00%	7
\$50,001 - \$100,000	5.71%	2
\$100,000- \$250,000	8.57%	3
\$250,001 - \$500,000	2.86%	1
above \$500k	0.00%	0
TOTAL		35

## Q7 How many individuals do you currently employ? For this question, an employee is someone who works at least 35 hours a week.



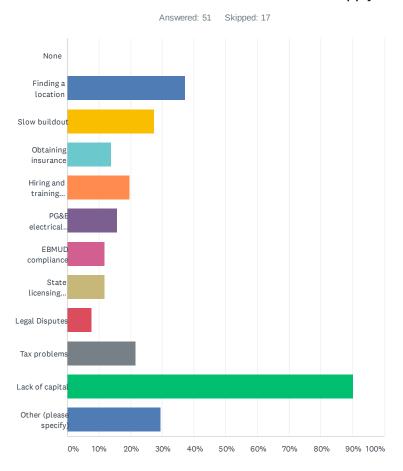
ANSWER CHOICES	RESPONSES	
No Employees	61.76%	21
1-4	23.53%	8
5 - 9	2.94%	1
10 - 15	8.82%	3
More than 15	2.94%	1
TOTAL		34

#### Q8 Have you added or reduced staff in the last 12 months?



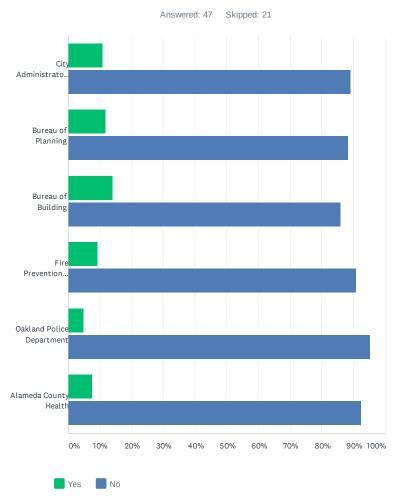
ANSWER CHOICES	RESPONSES	
No change	62.86%	22
Added staff	17.14%	6
Reduced staff	20.00%	7
TOTAL		35

### Q9 What barriers are you experiencing as you establish a compliant cannabis business? Please select all that apply.



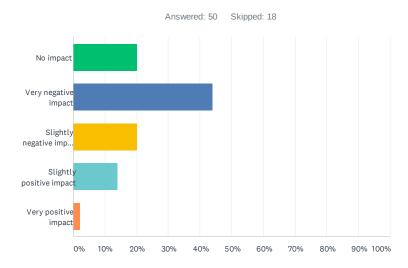
ANSWER CHOICES	RESPONSES	
None	0.00%	0
Finding a location	37.25%	19
Slow buildout	27.45%	14
Obtaining insurance	13.73%	7
Hiring and training employees	19.61%	10
PG&E electrical upgrade	15.69%	8
EBMUD compliance	11.76%	6
State licensing issues	11.76%	6
Legal Disputes	7.84%	4
Tax problems	21.57%	11
Lack of capital	90.20%	46
Other (please specify)	29.41%	15
Total Respondents: 51		

### Q10 Have you experienced any barriers with the following City/County Departments? If so, please describe below.



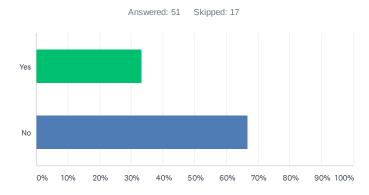
	YES	NO	TOTAL
City Administrator's Office	10.87%	89.13%	
	5	41	46
Bureau of Planning	11.63%	88.37%	
	5	38	43
Bureau of Building	13.95%	86.05%	
	6	37	43
Fire Prevention Bureau	9.30%	90.70%	
	4	39	43
Oakland Police Department	4.76%	95.24%	
	2	40	42
Alameda County Health	7.50%	92.50%	
	3	37	40

### Q11 What impact, if any, has the COVID-19 pandemic had on your business? Please describe in the comment box below.



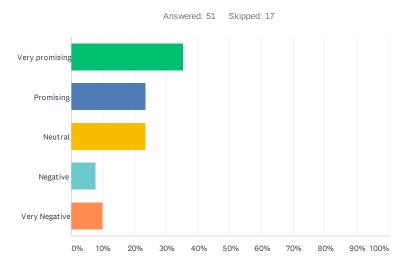
ANSWER CHOICES	RESPONSES	
No impact	20.00%	10
Very negative impact	44.00%	22
Slightly negative impact	20.00%	10
Slightly positive impact	14.00%	7
Very positive impact	2.00%	1
TOTAL		50

### Q12 Has your business or staff experienced any robberies/burglaries?



ANSWER CHOICES	RESPONSES	
Yes	33.33%	17
No	66.67%	34
TOTAL		51

#### Q13 Please rate your business' future outlook.

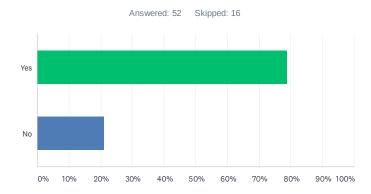


ANSWER CHOICES	RESPONSES	
Very promising	35.29%	18
Promising	23.53%	12
Neutral	23.53%	12
Negative	7.84%	4
Very Negative	9.80%	5
TOTAL		51

### Q14 Do you have any recommendations for how the City of Oakland can improve its Cannabis or Equity Programs?

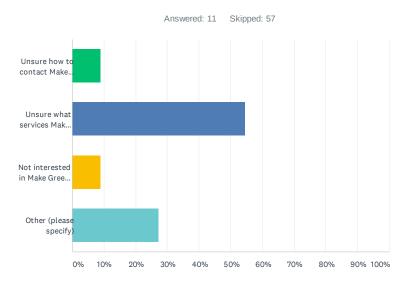
Answered: 48 Skipped: 20

#### Q15 Have you utilized any of Make Green Go's services?



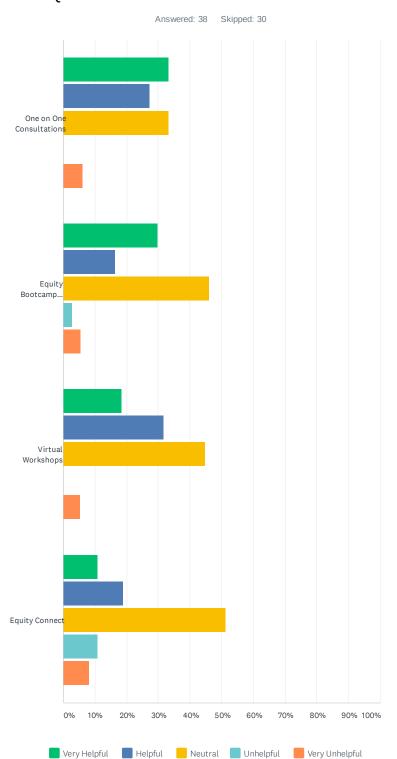
ANSWER CHOICES	RESPONSES	
Yes	78.85%	41
No	21.15%	11
TOTAL		52

### Q16 Which of the following best describes why you have not utilized Make Green Go?



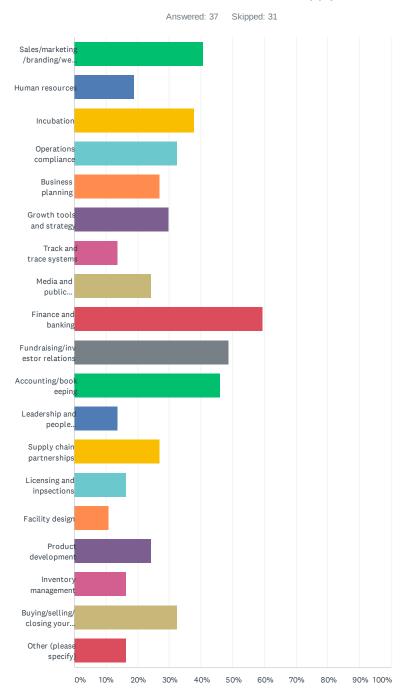
ANSWER CHOICES	RESPONSES	
Unsure how to contact Make Green Go	9.09%	1
Unsure what services Make Green Go provides	54.55%	6
Not interested in Make Green Go's services	9.09%	1
Other (please specify)	27.27%	3
TOTAL		11

#### Q17 Please rank Make Green Go's services.



	VERY HELPFUL	HELPFUL	NEUTRAL	UNHELPFUL	VERY UNHELPFUL	TOTAL	WEIGHTED AVERAGE
One on One Consultations	33.33% 11	27.27% 9	33.33% 11	0.00%	6.06%	33	2.18
Equity Bootcamp (makegreengo.thinkific.com)	29.73% 11	16.22% 6	45.95% 17	2.70%	5.41%	37	2.38
Virtual Workshops	18.42% 7	31.58% 12	44.74% 17	0.00%	5.26%	38	2.42
Equity Connect	10.81%	18.92% 7	51.35% 19	10.81%	8.11%	37	2.86

### Q18 Which topics would you like Make Green Go to focus on in the future? Please select all that apply.



#### 2021 Cannabis Program Assessment Survey for Equity Applicants

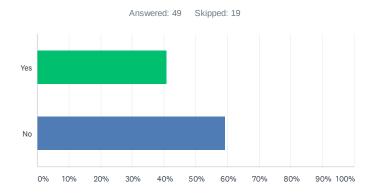
ANSWER CHOICES	RESPONSES	
Sales/marketing/branding/web development	40.54%	15
Human resources	18.92%	7
Incubation	37.84%	14
Operations compliance	32.43%	12
Business planning	27.03%	10
Growth tools and strategy	29.73%	11
Track and trace systems	13.51%	5
Media and public relations	24.32%	9
Finance and banking	59.46%	22
Fundraising/investor relations	48.65%	18
Accounting/bookeeping	45.95%	17
Leadership and people management	13.51%	5
Supply chain partnerships	27.03%	10
Licensing and inpsections	16.22%	6
Facility design	10.81%	4
Product development	24.32%	9
Inventory management	16.22%	6
Buying/selling/closing your business	32.43%	12
Other (please specify)	16.22%	6
Total Respondents: 37		

#### 2021 Cannabis Program Assessment Survey for Equity Applicants

#### Q19 What suggestions do you have for the technical assistance program?

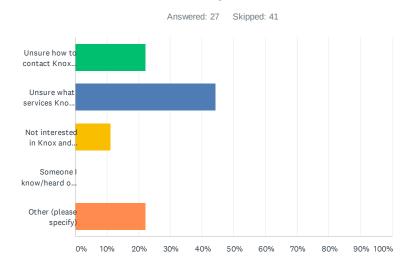
Answered: 37 Skipped: 31

#### Q20 Have you utilized Knox and Ross' legal services?



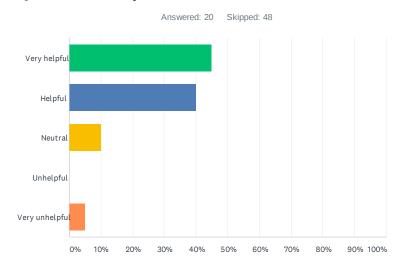
ANSWER CHOICES	RESPONSES	
Yes	40.82%	20
No	59.18%	29
TOTAL		49

### Q21 Which of the following best describes why you have not utilized Knox and Ross' legal services?



ANSWER CHOICES	RESPONSES	
Unsure how to contact Knox and Ross	22.22%	6
Unsure what services Knox and Ross provides	44.44%	12
Not interested in Knox and Ross' services	11.11%	3
Someone I know/heard of had a bad experience with Knox and Ross	0.00%	0
Other (please specify)	22.22%	6
TOTAL		27

#### Q22 How would you describe Knox and Ross' services?



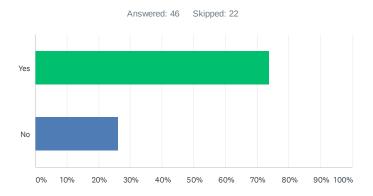
ANSWER CHOICES	RESPONSES	
Very helpful	45.00%	9
Helpful	40.00%	8
Neutral	10.00%	2
Unhelpful	0.00%	0
Very unhelpful	5.00%	1
TOTAL		20

#### 2021 Cannabis Program Assessment Survey for Equity Applicants

#### Q23 What suggestions do you have for the legal assistance program?

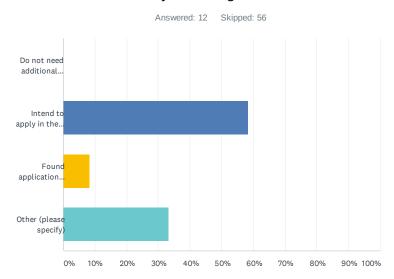
Answered: 39 Skipped: 29

### Q24 Have you applied for a City loan or grant through Elevate Impact Oakland?



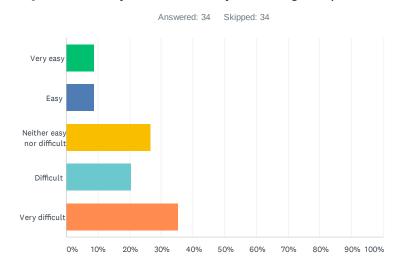
ANSWER CHOICES	RESPONSES	
Yes	73.91%	34
No	26.09%	12
TOTAL		46

### Q25 Which of the following best describes why you have not applied for a City loan or grant?



ANSWER CHOICES	RESPONSES	
Do not need additional funding	0.00%	0
Intend to apply in the future	58.33%	7
Found application process too difficult	8.33%	1
Other (please specify)	33.33%	4
TOTAL		12

#### Q26 How did you find the City loan or grant process?

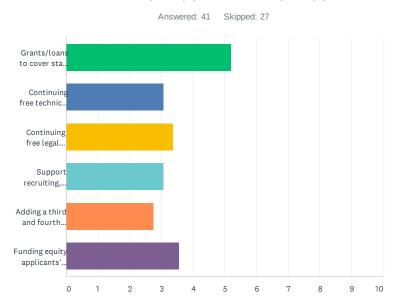


ANSWER CHOICES	RESPONSES	
Very easy	8.82%	3
Easy	8.82%	3
Neither easy nor difficult	26.47%	9
Difficult	20.59%	7
Very difficult	35.29%	12
TOTAL		34

#### Q27 What suggestions do you have for the loan or grant programs?

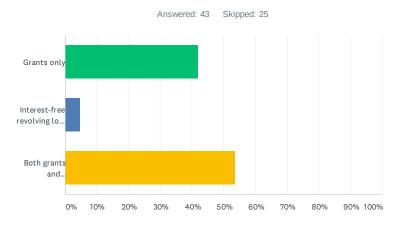
Answered: 39 Skipped: 29

### Q28 Please rank the following potential uses of new state funding from most helpful (1) to least helpful (6)



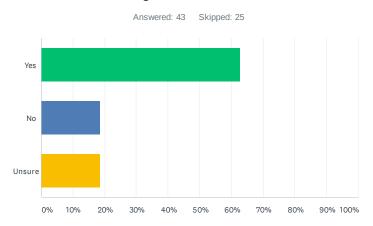
	1	2	3	4	5	6	TOTAL	SCORE
Grants/loans to cover start up and ongoing costs	73.68% 28	7.89% 3	5.26% 2	2.63% 1	0.00%	10.53% 4	38	5.21
Continuing free technical assistance program	0.00%	21.05% 8	28.95% 11	13.16% 5	10.53% 4	26.32% 10	38	3.08
Continuing free legal assistance program	2.63%	15.79% 6	26.32% 10	28.95% 11	23.68%	2.63%	38	3.37
Support recruiting, training, and retaining employees	2.63%	21.05% 8	10.53% 4	26.32% 10	26.32% 10	13.16% 5	38	3.08
Adding a third and fourth shared-use manufacturing facility	7.69% 3	15.38% 6	7.69% 3	17.95% 7	17.95% 7	33.33% 13	39	2.77
Funding equity applicants' purchase of property	15.38% 6	20.51%	20.51%	7.69% 3	20.51%	15.38% 6	39	3.56

Q29 How should the City provide capital to operators: grants, interest-free revolving loans, or both? Please note that while loans must be repaid, loans are not taxable and loan repayments provide future funds for equity applicants. On the other hand, grants need not be repaid, but they are taxable and they provide no future funds to equity applicants.



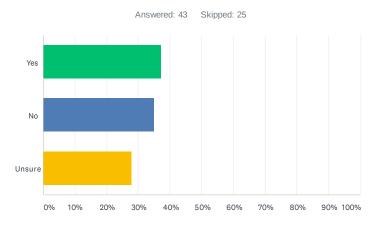
ANSWER CHOICES	RESPONSES	
Grants only	41.86%	18
Interest-free revolving loans only	4.65%	2
Both grants and interest-free revolving loans	53.49%	23
TOTAL		43

# Q30 Do you support lowering loan/grant requirements for equity manufacturers and cultivators given the higher costs of establishing a manufacturing or cultivation business?



ANSWER CHOICES	RESPONSES	
Yes	62.79%	27
No	18.60%	8
Unsure	18.60%	8
TOTAL		43

### Q31 Do you support prioritizing loans/grants for equity applicants who have not yet received loans/grants?



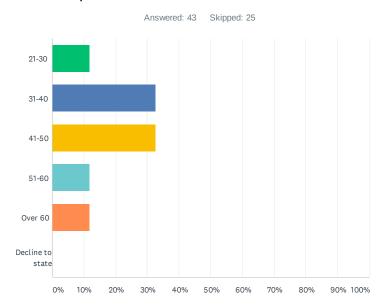
ANSWER CHOICES	RESPONSES	
Yes	37.21%	16
No	34.88%	15
Unsure	27.91%	12
TOTAL		43

#### 2021 Cannabis Program Assessment Survey for Equity Applicants

#### Q32 Do you have other suggestions on how to utilize new state funding?

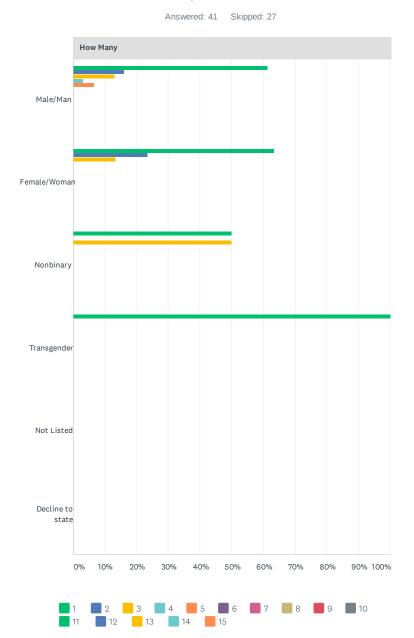
Answered: 32 Skipped: 36

Q33 Age: Please select your age or the average age of your business' partners/owners/board members.



ANSWER CHOICES	RESPONSES	
21-30	11.63%	5
31-40	32.56%	14
41-50	32.56%	14
51-60	11.63%	5
Over 60	11.63%	5
Decline to state	0.00%	0
TOTAL		43

### Q34 Please select all gender options below that represent your business' owners/partners/board members.



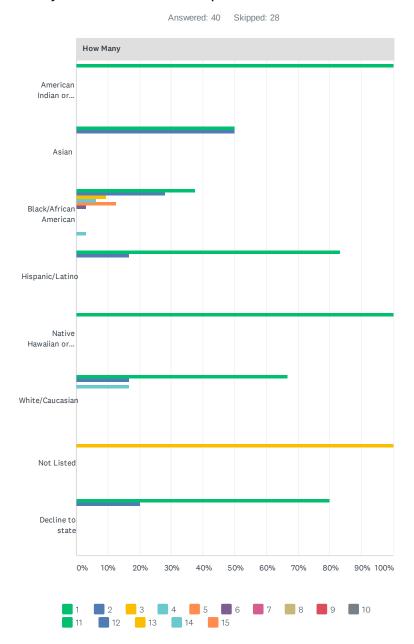
How Many															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	1
Male/Man	61.29% 19	16.13% 5	12.90% 4	3.23%	6.45% 2	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0
Female/Woman	63.33% 19	23.33% 7	13.33% 4	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0
Nonbinary	50.00% 1	0.00%	50.00% 1	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0
Transgender	100.00% 4	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0
Not Listed	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0
Decline to state	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0

#### Q35 Please select all sexual orientation options below that represent your business' owners/partners/board members.



Bisexual

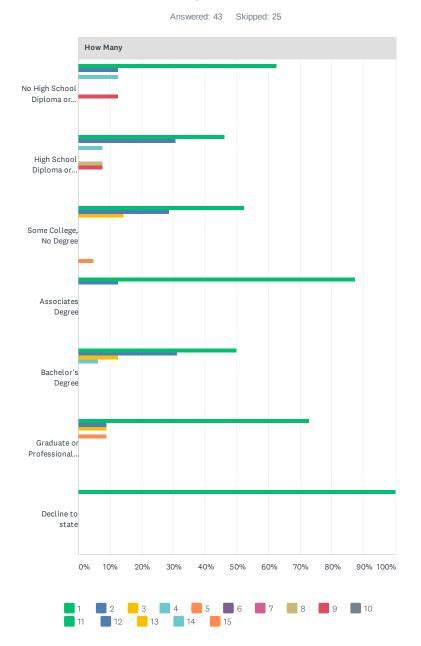
### Q36 Please select all race and ethnicity options below that represent all of your business' owners/partners/board members.



#### 2021 Cannabis Program Assessment Survey for Equity Applicants

How Many														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
American Indian or Alaska Native	100.00% 3	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asian	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Black/African American	37.50% 12	28.13% 9	9.38%	6.25% 2	12.50% 4	3.13%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.13%
Hispanic/Latino	83.33% 5	16.67% 1	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Native Hawaiian or other Pacific Islander	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
White/Caucasian	66.67% 4	16.67% 1	0.00%	16.67% 1	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Not Listed	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Decline to state	80.00% 4	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

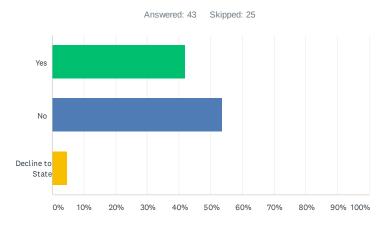
### Q37 Please select the level(s) of education that represent(s) all of your business' owners/partners/board members.



#### 2021 Cannabis Program Assessment Survey for Equity Applicants

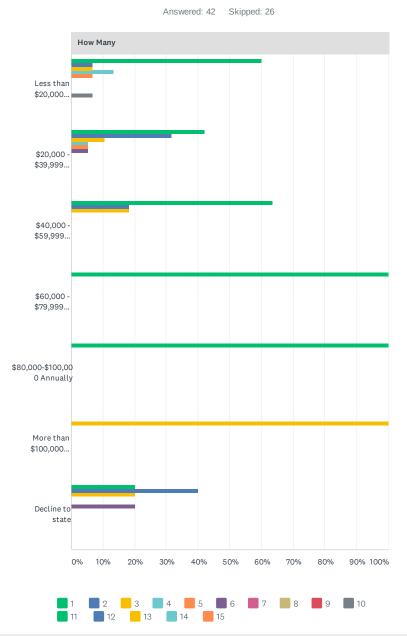
How Many															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
No High School Diploma or Equivalency	62.50% 5	12.50% 1	0.00%	12.50%	0.00%	0.00%	0.00%	0.00%	12.50% 1	0.00%	0.00%	0.00%	0.00%	0.00%	0.
High School Diploma or Equivalency	46.15% 6	30.77% 4	0.00%	7.69% 1	0.00%	0.00%	0.00%	7.69% 1	7.69% 1	0.00%	0.00%	0.00%	0.00%	0.00%	0.
Some College, No Degree	52.38% 11	28.57% 6	14.29% 3	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.
Associates Degree	87.50% 7	12.50% 1	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.
Bachelor's Degree	50.00% 8	31.25% 5	12.50% 2	6.25% 1	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.
Graduate or Professional Degree	72.73% 8	9.09%	9.09%	0.00%	9.09%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.
Decline to state	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.

### Q38 Does one or more of your business' owners/partners/board members have a disability?



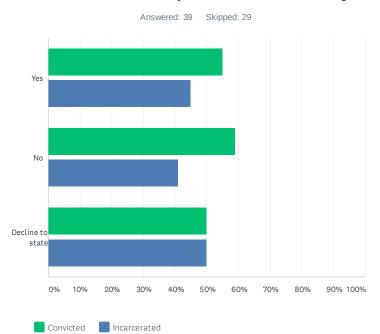
ANSWER CHOICES	RESPONSES	
Yes	41.86%	18
No	53.49%	23
Decline to State	4.65%	2
TOTAL		43

### Q39 Please select the personal income level(s) that represent(s) all of your business' owners/partners/board members.



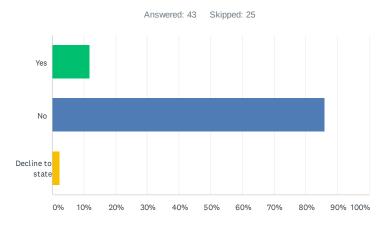
How Many														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Less than \$20,000 Annually	60.00% 9	6.67% 1	6.67% 1	13.33% 2	6.67% 1	0.00%	0.00%	0.00%	0.00%	6.67% 1	0.00%	0.00%	0.00%	0.00%
\$20,000 - \$39,999 Annually	42.11% 8	31.58% 6	10.53%	5.26% 1	5.26% 1	5.26% 1	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
\$40,000 - \$59,999 Annually	63.64% 7	18.18%	18.18%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
\$60,000 - \$79,999 Annually	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
\$80,000-\$100,000 Annually	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
More than \$100,000 Annually	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Decline to state	20.00%	40.00%	20.00%	0.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

## Q40 Has any owner/partner/board member of your business or any immediate family members (parent, sibling, spouse, child) been convicted of or incarcerated for any cannabis related charges?



	CONVICTED	INCARCERATED	TOTAL
Yes	55.00% 11	45.00% 9	20
No	59.09% 13	40.91%	22
Decline to state	50.00%	50.00% 3	6

### Q41 Has any of your business owners/partners/board members served or are currently active in the military?



ANSWER CHOICES	RESPONSES	
Yes	11.63%	5
No	86.05%	37
Decline to state	2.33%	1
TOTAL		43