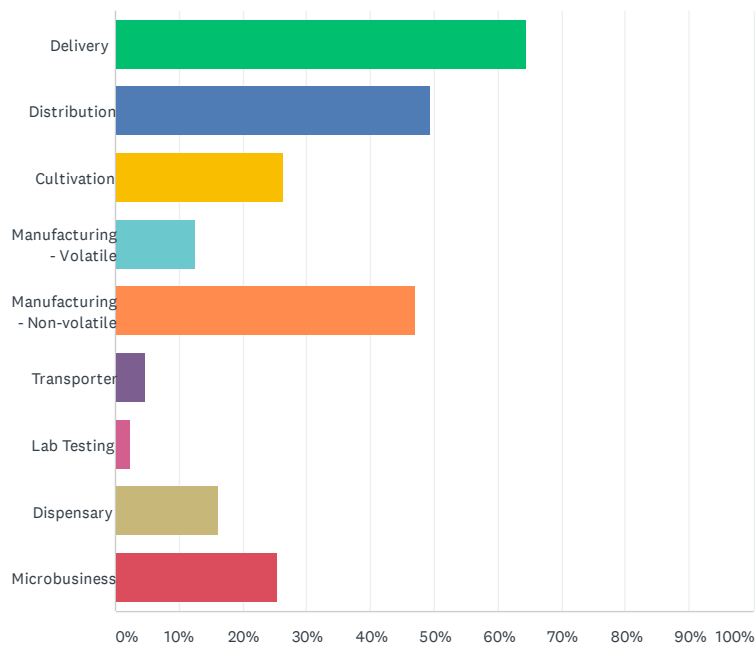


Q1 Please indicate all permits you have applied for.

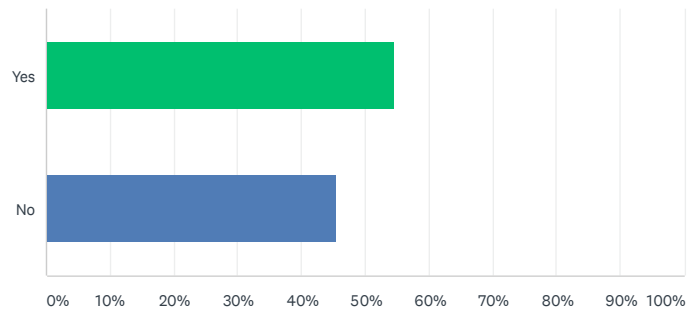
Answered: 87 Skipped: 4



ANSWER CHOICES	RESPONSES	
Delivery	64.37%	56
Distribution	49.43%	43
Cultivation	26.44%	23
Manufacturing - Volatile	12.64%	11
Manufacturing - Non-volatile	47.13%	41
Transporter	4.60%	4
Lab Testing	2.30%	2
Dispensary	16.09%	14
Microbusiness	25.29%	22
Total Respondents: 87		

### Q2 Are you currently operating?

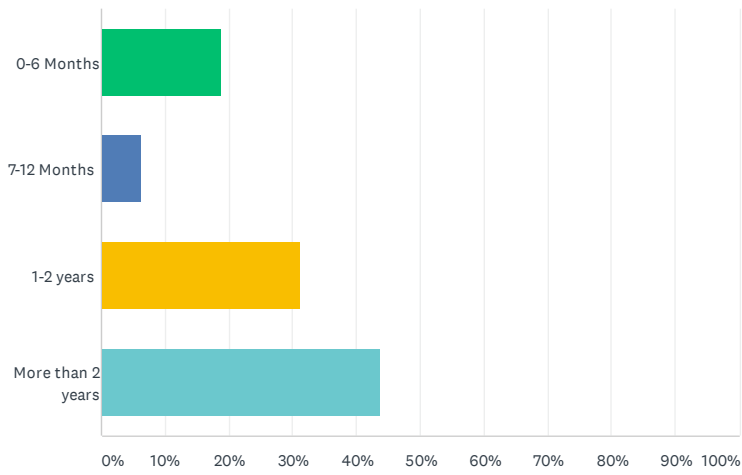
Answered: 88 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	54.55%	48
No	45.45%	40
TOTAL		88

### Q3 How long have you been operating?

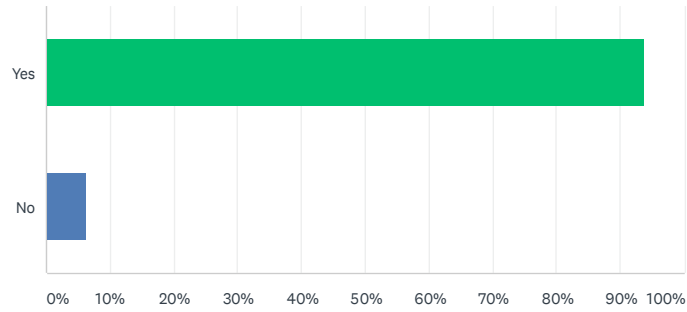
Answered: 48 Skipped: 43



ANSWER CHOICES	RESPONSES	
0-6 Months	18.75%	9
7-12 Months	6.25%	3
1-2 years	31.25%	15
More than 2 years	43.75%	21
TOTAL		48

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

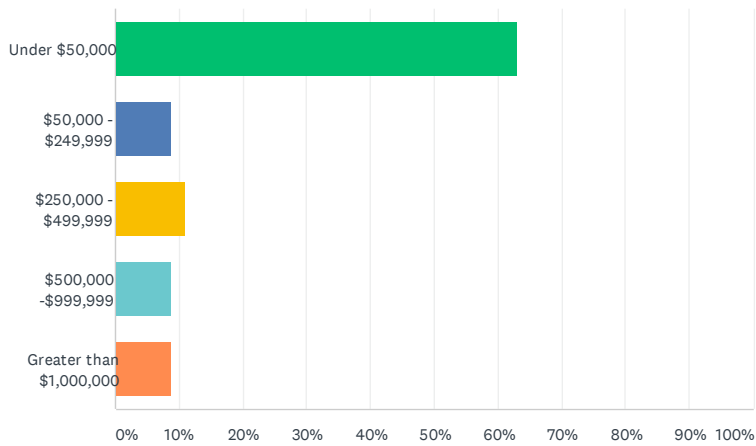
Answered: 48 Skipped: 43



ANSWER CHOICES	RESPONSES	
Yes	93.75%	45
No	6.25%	3
TOTAL		48

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

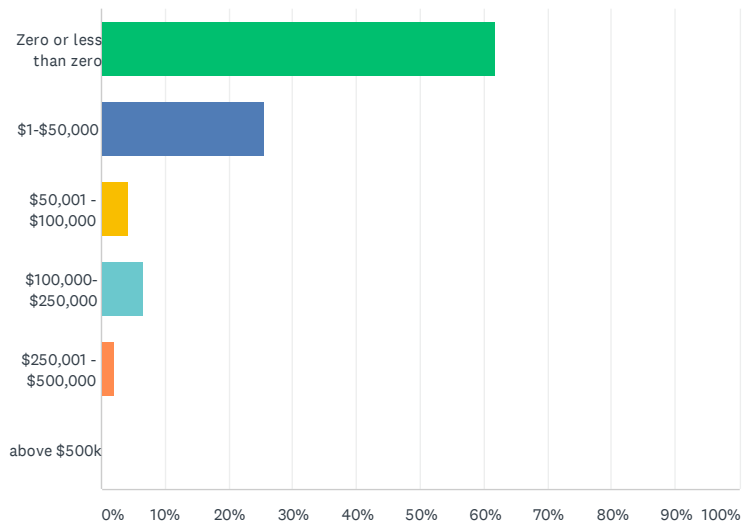
Answered: 46 Skipped: 45



ANSWER CHOICES	RESPONSES
Under \$50,000	63.04% 29
\$50,000 - \$249,999	8.70% 4
\$250,000 - \$499,999	10.87% 5
\$500,000 - \$999,999	8.70% 4
Greater than \$1,000,000	8.70% 4
TOTAL	46

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

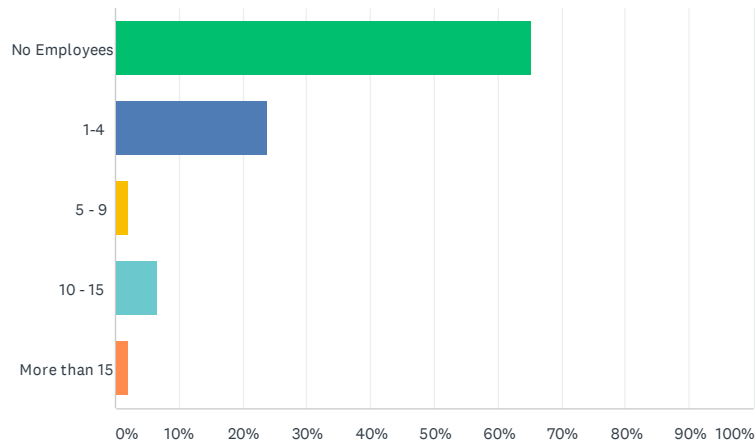
Answered: 47 Skipped: 44



ANSWER CHOICES	RESPONSES	
Zero or less than zero	61.70%	29
\$1-\$50,000	25.53%	12
\$50,001 - \$100,000	4.26%	2
\$100,000- \$250,000	6.38%	3
\$250,001 - \$500,000	2.13%	1
above \$500k	0.00%	0
<b>TOTAL</b>		<b>47</b>

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

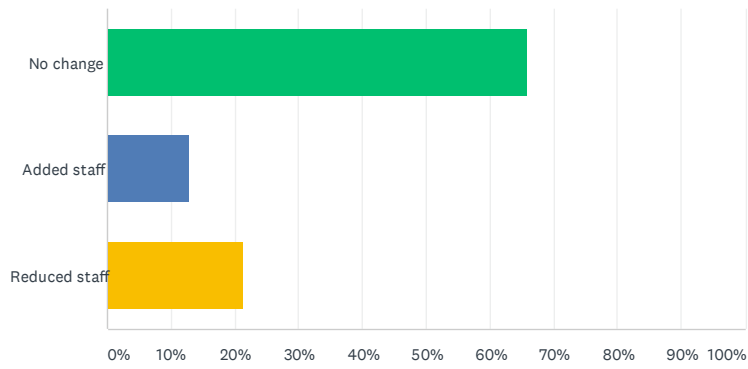
Answered: 46 Skipped: 45



ANSWER CHOICES	RESPONSES	
No Employees	65.22%	30
1-4	23.91%	11
5 - 9	2.17%	1
10 - 15	6.52%	3
More than 15	2.17%	1
<b>TOTAL</b>		<b>46</b>

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

Answered: 47 Skipped: 44

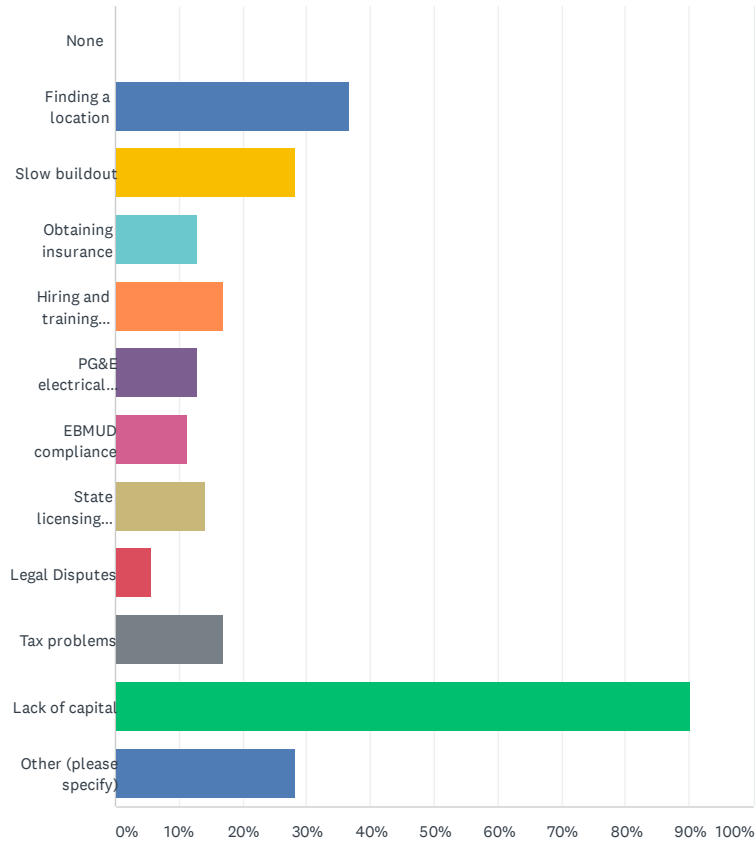


ANSWER CHOICES	RESPONSES	
No change	65.96%	31
Added staff	12.77%	6
Reduced staff	21.28%	10
<b>TOTAL</b>		<b>47</b>



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

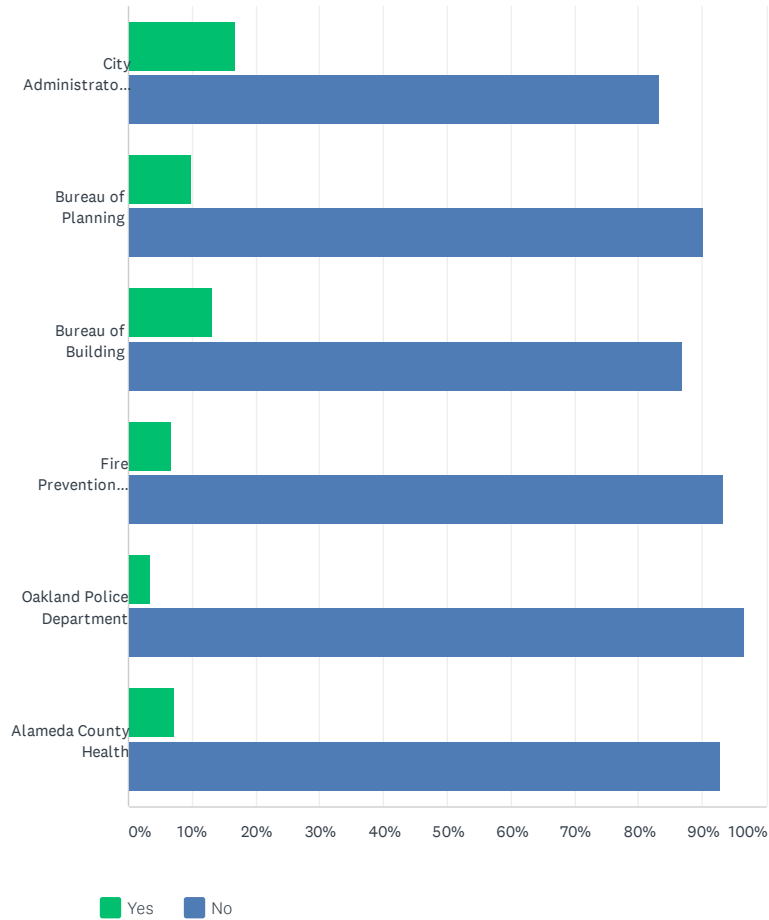
Answered: 71 Skipped: 20



ANSWER CHOICES	RESPONSES
None	0.00% 0
Finding a location	36.62% 26
Slow buildout	28.17% 20
Obtaining insurance	12.68% 9
Hiring and training employees	16.90% 12
PG&E electrical upgrade	12.68% 9
EBMUD compliance	11.27% 8
State licensing issues	14.08% 10
Legal Disputes	5.63% 4
Tax problems	16.90% 12
Lack of capital	90.14% 64
Other (please specify)	28.17% 20
Total Respondents: 71	

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

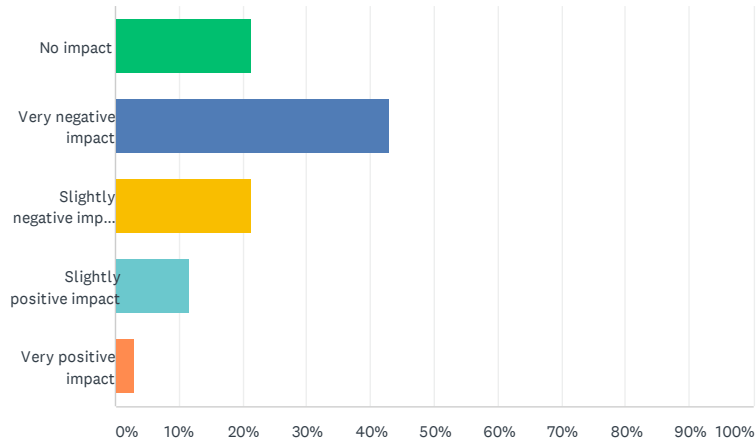
Answered: 67 Skipped: 24



	YES	NO	TOTAL
City Administrator's Office	16.67% 11	83.33% 55	66
Bureau of Planning	9.84% 6	90.16% 55	61
Bureau of Building	13.11% 8	86.89% 53	61
Fire Prevention Bureau	6.67% 4	93.33% 56	60
Oakland Police Department	3.39% 2	96.61% 57	59
Alameda County Health	7.02% 4	92.98% 53	57

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

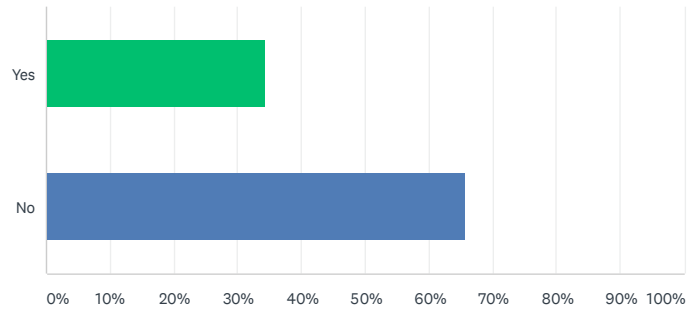
Answered: 70 Skipped: 21



ANSWER CHOICES	RESPONSES	
No impact	21.43%	15
Very negative impact	42.86%	30
Slightly negative impact	21.43%	15
Slightly positive impact	11.43%	8
Very positive impact	2.86%	2
<b>TOTAL</b>		<b>70</b>

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

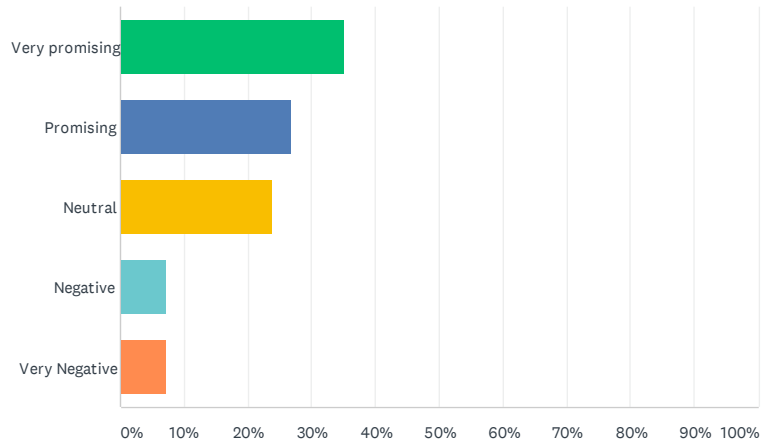
Answered: 70 Skipped: 21



ANSWER CHOICES	RESPONSES	
Yes	34.29%	24
No	65.71%	46
TOTAL		70

Q13 Please rate your business' future outlook.

Answered: 71 Skipped: 20



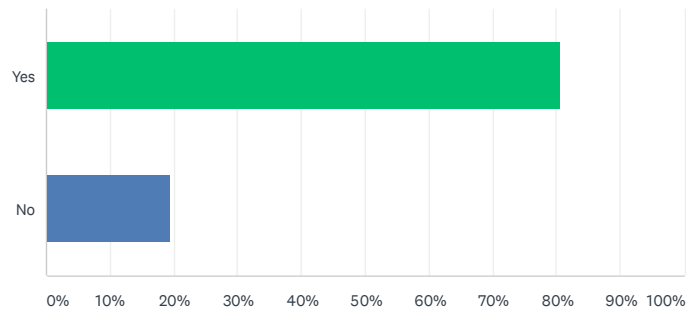
ANSWER CHOICES	RESPONSES	
Very promising	35.21%	25
Promising	26.76%	19
Neutral	23.94%	17
Negative	7.04%	5
Very Negative	7.04%	5
<b>TOTAL</b>		<b>71</b>

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

Answered: 65 Skipped: 26

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

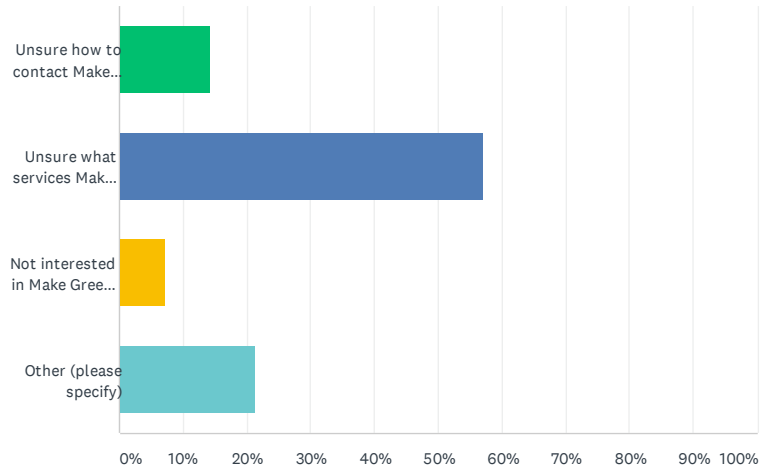
Answered: 72 Skipped: 19



ANSWER CHOICES	RESPONSES	
Yes	80.56%	58
No	19.44%	14
TOTAL		72

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

Answered: 14 Skipped: 77

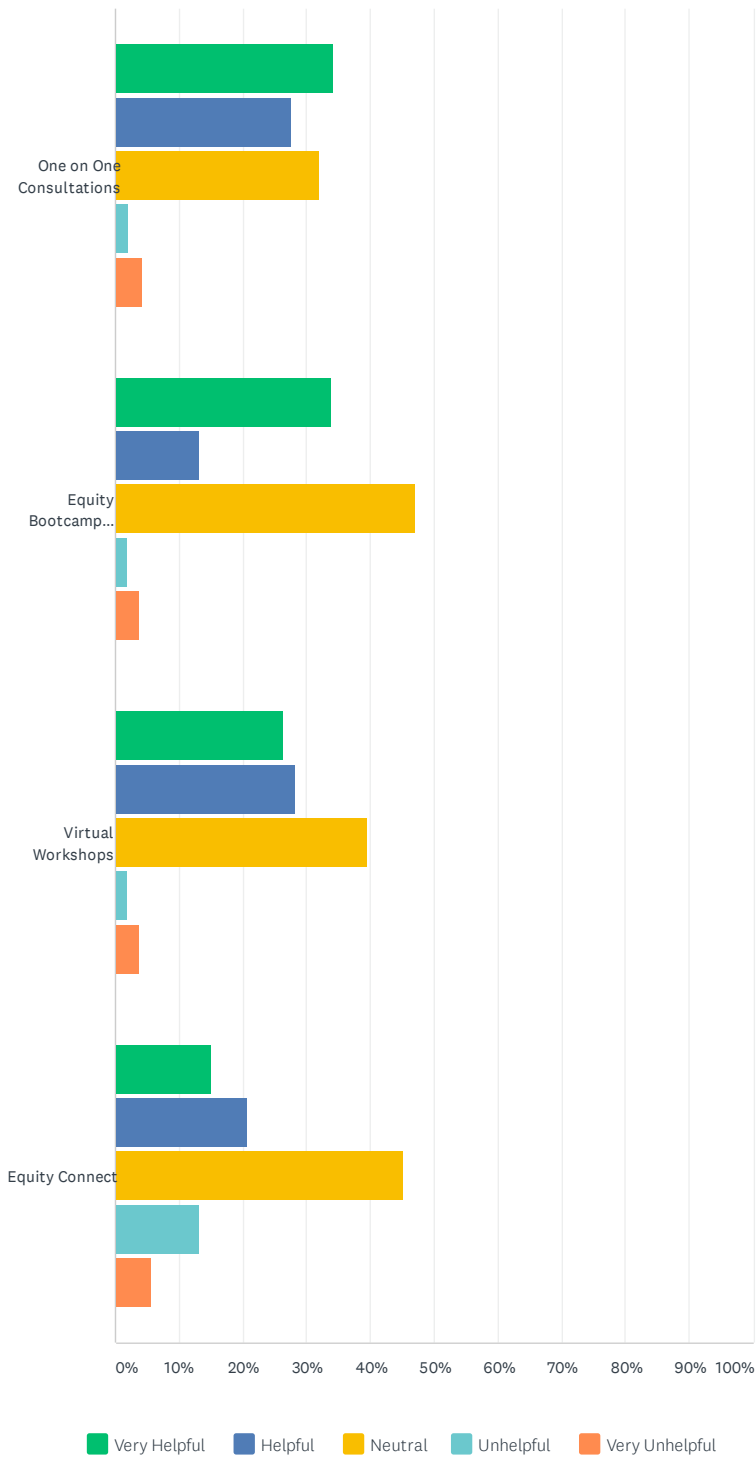


ANSWER CHOICES	RESPONSES	
Unsure how to contact Make Green Go	14.29%	2
Unsure what services Make Green Go provides	57.14%	8
Not interested in Make Green Go's services	7.14%	1
Other (please specify)	21.43%	3
<b>TOTAL</b>		<b>14</b>



Q17 Please rank Make Green Go's services.

Answered: 54 Skipped: 37

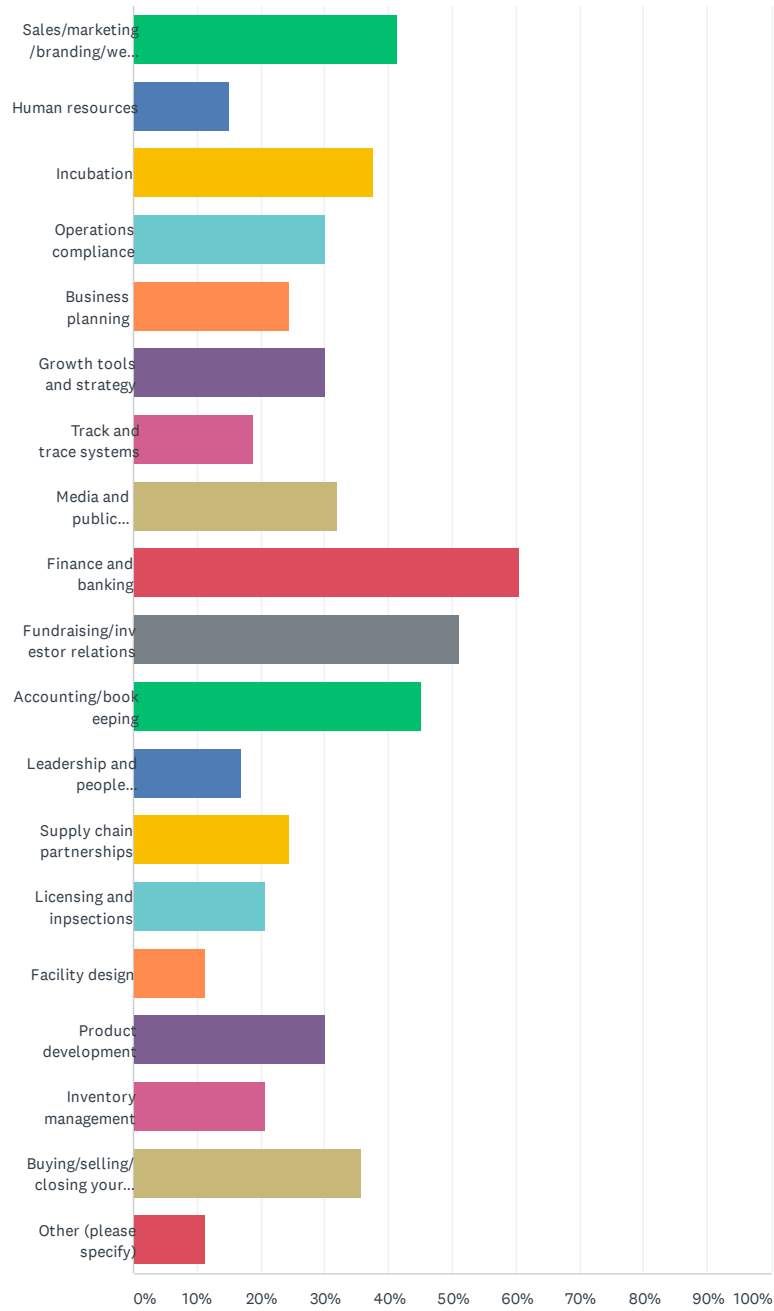


## 2021 Cannabis Program Assessment Survey for Equity Applicants

	VERY HELPFUL	HELPFUL	NEUTRAL	UNHELPFUL	VERY UNHELPFUL	TOTAL	WEIGHTED AVERAGE
One on One Consultations	34.04% 16	27.66% 13	31.91% 15	2.13% 1	4.26% 2	47	2.15
Equity Bootcamp (makegreengo.thinkific.com)	33.96% 18	13.21% 7	47.17% 25	1.89% 1	3.77% 2	53	2.28
Virtual Workshops	26.42% 14	28.30% 15	39.62% 21	1.89% 1	3.77% 2	53	2.28
Equity Connect	15.09% 8	20.75% 11	45.28% 24	13.21% 7	5.66% 3	53	2.74

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

Answered: 53 Skipped: 38



## 2021 Cannabis Program Assessment Survey for Equity Applicants

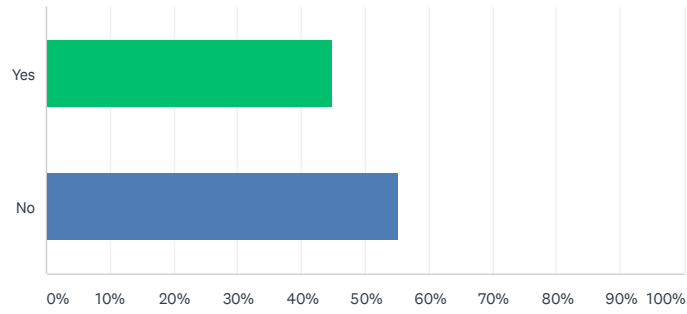
ANSWER CHOICES	RESPONSES	
Sales/marketing/branding/web development	41.51%	22
Human resources	15.09%	8
Incubation	37.74%	20
Operations compliance	30.19%	16
Business planning	24.53%	13
Growth tools and strategy	30.19%	16
Track and trace systems	18.87%	10
Media and public relations	32.08%	17
Finance and banking	60.38%	32
Fundraising/investor relations	50.94%	27
Accounting/bookeeping	45.28%	24
Leadership and people management	16.98%	9
Supply chain partnerships	24.53%	13
Licensing and inspections	20.75%	11
Facility design	11.32%	6
Product development	30.19%	16
Inventory management	20.75%	11
Buying/selling/closing your business	35.85%	19
Other (please specify)	11.32%	6
<b>Total Respondents: 53</b>		

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

Answered: 47 Skipped: 44

Q20 Have you utilized Knox and Ross' legal services?

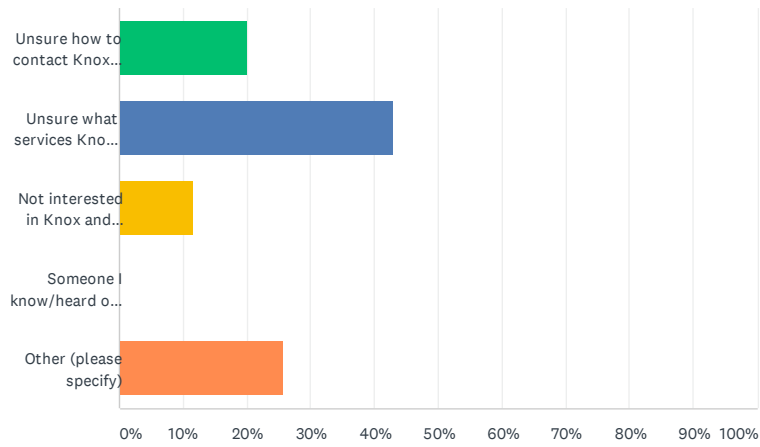
Answered: 67 Skipped: 24



ANSWER CHOICES	RESPONSES	
Yes	44.78%	30
No	55.22%	37
TOTAL		67

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

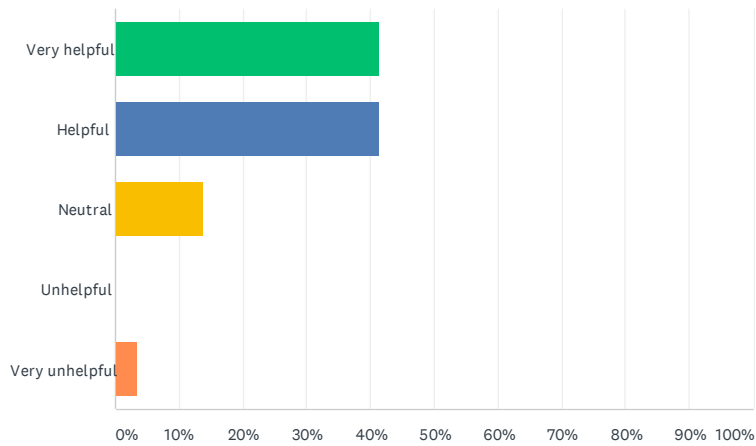
Answered: 35 Skipped: 56



ANSWER CHOICES	RESPONSES	
Unsure how to contact Knox and Ross	20.00%	7
Unsure what services Knox and Ross provides	42.86%	15
Not interested in Knox and Ross' services	11.43%	4
Someone I know/heard of had a bad experience with Knox and Ross	0.00%	0
Other (please specify)	25.71%	9
<b>TOTAL</b>		<b>35</b>

Q22 How would you describe Knox and Ross' services?

Answered: 29 Skipped: 62



ANSWER CHOICES	RESPONSES	
Very helpful	41.38%	12
Helpful	41.38%	12
Neutral	13.79%	4
Unhelpful	0.00%	0
Very unhelpful	3.45%	1
<b>TOTAL</b>		<b>29</b>

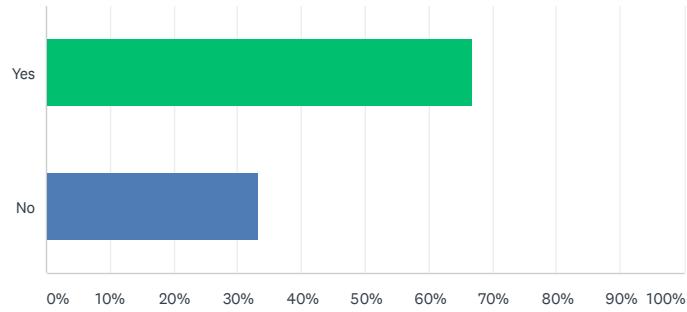


Q23 What suggestions do you have for the legal assistance program?

Answered: 51 Skipped: 40

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

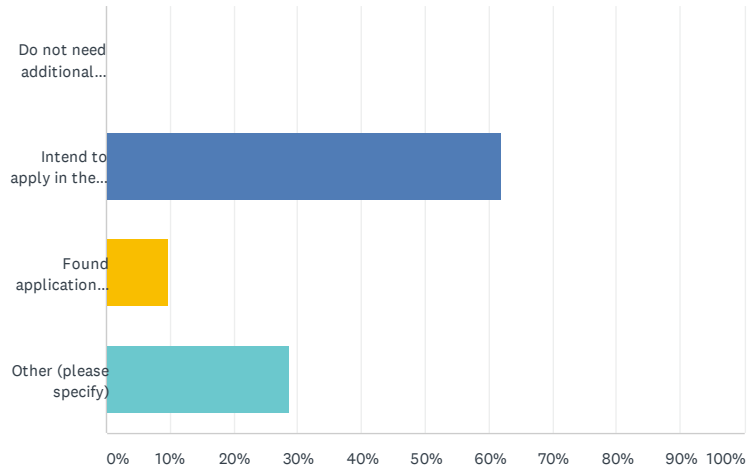
Answered: 63 Skipped: 28



ANSWER CHOICES	RESPONSES	
Yes	66.67%	42
No	33.33%	21
TOTAL		63

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

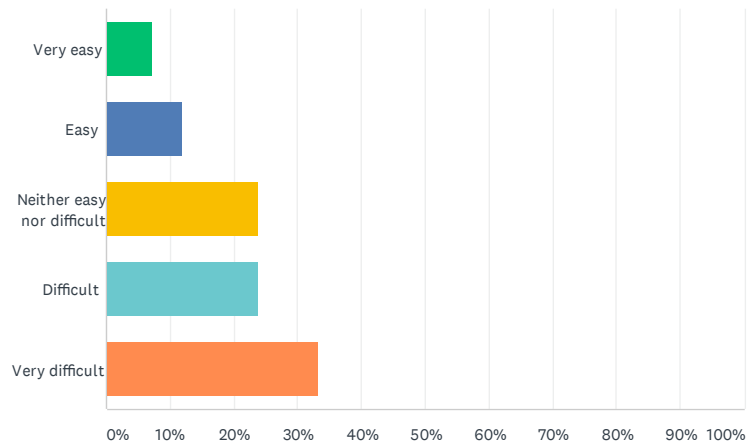
Answered: 21 Skipped: 70



ANSWER CHOICES	RESPONSES	
Do not need additional funding	0.00%	0
Intend to apply in the future	61.90%	13
Found application process too difficult	9.52%	2
Other (please specify)	28.57%	6
<b>TOTAL</b>		<b>21</b>

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

Answered: 42 Skipped: 49



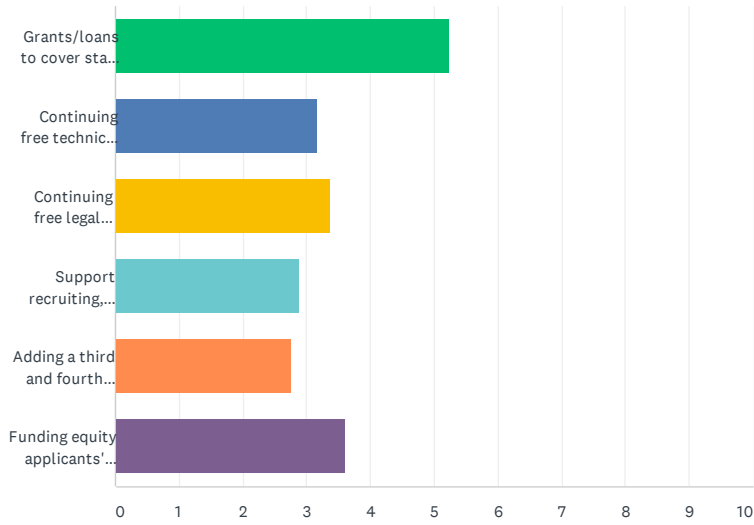
ANSWER CHOICES	RESPONSES	
Very easy	7.14%	3
Easy	11.90%	5
Neither easy nor difficult	23.81%	10
Difficult	23.81%	10
Very difficult	33.33%	14
<b>TOTAL</b>		<b>42</b>

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

Answered: 51 Skipped: 40

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

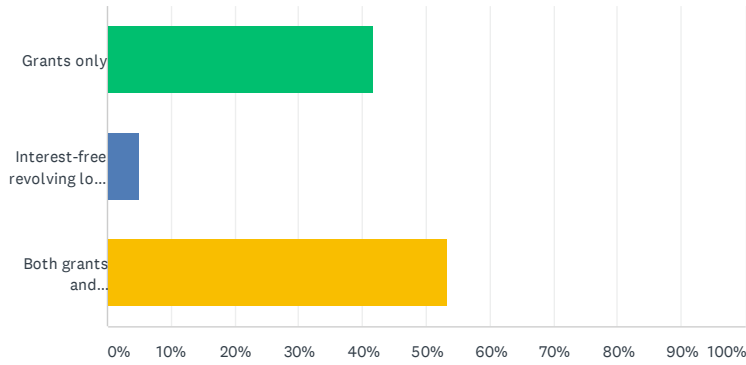
Answered: 58 Skipped: 33



	1	2	3	4	5	6	TOTAL	SCORE
Grants/loans to cover start up and ongoing costs	70.37% 38	12.96% 7	3.70% 2	3.70% 2	0.00% 0	9.26% 5	54	5.22
Continuing free technical assistance program	0.00% 0	20.37% 11	29.63% 16	14.81% 8	14.81% 8	20.37% 11	54	3.15
Continuing free legal assistance program	3.70% 2	16.67% 9	24.07% 13	27.78% 15	24.07% 13	3.70% 2	54	3.37
Support recruiting, training, and retaining employees	1.82% 1	14.55% 8	12.73% 7	29.09% 16	25.45% 14	16.36% 9	55	2.89
Adding a third and fourth shared-use manufacturing facility	10.71% 6	12.50% 7	7.14% 4	17.86% 10	16.07% 9	35.71% 20	56	2.77
Funding equity applicants' purchase of property	14.29% 8	23.21% 13	21.43% 12	5.36% 3	19.64% 11	16.07% 9	56	3.59

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.

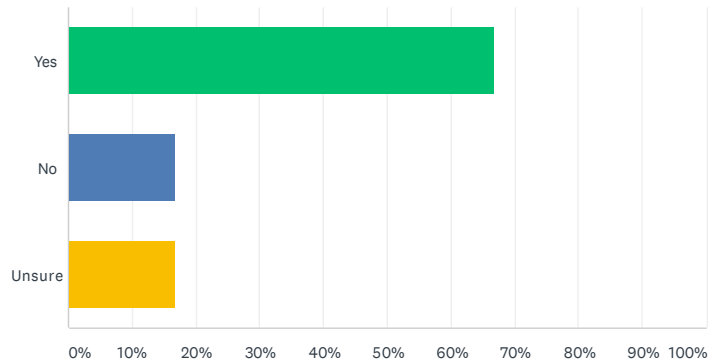
Answered: 60 Skipped: 31



ANSWER CHOICES	RESPONSES	
Grants only	41.67%	25
Interest-free revolving loans only	5.00%	3
Both grants and interest-free revolving loans	53.33%	32
TOTAL		60

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

Answered: 60 Skipped: 31

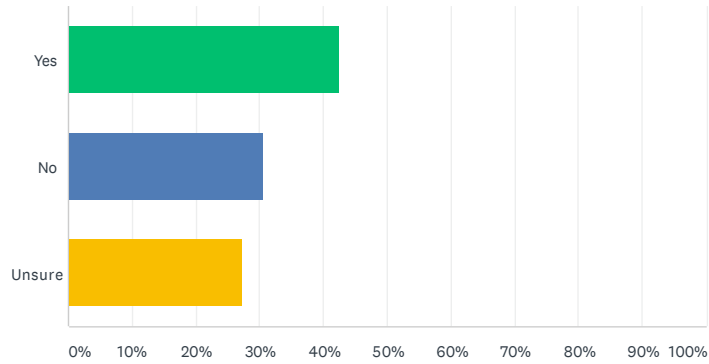


ANSWER CHOICES	RESPONSES	
Yes	66.67%	40
No	16.67%	10
Unsure	16.67%	10
TOTAL		60



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

Answered: 59 Skipped: 32



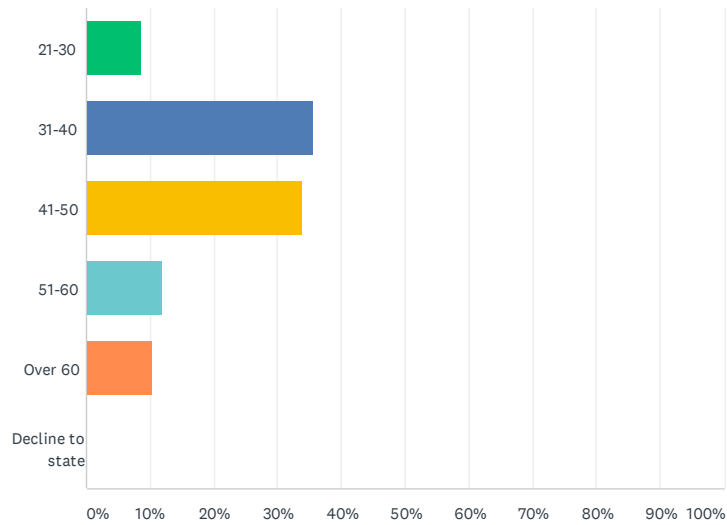
ANSWER CHOICES	RESPONSES	
Yes	42.37%	25
No	30.51%	18
Unsure	27.12%	16
TOTAL		59

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

Answered: 46 Skipped: 45

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

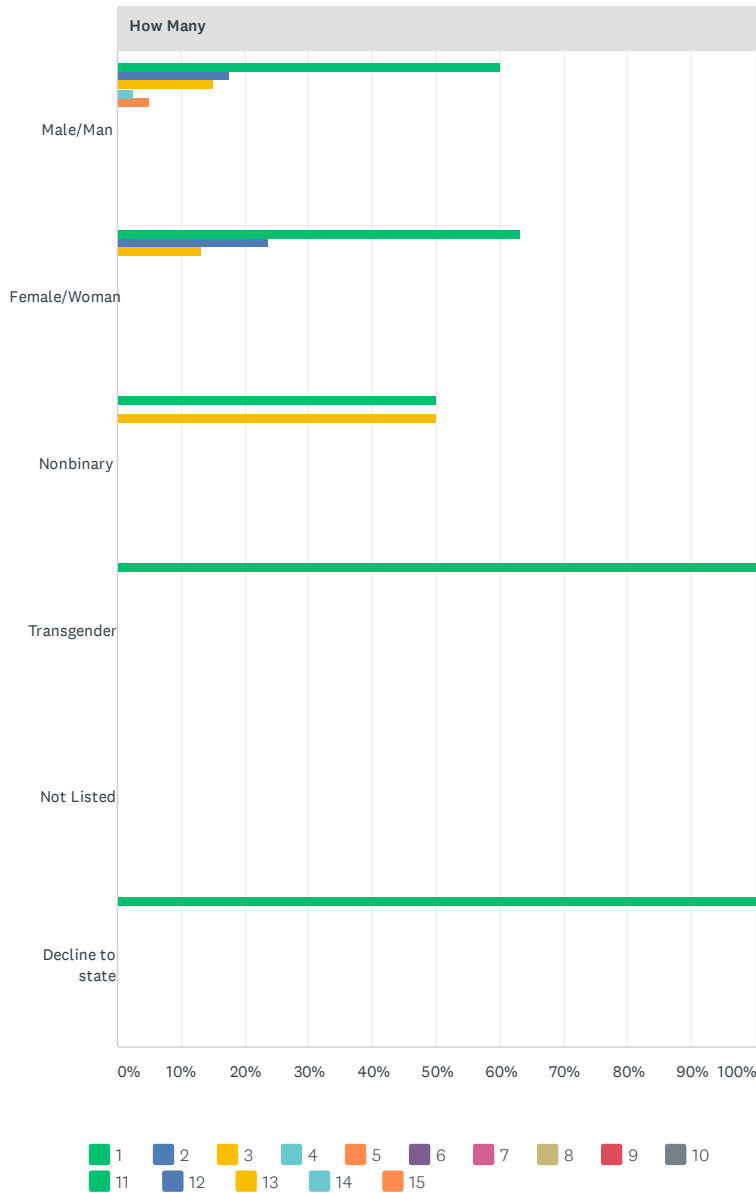
Answered: 59 Skipped: 32



ANSWER CHOICES	RESPONSES	
21-30	8.47%	5
31-40	35.59%	21
41-50	33.90%	20
51-60	11.86%	7
Over 60	10.17%	6
Decline to state	0.00%	0
<b>TOTAL</b>		<b>59</b>

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

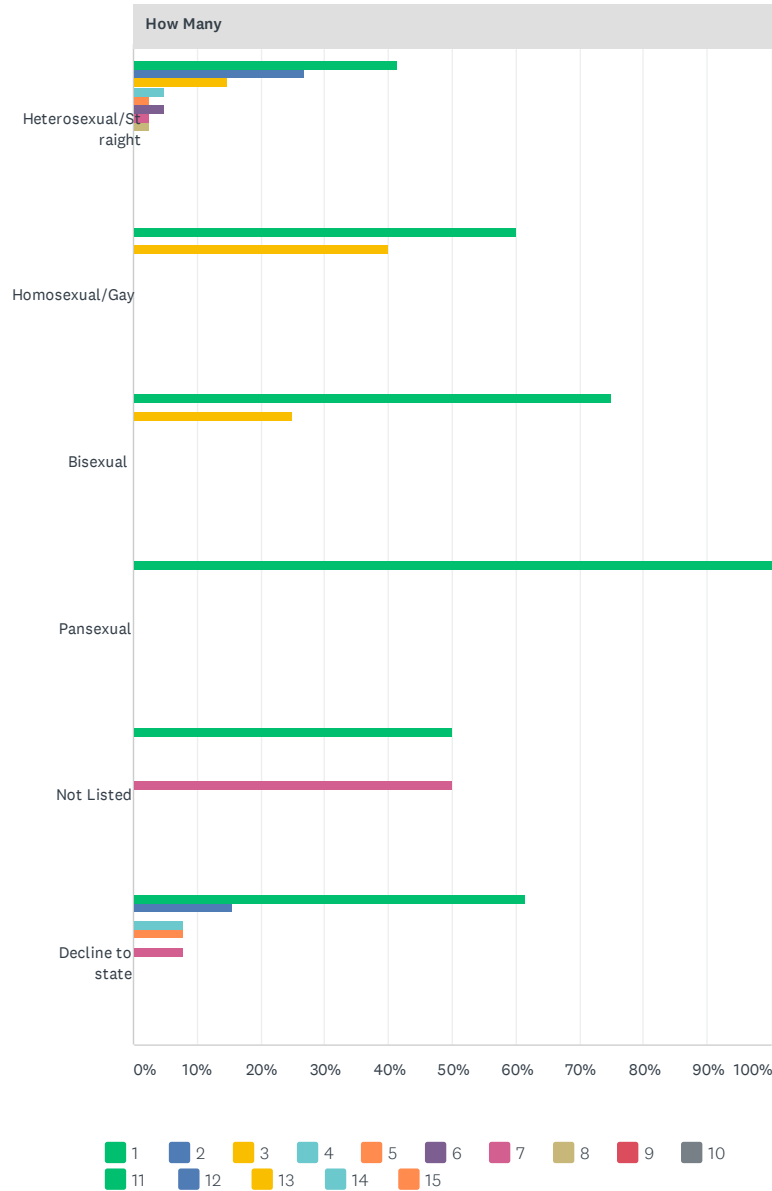
Answered: 56 Skipped: 35



How Many															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Male/Man	60.00%	17.50%	15.00%	2.50%	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	24	7	6	1	2	0	0	0	0	0	0	0	0	0	0
Female/Woman	63.16%	23.68%	13.16%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	24	9	5	0	0	0	0	0	0	0	0	0	0	0	0
Nonbinary	50.00%	0.00%	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%
	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Transgender	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%	0.00%
	4	0	0	0	0	0	0	0	0	0	0	0	0	0	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%	0.00%
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	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%	0.00%
	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Answered: 54 Skipped: 37



How Many														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Heterosexual/Straight	41.46% 17	26.83% 11	14.63% 6	4.88% 2	2.44% 1	4.88% 2	2.44% 1	2.44% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Homosexual/Gay	60.00% 3	0.00% 0	40.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Bisexual	75.00% 3	0.00% 0	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Pansexual	100.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Not Listed	50.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Decline to state	61.54% 8	15.38% 2	0.00% 0	7.69% 1	7.69% 1	0.00% 0	7.69% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0

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

Answered: 54 Skipped: 37

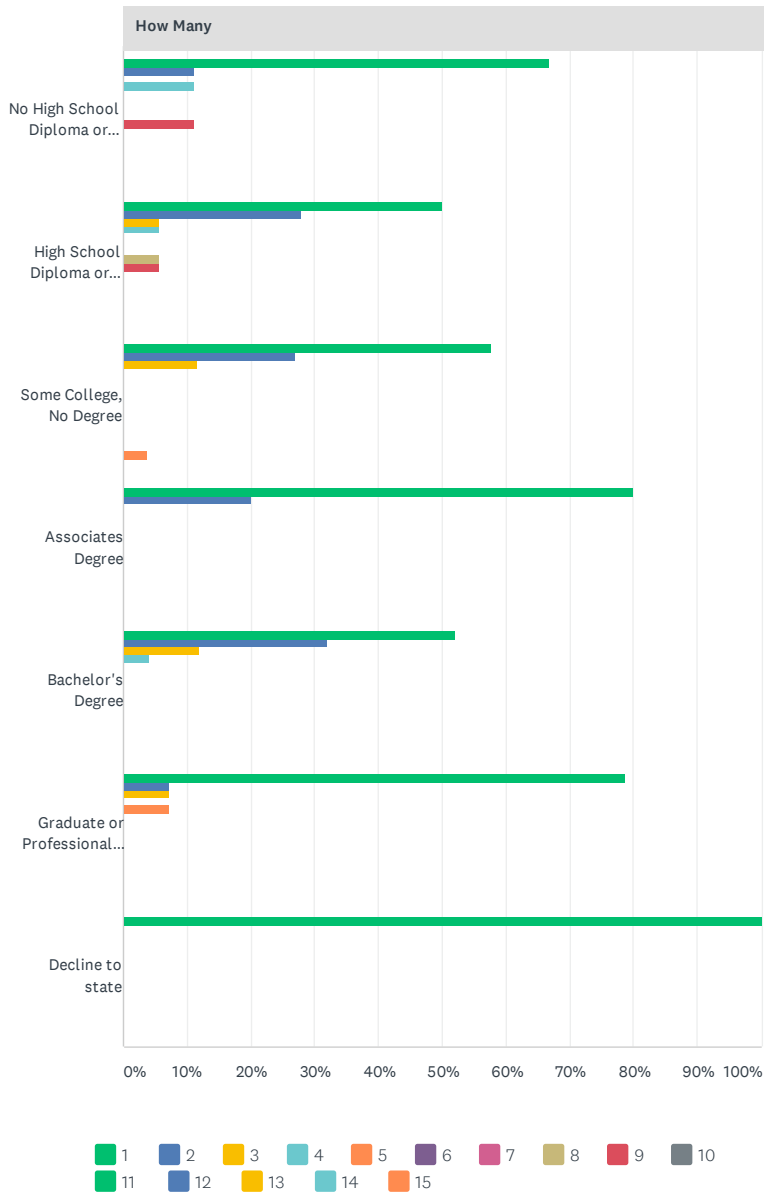


## 2021 Cannabis Program Assessment Survey for Equity Applicants

How Many														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
American Indian or Alaska Native	100.00% 4	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Asian	33.33% 2	66.67% 4	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Black/African American	45.24% 19	23.81% 10	9.52% 4	7.14% 3	9.52% 4	2.38% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	2.38% 1
Hispanic/Latino	55.56% 5	33.33% 3	11.11% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Native Hawaiian or other Pacific Islander	100.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
White/Caucasian	71.43% 5	14.29% 1	0.00% 0	14.29% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Not Listed	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Decline to state	80.00% 4	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0

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

Answered: 58 Skipped: 33



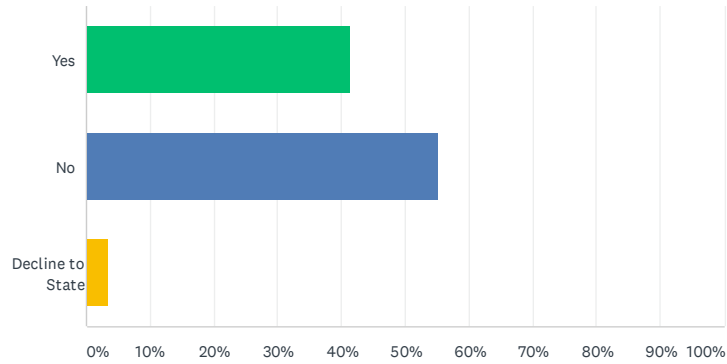


## 2021 Cannabis Program Assessment Survey for Equity Applicants

How Many															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
No High School Diploma or Equivalency	66.67% 6	11.11% 1	0.00% 0	11.11% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	11.11% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0
High School Diploma or Equivalency	50.00% 9	27.78% 5	5.56% 1	5.56% 1	0.00% 0	0.00% 0	0.00% 0	5.56% 1	5.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0
Some College, No Degree	57.69% 15	26.92% 7	11.54% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3
Associates Degree	80.00% 8	20.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0
Bachelor's Degree	52.00% 13	32.00% 8	12.00% 3	4.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0
Graduate or Professional Degree	78.57% 11	7.14% 1	7.14% 1	0.00% 0	7.14% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0
Decline to state	100.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0

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

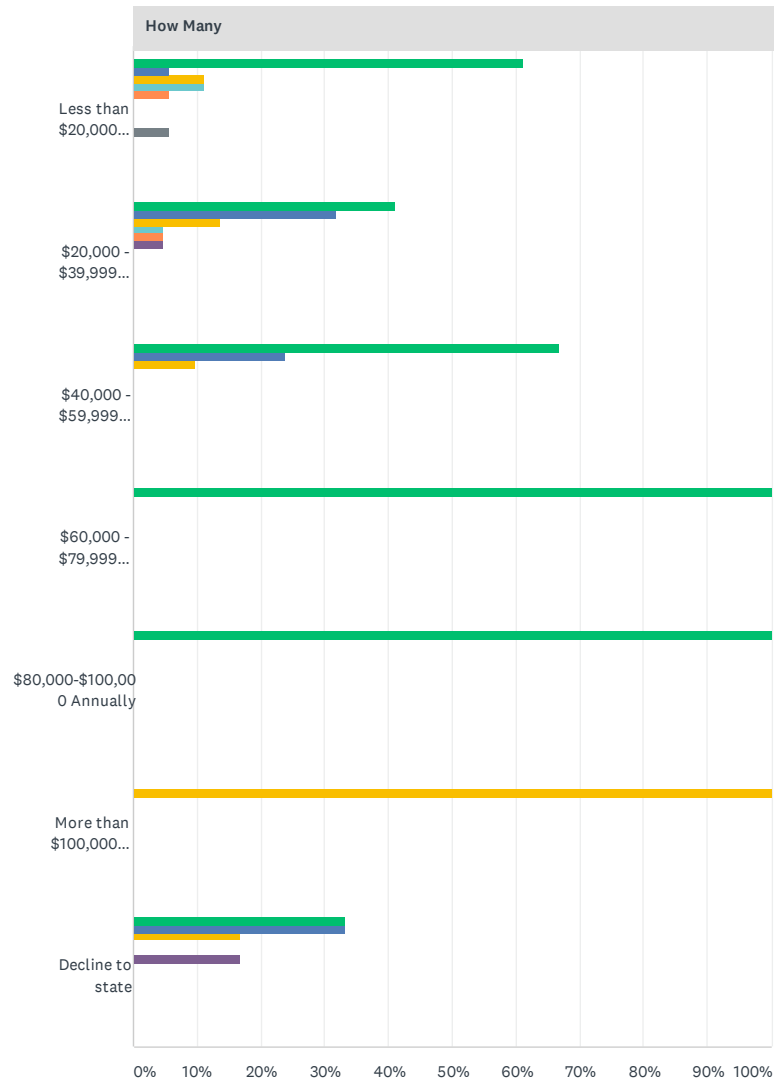
Answered: 58 Skipped: 33



ANSWER CHOICES	RESPONSES	
Yes	41.38%	24
No	55.17%	32
Decline to State	3.45%	2
TOTAL		58

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

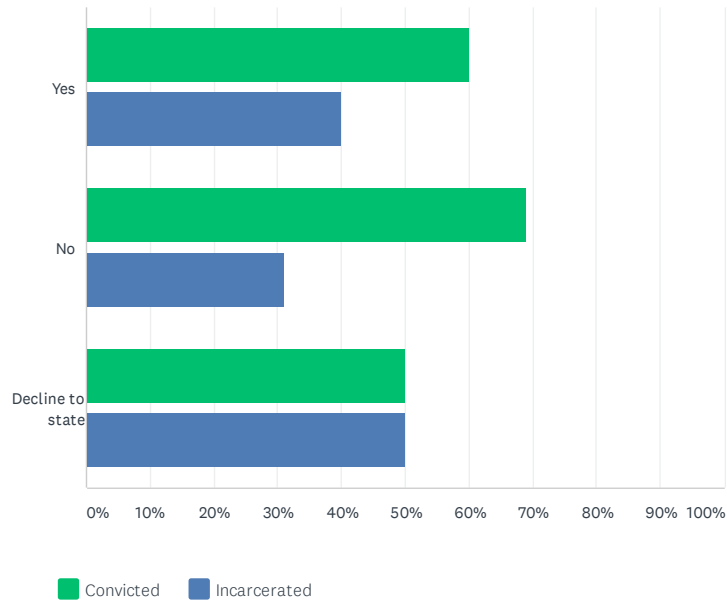
Answered: 57 Skipped: 34



How Many	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Less than \$20,000 Annually	61.11% 11	5.56% 1	11.11% 2	11.11% 2	5.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0
\$20,000 - \$39,999 Annually	40.91% 9	31.82% 7	13.64% 3	4.55% 1	4.55% 1	4.55% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
\$40,000 - \$59,999 Annually	66.67% 14	23.81% 5	9.52% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
\$60,000 - \$79,999 Annually	100.00% 4	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
\$80,000-\$100,000 Annually	100.00% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
More than \$100,000 Annually	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Decline to state	33.33% 2	33.33% 2	16.67% 1	0.00% 0	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0

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?

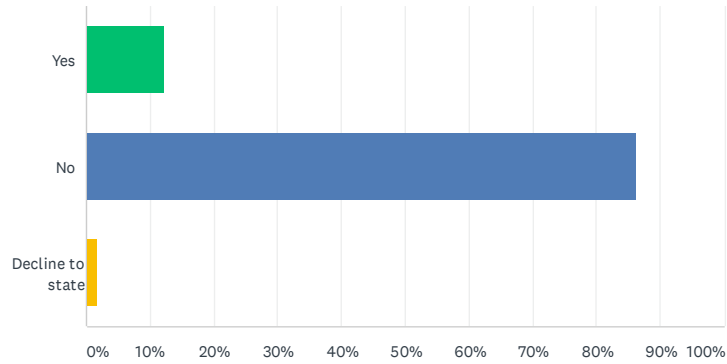
Answered: 53 Skipped: 38



	CONVICTED	INCARCERATED	TOTAL
Yes	60.00% 15	40.00% 10	25
No	68.97% 20	31.03% 9	29
Decline to state	50.00% 4	50.00% 4	8

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

Answered: 58 Skipped: 33



ANSWER CHOICES	RESPONSES
Yes	12.07% 7
No	86.21% 50
Decline to state	1.72% 1
TOTAL	58