

Thursday, March 10, 2022 6:30 pm  
Teleconference Meeting

## AGENDA

Pursuant to the Governor's Executive Order N-29-20 and AB 361, members of the Cannabis Regulatory Commission as well as City staff will participate via phone/video conference and no physical teleconference locations are required.

### **PUBLIC PARTICIPATION INSTRUCTIONS**

#### **TO OBSERVE:**

- To observe the meeting by video conference, please click the link below to join the webinar:  
<https://us02web.zoom.us/j/82580907584>
- To listen to the meeting by phone, please call the numbers below at the noticed meeting time: Dial (for higher quality, dial a number based on your current location):

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After calling any of these phone numbers, if you are asked for a participant ID or code, press #. Instructions on how to join a meeting by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663>, which is a webpage entitled "Joining a Meeting By Phone."

**TO PROVIDE PUBLIC COMMENT:** There are three ways to make public comment within the time allotted for public comment on an eligible Agenda item.

- Comment in advance. To send your comment to staff before the meeting starts, please send your comment, along with your full name and agenda item number you are commenting on, to Greg Minor at [gminor@oaklandca.gov](mailto:gminor@oaklandca.gov). All submitted public comment will be provided to the Cannabis Regulatory Commission prior to the meeting.
- By Video Conference. To comment by Zoom video conference, click the "Raise Your Hand" button to request to speak when Public Comment is being taken on an eligible agenda item at the beginning of the meeting. You will then be unmuted, during your turn, and allowed to participate in public comment. After the allotted time, you will then be re-muted. Instructions on how to "Raise Your Hand" are available at: <https://support.zoom.us/hc/en-us/articles/205566129>, which is a webpage entitled "Raise Hand In Webinar."

Persons may speak on any item appearing on the agenda; however, a Speaker Card must be filled out and given to a representative of the Cannabis Regulatory Commission. Multiple agenda items cannot be listed on one speaker card. If a speaker signs up to speak on multiple items listed on the agenda, the Chairperson may rule that the speaker be given an appropriate allocation of time to address all issues at one time (cumulative) before the items are called. All speakers will be allotted 3 minutes or less – unless the Chairperson allots additional time.

♿ This meeting is wheelchair accessible. In compliance with the Americans with Disabilities Act, if you need special assistance to participate in the meetings of the Cannabis Regulatory Commission, please contact the Office of the City Clerk (510) 238-3612. Notification two full business days prior to the meeting will enable the City of Oakland to make reasonable arrangements to ensure accessibility. In compliance with Oakland's policy for people with chemical sensitivities, please refrain from wearing strongly scented products to events.

Questions or concerns regarding this agenda, or to review any agenda-related materials, please contact the Cannabis Regulatory Commission at (510) 238-6370.

• By Phone. To comment by phone, please call on one of the above listed phone numbers. You will be prompted to “Raise Your Hand” by pressing STAR-NINE (“\*9”) to request to speak when Public Comment is being taken on a eligible agenda item at the beginning of the meeting.

Once it is your turn, you will be unmuted and allowed to make your comment. After the allotted time, you will be re-muted. Instructions of how to raise your hand by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663>, which is a webpage entitled “Joining a Meeting by Phone.”

If you have any questions about these protocols, please e-mail Greg Minor, at [gminor@oaklandca.gov](mailto:gminor@oaklandca.gov)

**Members:**

Vacant	District 1	Vacant	District 7
Tracey Corder	District 2	Chaney Turner	At Large
Austin Stevenson	District 3	Stephanie Floyd-Johnson	Mayor
Lauren Payne	District 4	TiYanna Long	City Auditor
Vacant	District 5	Greg Minor	City Administrator
Vacant	District 6		

Available on-line at: <https://www.oaklandca.gov/boards-commissions/cannabis-regulatory-commission>

## MEETING AGENDA

- A. Roll Call and Determination of Quorum
- B. Approval of the Draft Minutes from the Regular CRC Meeting on February 3, 2022
- C. Reports for Discussion and Possible Action
  1. Adopt a Resolution Determining That Conducting In-Person Meetings Of The Cannabis Regulatory Commission Would Present Imminent Risks To Attendees’ Health, And Electing To Continue Conducting Meetings Using Teleconferencing In Accordance With California Government Code Section 54953(E), A Provision Of AB-361
  2. Analysis of Cannabis Equity Loan Borrowers and Discussion re Loan Forgiveness Policies
  3. Draft Budget for 2022-2023 Go-Biz Grant to Support Cannabis Equity Program
  4. Honoring Stephanie Floyd-Johnson For Her Five Years of Service on the Cannabis Regulatory Commission
  5. Implementation Update on Current State Grants
- D. Review of the Pending List and Additions to Next Month’s Agenda
  - *Follow Up Questions re Revenue Management Bureau Report (since June 2021); update on tax rebate program (since February 2022)*
  - *Building and Fire Baseline Permitting Timelines (since January 2022)*
  - *Details on Proposed Legislative Framework for Next Phase of Cannabis Program (since February 2022)*
  - *Security Assessment Proposal (since February 2022)*
- E. Open Forum / Public Comment
- F. Announcements
  1. Update on Cannabis Permitting Process

2. Apply to serve on CRC here:

<https://oakland.granicus.com/boards/w/8552f8c4c0e15460/boards/6697>

G. Adjournment



## Cannabis Regulatory Commission

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**TO:** Cannabis Regulatory Commission      **FROM:** Greg Minor  
Assistant to the City  
Administrator

**SUBJECT:** March 2022 Agenda Items      **DATE:** February 28, 2022

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ITEM C (1) Adopt a Resolution Determining That Conducting In-Person Meetings Of The Cannabis Regulatory Commission Would Present Imminent Risks To Attendees' Health, And Electing To Continue Conducting Meetings Using Teleconferencing In Accordance With California Government Code Section 54953(E), A Provision Of AB-361

Recently passed Assembly Bill (AB) 361 requires boards and commission to renew findings that conducting in-person meetings would present imminent health risks and to elect to continue conducting meetings via teleconference. The CRC adopted an initial resolution to this effect at a Special Meeting on October 7, 2021 and attached to this agenda is Resolution 2022-3 renewing these findings.

ITEM C (2) Analysis of Cannabis Equity Loan Borrowers and Discussion re Loan Forgiveness Policies

In November 2021 City staff and Elevate Impact, the City's consultant administering loan and grant programs for cannabis equity applicants, provided the CRC with an informational report on the City's no-interest revolving loan program. After receiving the informational report, Member Stevenson made a motion for staff to provide a summary of the business profiles of equity applicants in default as well as those that are successfully repaying their loans. Member Floyd-Johnson seconded the motion and it passed by

consensus. Accordingly, Elevate Impact surveyed grant and loan recipients and compiled a summary of the results for the CRC in a separate attachment.

In terms of loan forgiveness for delinquent borrowers this could only happen if the City Council adopts a Resolution forgiving equity applicants the funds they have not repaid. There are many policy considerations involved in potentially forgiving the loans of delinquent equity applicants. Unlike grants, loans are not taxable, and the same dollar(s) can be recirculated to multiple equity applicants. Accordingly, below are some policy questions the City Council would need to consider when deciding whether and how to forgive loan repayments.

- How will the City compensate for the reduction in capital for equity applicants in the future if no repayments are made?
- Why should delinquent borrowers not repay loans when others have?
- Are equity loan recipients prepared to assume the tax liability that will take place if their loans are forgiven?
- If an equity applicant is forgiven unpaid loans, should they be eligible for future City loans or grants? Should they have to wait a period of time, such as seven years similar to bankruptcy, before being eligible for future City funds?
- Should there be any eligibility criteria before an equity applicant can have their loans forgiven?
- Should delinquent borrowers be required to try a loan modification before having their unpaid repayments forgiven?

More information on the City's cannabis loan and grant programs is available here: <https://www.elevateimpactoakland.com/>

#### ITEM C (3) Draft Budget for 2022-2023 Go-Biz Grant to Support Cannabis Equity Program

The Governor's Office of Business and Economic Development (Go-Biz) has awarded the City of Oakland a \$5.4 million grant to support Oakland's Equity Program in 2022-2023. Enclosed is a draft budget for the CRC's review as well as a summary of survey results to date from a survey of equity applicants regarding how best to utilize the latest Go-Biz grant. Staff welcomes the CRC and public's input as staff finalizes a proposed recommendation for City Council.

#### ITEM C (4) Honoring Stephanie Floyd-Johnson For Her Five Years of Service on the Cannabis Regulatory Commission

Member Floyd-Johnson, a key contributor to the CRC since joining in 2017, is resigning from her position. Member Floyd-Johnson's contributions include serving as an inaugural member of the CRC's equity subcommittee, shaping the CRC's annual reports to the City Council, facilitating the CRC's 2021 Planning Session, and guiding the City's use of state grants to support its Equity Program.

This item is an opportunity for the CRC and the public alike to thank Member Floyd-Johnson for her service and wish her the best in her next chapter.

ITEM C (5) Implementation Update on Current State Grants

The City of Oakland has received three state grants thus far to support its cannabis equity program: in the spring of 2020 the City received a grant of approximately \$1,650,000 from the Bureau of Cannabis Control; in the summer of 2020 the City received a \$6,576,705 grant from the Governor’s Office of Business and Economic Development (Go-Biz); then in the summer of 2021 the City received a \$2,434,712.51 from Go-Biz. Tables 1-3 provide an overview of the uses of each of these grants and the subsequent narrative offers an update on the various programs funded through state grants.

**Table 1: 2020-2021 BCC Grant**

<b>Category</b>	<b>Amount</b>	<b>Status</b>
Grants to Operators	\$850,000	Dispersed
Commercial Kitchens	\$250,000	Dispersed
Commercial Kitchens OR Events Featuring Equity Businesses	\$200,000	Dispersed
Workforce Development	\$200,000	Dispersed
Program Analyst Position	\$150,000	Dispersed
<b>TOTAL BCC FUNDING</b>	<b>\$1,650,000</b>	

**Table 2: 2020-2021 Go-Biz Grant**

<b>Category</b>	<b>Amount</b>	<b>Status</b>
Grants to Operators for All Eligible Expenses	\$1,510,239	Dispersed
No Interest Revolving Loans to Operators for All Eligible Expenses	\$960,239	Dispersed
No Interest Loans to Purchase Property	\$2,010,239	Funds to Purchase Property Dispersed; Approximately \$116k Remaining
Utilization of Shared-Use Manufacturing Facilities	\$50,000	Dispersed
Workforce Development	\$800,000	Approximately \$138k Remaining
Loan and Grant Administration	\$350,000	Dispersed
Technical Assistance	\$250,000	Dispersed
Legal Assistance	\$165,000	Dispersed
City Staff Costs Administering Equity Program	\$480,987	Dispersed
<b>TOTAL GO-BIZ FUNDING</b>	<b>\$6,576,704</b>	

**Table 3: 2021-2022 Go-Biz Grant**

<b>Category</b>	<b>Amount</b>	<b>Status</b>
Grants and/or No-Interest Revolving Loans to Operators for All Eligible Expenses	\$1,448,475.41	Approximately \$470k Remaining
Grants to Utilize Shared-Use Manufacturing Facilities	\$500,000	Approximately \$167k Remaining
Loan and Grant Administration	\$160,000	Approximately \$77k Remaining
Technical Assistance	\$121,500	Approximately \$19.9k Remaining
Legal Assistance	\$121,500	Approximately \$57.4k Remaining
Portion of City Administrator Analyst Position	\$83,237.10	Not Yet Dispersed
<b>TOTAL GO-BIZ FUNDING</b>	<b>\$2,434,712.51</b>	

In the summer of 2020, the Special Activity Permits Division launched a BCC and Go-Biz funded grant program for equity operators for all eligible expenses that is administered along with the no-interest loan program by 4Front Partners, dba Elevate Impact. At the recommendation of the CRC, staff and Elevate Impact have held monthly meetings with equity operators the Tuesday after the CRC meeting to provide any updates regarding the program and maintain an ongoing feedback loop. Every week staff and Elevate Impact monitor the programs and analyze what adjustments are needed to effectively disburse funds. More information on the loan and grant programs is available at [www.elevateimpactoakland.com](http://www.elevateimpactoakland.com) and the agendas for monthly loan and grant meetings with statistics regarding the loan and grant programs is available here: <https://www.oaklandca.gov/boards-commissions/cannabis-regulatory-commission/meetings>.

In September 2020 staff launched two shared-use manufacturing facilities funded by the BCC grant. The two teams managing the kitchens have selected 15 manufacturers to use the sites and obtained all necessary approvals for the locations. Now operators are utilizing the shared-use facilities. More information is available here: <https://www.oaklandca.gov/services/shared-use-manufacturing-facilities>



Next, in late October 2020 staff launched a workforce development grant program providing equity operators with grants of up to \$50,000 to recruit, train, or retain equity employees. Staff reviewed and approved all 27 applications received in 2020 and is working with the workforce grant applicants to get them under contract in order to disperse funds. To date, twenty-four of the workforce grant applicants have received funding, 19 of which have received their entire grant amount and four of which have received the first half of their grant. Three grantees' contract documents are still being finalized. More information is available here: <https://www.oaklandca.gov/services/workforce-development-grant-program>

Finally, on November 20, 2020 staff released a Request for Proposals (RFP) for the approximately \$2 million that is available to equity operators to purchase property(ies) that support multiple equity operators. The City received 18 applications for Phase One of the RFP. A panel of City staff from the Departments of Race and Equity, Economic and Workforce Development and the City Administrator's Office reviewed and scored the applications, resulting in five applicants moving forward to the last phase of the RFP. The top five applicants submitted their Phase Two responses on March 12th with a letter of intent to purchase a property and a detailed budget. Staff inspected the proposed locations, held follow up meetings with applicants, and on April 30<sup>th</sup> provided the top two applicants a conditional commitment letter for the purchase of a shared-use manufacturing facility that will both support the equity applicants involved in the RFP process and equity applicants that can utilize the space each year. In late August staff entered into a loan agreement with the team of equity applicants to purchase the property and the team of equity applicants closed on the property in September 2021. Staff anticipates a press release with more information on the project will be available in the coming months once the facility is operational. More information is available here: <https://www.oaklandca.gov/services/purchasing-property-program>

#### ITEM F (1) Update on Cannabis Permitting Process

Below please find cannabis permitting statistics for the CRC's review, including additional categories as well as application and permit trend graphs.

**Figure 1: Application Totals**

<b>APPLICATIONS</b>	<b>TOTALS</b>	<b>PENDING</b>
Total Complete & Incomplete Applications	1674	0
Total Complete Applications	1674	
Complete General Applications	719	
Equity Applications based on residency	822	
Equity Applications based on conviction	133	
Incubators	386	
Interested in Incubating	27	
Complete Application with property	1169	
Complete Application without property (Equity)	403	
Complete Applicants without property (General)	102	

**Figure 2: Permit Applications by Category**

<b>COMPLETED APPLICATIONS BY BUSINESS TYPE</b>	<b>GENERAL</b>	<b>INCUBATOR*</b>	<b>INTERESTED IN INCUBATING*</b>	<b>EQUITY</b>
Delivery	179	68	4	252
Cultivator (Indoor)	216	123	17	162
Cultivator (Outdoor)	6	5	0	37
Distributor	155	90	4	234
Mfg. Volatile	54	40	0	47
Mfg. Non-Volatile	102	55	2	173
Transporter	5	4	0	40
Lab Testing	2	1	0	10
<b>GRAND TOTALS</b>	<b>719</b>	<b>386</b>	<b>27</b>	<b>955</b>

\*These numbers are part of the General Total

**Figure 3: Operators Locally Authorized for Provisional or Annual State License by Category**

<b>LOCALLY AUTHORIZED FOR STATE *ANNUAL/PROVISIONAL LICENSES*</b>	<b>GENERAL</b>	<b>INCUBATOR</b>	<b>EQUITY</b>	
Delivery	46	51	131	
Cultivator	21	87	49	
Distributor	15	77	109	
Mfg. Volatile	5	29	6	
Mfg. Non-Volatile	24	73	109	
Transporter	1	2	6	
Lab Testing	0	2	2	
Retailers	3	1	3	
<b>TOTALS:</b>	<b>115</b>	<b>322</b>	<b>415</b>	<b>852</b>

\*These figures represent those who have actually applied with the state for their provisional/annual license  
There are additional applicants who are locally authorized, but who have not yet applied with the state.

**Figure 4: New Permits Issued to Cannabis Operators Since Spring of 2017 by Category**

	<b>GENERAL NOT INCUBATING</b>	<b>INCUBATOR</b>	<b>EQUITY</b>	<b>TOTAL</b>
<b><i>NEW ANNUAL PERMITS BY BUSINESS TYPE</i></b>				
Dispensary	1	1	5	7
Delivery	54	14	72	140
Cultivator (Indoor)	2	5	5	12
Cultivator (Outdoor)	0	0	0	0
Distributor	12	21	69	102
Mfg. Volatile	0	5	0	5
Mfg. Non-Volatile	6	10	35	51
Transporter	1	0	1	2
Lab Testing	0	0	0	0
<b>GRAND TOTALS</b>	<b>76</b>	<b>55</b>	<b>187</b>	<b>319</b>

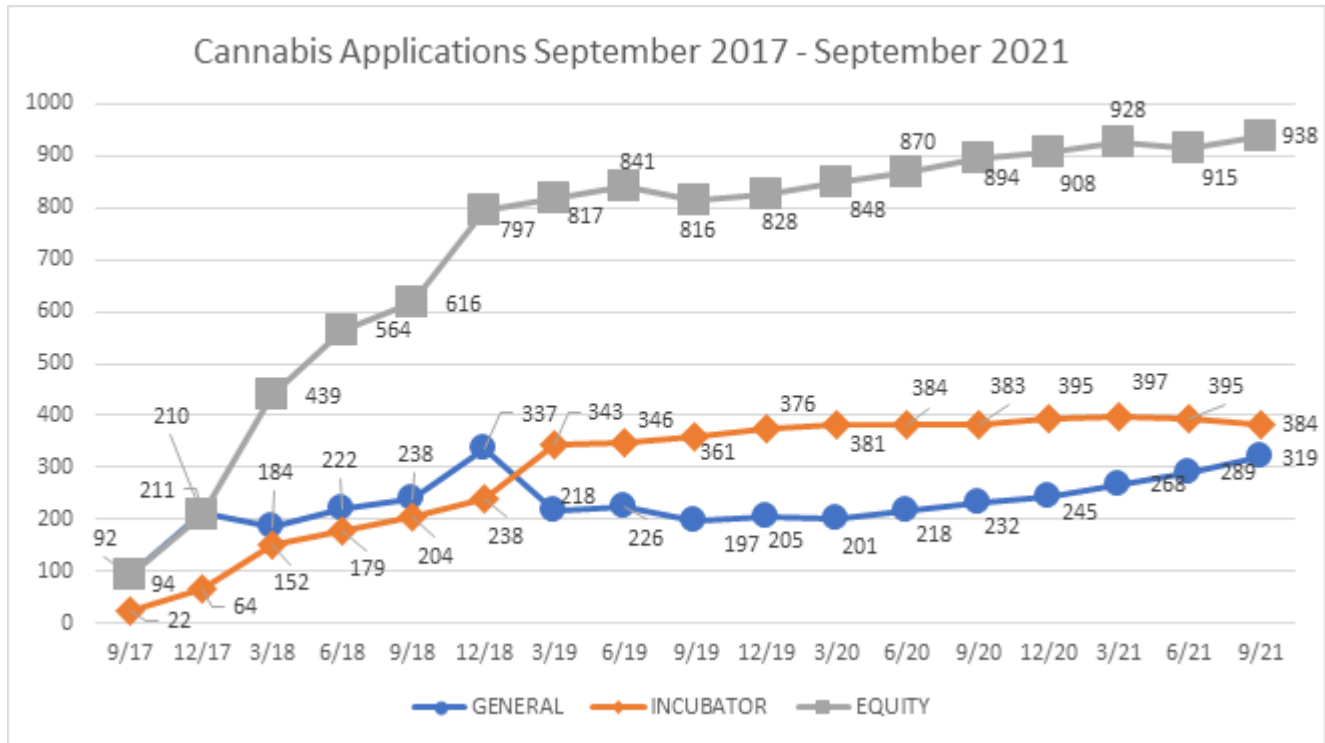
**Figure 5: Withdrawn Applications**

<b>WITHDRAWN APPLICATIONS</b>	<b>GENERAL</b>	<b>INCUBATOR</b>	<b>EQUITY</b>	<b>TOTALS</b>
Delivery	11	26	51	88
Cultivator (Indoor)	3	16	36	55
Cultivator (Outdoor)	14	12	11	37
Distributor	6	39	47	92
Mfg. Volatile	2	14	20	36
Mfg. Non-Volatile	6	21	32	59
Transporter	6	1	15	22
Lab Testing		2	3	5
<b>TOTALS</b>	<b>48</b>	<b>131</b>	<b>215</b>	<b>394</b>

**Figure 6: Revoked Local Authorization**

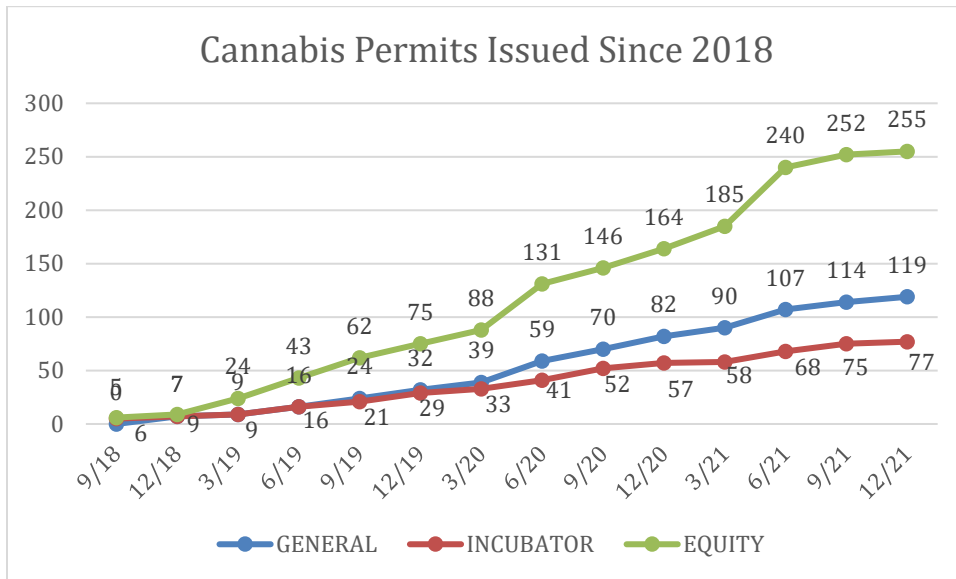
<b>REVOKED LOCAL AUTHORIZATION</b>	<b>GENERAL</b>	<b>INCUBATOR</b>	<b>EQUITY</b>	<b>TOTALS</b>
Delivery	1	6	6	13
Cultivator (Indoor)	1	9	2	12
Cultivator (Outdoor)				0
Distributor	1	5	4	10
Mfg. Volatile		3		3
Mfg. Non-Volatile		3	1	4
Transporter		1		1
Lab Testing				0
<b>TOTALS</b>	<b>3</b>	<b>27</b>	<b>13</b>	<b>43</b>

**Figure 7: Graph of Cannabis Permit Applications Received Since 2017**





**Figure 8: Graph of Cannabis Permits Issued since 2018**



# OAKLAND CANNABIS REGULATORY COMMISSION

## RESOLUTION NO. 2022-3

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**ADOPT A RESOLUTION DETERMINING THAT CONDUCTING IN-PERSON MEETINGS OF THE CANNABIS REGULATORY COMMISSION AND ITS COMMITTEES WOULD PRESENT IMMINENT RISKS TO ATTENDEES' HEALTH, AND ELECTING TO CONTINUE CONDUCTING MEETINGS USING TELECONFERENCING IN ACCORDANCE WITH CALIFORNIA GOVERNMENT CODE SECTION 54953(e), A PROVISION OF AB-361.**

**WHEREAS**, on March 4, 2020, Governor Gavin Newsom declared a state of emergency related to COVID-19, pursuant to Government Code Section 8625, and such declaration has not been lifted or rescinded. See <https://www.gov.ca.gov/wp-content/uploads/2020/03/3.4.20-Coronavirus-SOE-Proclamation.pdf>; and

**WHEREAS**, on March 9, 2020, the City Administrator in their capacity as the Director of the Emergency Operations Center (EOC), issued a proclamation of local emergency due to the spread of COVID-19 in Oakland, and on March 12, 2020, the City Council passed Resolution No. 88075 C.M.S. ratifying the proclamation of local emergency pursuant to Oakland Municipal Code (O.M.C.) section 8.50.050(C); and

**WHEREAS**, City Council Resolution No. 88075 remains in full force and effect to date; and

**WHEREAS**, the Centers for Disease Control (CDC) recommends physical distancing of at least six (6) feet whenever possible, avoiding crowds, and avoiding spaces that do not offer fresh air from the outdoors, particularly for people who are not fully vaccinated or who are at higher risk of getting very sick from COVID-19. See <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html>; and

**WHEREAS**, the CDC recommends that people who live with unvaccinated people avoid activities that make physical distancing hard. See <https://www.cdc.gov/coronavirus/2019-ncov/your-health/about-covid-19/caring-for-children/families.html>; and

**WHEREAS**, the CDC recommends that older adults limit in-person interactions as much as possible, particularly when indoors. See <https://www.cdc.gov/aging/covid19/covid19-older-adults.html>; and

**WHEREAS**, the CDC, the California Department of Public Health, and the Alameda County Public Health Department all recommend that people experiencing COVID-19 symptoms stay home. See <https://www.cdc.gov/coronavirus/2019-ncov/if-you-are-sick/steps-when-sick.html>; and

**WHEREAS**, persons without symptoms may be able to spread the COVID-19 virus. See <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html>; and

**WHEREAS**, fully vaccinated persons who become infected with the COVID-19 Delta variant can spread the virus to others. See <https://www.cdc.gov/coronavirus/2019-ncov/vaccines/fully-vaccinated.html>; and

**WHEREAS**, the City's public-meeting facilities are indoor facilities that do not ensure circulation of fresh / outdoor air, particularly during periods of cold and/or rainy weather, and were not designed to ensure that attendees can remain six (6) feet apart; and

**WHEREAS**, holding in-person meetings would encourage community members to come to City facilities to participate in local government, and some of them would be at high risk of getting very sick from COVID-19 and/or would live with someone who is at high risk; and

**WHEREAS**, in-person meetings would tempt community members who are experiencing COVID-19 symptoms to leave their homes in order to come to City facilities and participate in local government; and

**WHEREAS**, attendees would use ride-share services and/or public transit to travel to in-person meetings, thereby putting them in close and prolonged contact with additional people outside of their households; and

**WHEREAS**, on October 7, 2021 the Cannabis Regulatory Commission adopted a resolution determining that conducting in-person meetings would present imminent risks to attendees' health, and electing to continue conducting meetings using teleconferencing in accordance with California Government Code Section 54953(e), a provision of AB-361; now therefore be it:

**RESOLVED:** that the Cannabis Regulatory Commission finds and determines that the foregoing recitals are true and correct and hereby adopts and incorporates them into this resolution; and be it

**FURTHER RESOLVED:** that, based on these determinations and consistent with federal, state and local health guidance, the Cannabis Regulatory Commission renews its determination that conducting in-person meetings would pose imminent risks to the health of attendees; and be it

**FURTHER RESOLVED:** that the Cannabis Regulatory Commission firmly believes that the community's health and safety and the community's right to participate in local government, are both critically important, and is committed to balancing the two by continuing to use

teleconferencing to conduct public meetings, in accordance with California Government Code Section 54953(e), a provision of AB-361; and be it

**FURTHER RESOLVED:** that the Cannabis Regulatory Commission will renew these (or similar) findings at least every thirty (30) days in accordance with California Government Code section 54953(e) until the state of emergency related to COVID-19 has been lifted, or the Cannabis Regulatory Commission that in-person meetings no longer pose imminent risks to the health of attendees, whichever occurs first.

## Oakland Equity Grant and Loan Recipient Survey Report

February 2022

At the direction of the Oakland Cannabis Commission and in light of making a recommendation to the Oakland City Council, a survey was conducted in early 2022 of Oakland’s Equity Loan and Grant Recipients (“Recipients”) to examine whether there are certain characteristics or trends associated with delinquent borrowers (“Delinquent”) vs. non delinquent borrowers (“Nondelinquent”) and if so, what can be done to achieve the following:

- (i) lower delinquency rates; and
- (ii) determine the appropriateness of a loan forgiveness program

As of February 15, 2022, 37 out of 69 grant and loan recipients responded to the survey, equating to a 53.6% total response rate.

Organized into the following sections, this survey reports on the actual company operating experience of the Recipients, allowing for future program development on information beyond just hearsay:

1. Exhibit 1 – Recipient Response Summary by Cannabis Business Type
2. Exhibit 2 – Recipient Response Summary by Delinquency Status
3. Exhibit 3 – Recipient Response by Operating Characteristics
4. Statistical Summary – Charts showing Responses by Recipient
5. Qualitative Summary – Recipient Responses to Qualitative Questions “in their own words”

### EXHIBIT 1 – Summary by Cannabis Business Type

	Type of Cannabis Business							
	Total	%	Delinquent		Not Delinquent		No Loan	
Delivery Only	15	40.5%	7	35.0%	6	50.0%	2	40.0%
Micro	6	16.2%	4	20.0%	1	8.3%	1	20.0%
Distributor	6	16.2%	5	25.0%	0	0.0%	1	20.0%
Non-volatile Manufacturing	4	10.8%	1	5.0%	3	25.0%	0	0.0%
Cultivator	5	13.5%	3	15.0%	1	8.3%	1	20.0%
Delivery & Distributor	1	2.7%	0	0.0%	1	8.3%	0	0.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	

### EXHIBIT 2 – Survey Responses by Delinquency Status

Status	Number	% Of Total
Delinquent	20	54.1%
Not Delinquent	12	32.4%
Grant Recipient Only	5	13.5%
<b>TOTAL</b>	<b>37</b>	<b>100.0%</b>

In general, a higher percentage of Delinquent borrowers reported undergoing negative circumstances associated with operating their cannabis businesses vs. Nondelinquent borrowers. These include having experienced the following:

1. Been burglarized
2. Lost money in 2020
3. Employed fewer people
4. Negative relationship with their incubator
5. Lost their lease
6. Turned in their cannabis license
7. Had their bank account closed

Other Operating Characteristics show that:

1. 5 distributors are Delinquent vs. 0 that are not delinquent
2. 20% of Delinquent borrowers started their business before 2018 vs. 0 that are not delinquent
3. 30% of Delinquent borrowers have a state provisional license and a state annual license vs. 42% of those that are not delinquent.

**EXHIBIT 3 – Summary by Operating Characteristics**

#	OPERATING CHARACTERISTIC	DELINQUENT (20 Respondents; 54.1% of Survey Respondents)	NOT DELINQUENT (12 Respondents; 32.4% of Survey Respondents)
1	Company was burglarized	75%	42%
2	Company was profitable in 2020	15%	25%
3	Company lost money in 2020	75%	50%
4	Company has 4 or more employees	25%	42%
5	Company was incubated	95%	59%
6	Company had a negative incubator relationship	10 (total number)	1 (total number)
7	Company lost its lease	6 (total number)	1 (total number)
8	Company turned in Cannabis License	5%	0%
9	Company bank account was closed	65%	25%
10	Company felt that less than \$100K was required to start their business	50%	25%
11	Company is a distributor	25%	0%
12	Company started business after 2018	80%	100%
13	Company has state provisional license	30%	42%
14	Company has state annual license	30%	42%
15	Company said Grant funding helped business	50%	58%

Statistical Summary (3 pages total)

Type of Cannabis Business								
	Total	%	Delinquent		Not Delinquent		No Loan	
Delivery Only	15	40.5%	7	35.0%	6	50.0%	2	40.0%
Micro	6	16.2%	4	20.0%	1	8.3%	1	20.0%
Distributor	6	16.2%	5	25.0%	0	0.0%	1	20.0%
Non-volatile Manufacturing	4	10.8%	1	5.0%	3	25.0%	0	0.0%
Cultivator	5	13.5%	3	15.0%	1	8.3%	1	20.0%
Delivery & Distributor	1	2.7%	0	0.0%	1	8.3%	0	0.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
Year Business was Started								
	Total		Delinquent		Not Delinquent		No Loan	
2008	1	2.7%	0	0.0%		0.0%	1	20.0%
2010	1	2.7%	1	5.0%		0.0%		0.0%
2016	1	2.7%	0	0.0%		0.0%	1	20.0%
2017	3	8.1%	3	15.0%		0.0%		0.0%
2018	10	27.0%	6	30.0%	4	33.3%		0.0%
2019	11	29.7%	6	30.0%	4	33.3%	1	20.0%
2020	5	13.5%	3	15.0%	2	16.7%		0.0%
2021	3	8.1%	1	5.0%	2	16.7%		0.0%
Not yet open	2	5.4%		0.0%		0.0%	2	40.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
How much funding to start?								
	Total		Delinquent		Not Delinquent		No Loan	
\$0 - 99,999	15	41%	10	50%	3	25%	2	40%
\$100,000 - \$249,999	9	24%	5	25%	3	25%	1	20%
\$250,000 - 499,999	6	16%	2	10%	3	25%	1	20%
\$500,000 - 999,999	1	3%	1	5%	0	0%	0	0%
No response	6	16%	2	10%	3	25%	1	20%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
Are you still operating?								
	Total		Delinquent		Not Delinquent		No Loan	
Yes	22	59.5%	11	55.0%	9	75.0%	2	40.0%
No	5	13.5%	4	20.0%	1	8.3%	0	0.0%
Not open yet	4	10.8%	1	5.0%	0	0.0%	3	60.0%
No response	6	16.2%	4	20.0%	2	16.7%	0	0.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
Do you provide health insurance?								
	Total		Delinquent		Not Delinquent		No Loan	
Yes	5	13.5%	2	10.0%	2	16.7%	1	20.0%
No	31	83.8%	18	90.0%	9	75.0%	4	80.0%
No response	1	2.7%	0	0.0%	1	8.3%	0	0.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
Have you turned in your cannabis license?								
	Total		Delinquent		Not Delinquent		No Loan	
Yes	3	8.1%	2	5.4%	0	0.0%	1	2.7%
No	30	81.1%	16	43.2%	10	27.0%	4	10.8%
No response	4	10.8%	2	5.4%	2	5.4%	0	0.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
Were you profitable in 2020?								
	Total		Delinquent		Not Delinquent		No Loan	
Profit \$1 - 50,000	7	18.9%	3	15.0%	3	25.0%	1	20.0%
Zero	5	13.5%	1	5.0%	2	16.7%	2	40.0%
Lost money	23	62.2%	15	75.0%	6	50.0%	2	40.0%
No response	2	5.4%	1	5.0%	1	8.3%	0	0.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
# of staff including self and partners								
	Total		Delinquent		Not Delinquent		No Loan	
Staff = 0	4	10.8%	1	5.0%	1	8.3%	2	40.0%
Staff = 1	9	24.3%	6	30.0%	2	16.7%	1	20.0%
Staff = 2	7	18.9%	4	20.0%	1	8.3%	2	40.0%
Staff = 3	7	18.9%	4	20.0%	3	25.0%	0	0.0%
Staff = 4	3	8.1%	1	5.0%	2	16.7%	0	0.0%
Staff = 5	1	2.7%	1	5.0%	0	0.0%	0	0.0%
Staff = 6	2	5.4%	1	5.0%	1	8.3%	0	0.0%
Staff = 8	1	2.7%	1	5.0%	0	0.0%	0	0.0%
No response	3	8.1%	1	5.0%	2	16.7%	0	0.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
How much capital has been invested in the business?								
	Total		Delinquent		Not Delinquent		No Loan	
\$0	13	35.1%	10	50.0%	2	16.7%	1	20.0%
\$1 - 10,000	4	10.8%	3	15.0%	0	0.0%	1	20.0%
\$10,001 - 25,000	5	13.5%	1	5.0%	3	25.0%	1	20.0%
\$25,001 - 50,000	6	16.2%	3	15.0%	1	8.3%	2	40.0%
\$50,001 - 100,000	4	10.8%	1	5.0%	3	25.0%	0	0.0%
\$125,000	1	2.7%	1	5.0%	0	0.0%	0	0.0%
\$250,000 - 300,000	1	2.7%	0	0.0%	1	8.3%	0	0.0%
No response	3	8.1%	1	5.0%	2	16.7%	0	0.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	

Were you incubated?								
	Total	Delinquent	Not Delinquent	No Loan				
Incubated	31	83.8%	19	95.0%	7	58.3%	5	100.0%
Not incubated	6	16.2%	1	5.0%	5	41.7%	0	0.0%
No response	0	0.0%	0	0.0%	0	0.0%	0	0.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
Describe your incubator relationship								
	Total	Delinquent	Not Delinquent	No Loan				
Very Positive	6	16.2%	2	10.0%	2	16.7%	2	40.0%
Somewhat positive	3	8.1%	1	5.0%	2	16.7%	0	0.0%
Neutral	11	29.7%	6	30.0%	4	33.3%	1	20.0%
Somewhat negative	1	2.7%	0	0.0%	0	0.0%	1	20.0%
Very negative	12	32.4%	10	50.0%	1	8.3%	1	20.0%
No response	4	10.8%	1	5.0%	3	25.0%	0	0.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
Have you lost your lease?								
	Total	Delinquent	Not Delinquent	No Loan				
Yes	7	18.9%	6	30.0%	1	8.3%	0	0.0%
No	20	54.1%	9	45.0%	7	58.3%	4	80.0%
No response	10	27.0%	5	25.0%	4	33.3%	1	20.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
Do you have a state provisional license?								
	Total	Delinquent	Not Delinquent	No Loan				
Yes	13	35%	6	30%	5	42%	2	40%
No	18	49%	11	55%	5	42%	2	40%
No response	6	16%	3	15%	2	17%	1	20%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
Do you have a state annual license?								
	Total	Delinquent	Not Delinquent	No Loan				
Yes	13	35.1%	6	30.0%	5	41.7%	2	40.0%
No	18	48.6%	11	55.0%	5	41.7%	2	40.0%
No response	6	16.2%	3	15.0%	2	16.7%	1	20.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
How did Covid impact your business?								
	Total	Delinquent	Not Delinquent	No Loan				
Very Positive	1		1		0		0	
Somewhat positive	1		1		0		0	
No impact	5		2		2		1	
Somewhat negative	15		9		5		1	
Very negative	14		7		4		3	
No response	1		0		1		0	
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
What is the main reason you became delinquent?								
	Total	Delinquent	Not Delinquent	No Loan				
Lost space/lease	3		3		0		0	
Need to catch up on outstanding bills	8		8		0		0	
Need to pay taxes and licensing fees	3		2		1		0	
Need to spend money bringing space	2		1		1		0	
Problems collecting payments from cu	5		3		2		0	
Products stolen	1		1		0		0	
No loans	0		0		0		0	
Not applicable	10		0		5		5	
No response	5		2		3		0	
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
What has most helped your cannabis business?								
	Total	Delinquent	Not Delinquent	No Loan				
Getting customers	1		1		0		0	
Getting on a dispensary shelf	2		2		0		0	
Grant funding	18		10		7		1	
Loan Funding	1		0		1		0	
Not having to pay rent	8		4		0		4	
All of the above	0		0		0		0	
12 years Experience	0		0		0		0	
Taking our time by studying the marke	0		0		0		0	
Other	5		0		2		0	
NR	2		0		2		0	
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
What has most hurt your cannabis business?								
	Total	Delinquent	Not Delinquent	No Loan				
Taxes	10		6		3		1	
Competition from the unregulated mar	9		4		4		1	
Getting buglarized	8		7		1		0	
Covid-19	3		0		1		2	
Inability to get into a dispensary	2		1		1		0	
No response	5		2		2		1	
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
What type of taxes are too high?								
	Total	Delinquent	Not Delinquent	No Loan				
State taxes	18		10		6		2	
Oakland Taxes	6		3		2		1	
Federal Taxes	2		1		0		1	
All	3		2		1		0	
Other	1		1		0		0	
No response	7		3		3		1	
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	



How long is your lease?								
	Total		Delinquent		Not Delinquent		No Loan	
9 months	1	2.703%	1	5.000%	0	0.000%	0	0.000%
1 year	7	18.9%	3	15.0%	4	33.3%	0	0.0%
2 years	1	2.7%	1	5.0%	0	0.0%	0	0.0%
3 years	8	21.6%	4	20.0%	4	33.3%	0	0.0%
5 years	6	16.2%	1	5.0%	2	16.7%	3	60.0%
NA	8	21.6%	5	25.0%	1	8.3%	2	40.0%
No response	6	16.2%	5	25.0%	1	8.3%	0	0.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
What is your monthly Rent								
	Total		Delinquent		Not Delinquent		No Loan	
Less than \$1,000	3	8.1%	0	0.0%	2	16.7%	1	20.0%
\$1,000 - 3,000	8	21.6%	3	15.0%	5	41.7%	0	0.0%
\$3,000 - 5,000	4	10.8%	3	15.0%	1	8.3%	0	0.0%
\$5,000 - \$10,000	7	18.9%	5	25.0%	0	0.0%	2	40.0%
\$12,000 - \$20,000	1	2.7%	0	0.0%	1	8.3%	0	0.0%
\$36,000	1	2.7%	0	0.0%	1	8.3%	0	0.0%
\$40,000	-	0.0%	0	0.0%	0	0.0%	0	0.0%
Not applicable	10	27.0%	7	35.0%	1	8.3%	2	40.0%
No response	3	8.1%	2	10.0%	1	8.3%	0	0.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
Have you been buglarized								
	Total		Delinquent		Not Delinquent		No Loan	
Yes	23	62.2%	15	75.0%	5	41.7%	3	60.0%
No	14	37.8%	5	25.0%	7	58.3%	2	40.0%
NA	-	0.0%	0	0.0%	0	0.0%	0	0.0%
No response	-	0.0%	0	0.0%	0	0.0%	0	0.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
# of times buglarized								
	Total		Delinquent		Not Delinquent		No Loan	
1 x	11	29.7%	6	30.0%	3	25.0%	2	40.0%
2 x	6	16.2%	4	20.0%	2	16.7%	0	0.0%
3 x	3	8.1%	3	15.0%	0	0.0%	0	0.0%
4 x	1	2.7%	1	5.0%	0	0.0%	0	0.0%
5 x	2	5.4%	1	5.0%	0	0.0%	1	20.0%
Not Applicable	14	37.8%	5	25.0%	7	58.3%	2	40.0%
No response	-	0.0%	0	0.0%	0	0.0%	0	0.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	
Has your bank account been closed								
	Total		Delinquent		Not Delinquent		No Loan	
Yes	17	45.9%	13	65.0%	3	25.0%	1	20.0%
No	19	51.4%	7	35.0%	8	66.7%	4	80.0%
NA	-	0.0%	0	0.0%	0	0.0%	0	0.0%
No response	1	2.7%	0	0.0%	1	8.3%	0	0.0%
<b>Total</b>	<b>37</b>		<b>20</b>		<b>12</b>		<b>5</b>	

## Qualitative Responses (11 pages total)

### **Why did you stop operating (in your own words)?**

1. The lease ended on the incubation space, and we were not given an opportunity to rent the space. Since then, it's been impossible to find a new incubator or a suitable and secure space to operate in and since we do not have a location it has been extremely difficult to raise funds.
  2. We lost 1 of our incubators before 3 years was completed and then City of Oakland blocked our replacement incubator. Bootstrapped has long as we could. Funding from possible private investors like the Parent Company take a long time to get. If we had more funding, we would have survived.
  3. Security Issues Had a devastating impact on operations. Hostile work environment!
  4. We operated for almost 10 years prior to the equity program. Between not being grandfathered in and an extensive endeavor for equity status loss of revenue forced me to shut the doors until funding was available
  5. 2 robberies, loss of revenue and major partner due to pandemic, only 1 out of 3 general applicant partners fulfilling their commitment, two batch test that failed for large crop harvest, just not having enough cash flow to operate in the industry
  6. Covid-19 made it difficult to find help
  7. General locked me out of the process once we got our license. Had little input. Not enough funds and poor management
- 

### **I. Have you lost your lease, if yes please explain why?**

1. Eco Cannabis said that they would not extend our lease
  2. Can't afford the very expensive rent
  3. Bad Incubation agreement
  4. One incubator for us evicted
  5. My incubator wanted my space
  6. No, we almost did. The Incubator only would pay have the rent for the last 8 months of the agreement. They never paid any of the cam fees during the entire time
  7. Yes, I was not able to get my cannabis license at the location
  8. No but we are negotiating for a better deal
- 

### **II. Have you turned in your cannabis license, if yes please explain why?**

1. Yes, because we need to have a location to have a license
  2. Yes/no operating space
  3. Yes, Moved locations
- 

### **III. Please describe how Covid-19 impacted your business**

1. Slowing of business & retail ordering
-

2. Difficult due to not being able to interact with both customers and cannabis people
3. We were not able to enter the premises for several weeks due to covid
4. Incubator stopped operating so we lost our incubator
5. Impacted the workforce
6. Slowed funding down even more
7. Staffing
8. Because Cannabis businesses were deemed an essential service. That allowed us to keep our business going during Covid-19.
9. Unable to hire a workforce to support day to day operations. Vendors were no longer able to give us product on consignment because they too are in need of cash, lost our ability to source cannabis bulk product for us to package and sell to dispensaries under our Calibueno brand.
10. Lack of direct connect to resources
11. Visiting dispensaries, meeting with delivery owners. All were missing appointments
12. The stores where scared to carry my products
13. It was only good when the stimulus checks rolled in
14. It helped. I received a lot of orders from delivery services/dispensaries. A lot of first-time consumers were born through this pandemic
15. I think like with all things Covid-19 has made things take a lot longer and thus have spent all my money to make sure I hang in there because I have some really cool products I want to get out to CA, and eventually the country (once federally legal)
16. Lost 2 major partners lost 2 incubator, lost revenue,
17. Unable to keep regular employees, and the business has slowed down so significantly, that I am thinking about closure.
18. I had to lay off several office assistants. My sales have drastically declined.
19. Business slow
20. M3Theory business model requires us to educate our patient/recreational customers with in-person workshops
21. We closed our doors and had to move
22. It became increasingly difficult to get required forms and access to city agencies.
23. Since we were just getting started on the journey of getting everything at the city level, it made it hard because we weren't able to see anyone for help and they were just trying to get adjusted to working servicing everyone via telephone and it made it hard to get anything accomplished.
24. Every dispensary added a delivery option which pouched our customers
25. I think the market in 21' is down generally, we have experienced a decline in business 20%
26. My workers have gotten the virus and I have had to shutter several weeks of the year.
27. Logistical processes such as construction and business development meetings has taken long.
28. Lost some drivers
29. COVID caused a drop in sales across the market, but we saw a 25% drop in sales. We had hoped that Q3 Q4 2021 would help but sales continued to sag. Stores were buying less product. Supply chain was compromised and cost of doing business has gone up

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IV. **Please explain why you fell behind in loan payments, in your own words**

1. Payroll, rent, vendor debt. Without those bills being paid we can't operate, and I incur debt personally that I will never be able to climb from under.
  2. Trouble collecting from accounts.
  3. My money and products were stolen
  4. Due to the thefts, we were never able to get back on our feet.
  5. Lost incubator and could not afford to pay rent and equity loan payment
-

6. Covid impact/ Bad incubation partner/ loan payments payback too soon. Business should be able to generate an average amount before the start of repayment
  7. More going out then coming in
  8. Waiting for harvest before I can repay 80k
  9. In early 2021 we were unable to generate the revenue expected to cover our overhead given a change in market conditions and because of a burglary in July 2021. The majority of the money in the last few months has gone to help us catch up on ongoing bills, paying vendors, covering the cost of insurance policies, paying for professional tax/financial support and covering local state and federal taxes due.
  10. Had to catch up on all bill and pay marking it hard to find a good place for marketing
  11. Bill's taxes and liabilities left me in a hardship. I'm basically digging myself into a hole!!
  12. Not receiving payments from my vendors so I had to pay taxes/fees first
  13. All of the reasons listed in last section, need to pay lease, utilities, licensing fees, taxes, payroll and moving out of space and finding new space
  14. I had so many unexpected costs, such as moving multiple times. Having bad accountants, have led to playing catch up and being behind on everything.
  15. Many financial hardships.
  16. Difficult cash flow decisions have forced us to be late at times, but we are current now.
  17. A lot of expenses exist
- 

V. **What do you think has most helped your cannabis business (in your own words)?**

1. Incubation and grants
  2. Marketing
  3. Grants
  4. Funding
  5. It's hard to say what helped most because the setbacks were so extreme
  6. Incubation
  7. Customers
  8. I think having the opportunity to participate in the cannabis industry has been a good experience. The grants that the City of Oakland provided was a lifeline that enabled our business to stay afloat. It was helpful because it allowed us to further our dream of building our family business.
  9. The grants received from City of Oakland for the cannabis program allowed us to keep the lights on stay operational as we pivot with the industry changes. We also received the California emergency grant for small businesses and that also help keep the business afloat.
  10. I have not yet received the grant but when I do, it will be a game changer
  11. The grants we have been able to get out name out there more but being a little guy out here no one wants to take the risk and put us on their shelves they only want green
  12. Not having to pay rent while accumulating customers
  13. The grants/not having to pay rent/locking in shelf space in shops and menus
  14. 12 years' experience in the industry
  15. Grants yet grants took so long to secure and required additional insurance costs to secure
  16. Getting Grant support has been very helpful, also having to pay a reduced rent, has been greatly helpful as well.
  17. Having the opportunity to lift my operation and keep it trending with marketing promotions
  18. Grants
  19. Financial assistance from the city of Oakland, GRANTS
  20. City of Oakland equity applicant licensing support including access to grants.
  21. The mentorship within the space
  22. Make Green Go programs, seed money, grants, networking with other Equity individuals.
-

23. The grants have been a tremendous help. And not having to pay rent during the incubation period is an extreme benefit. This gives us a chance to build capital until the comes that we do have to pay that rent.
  24. Only help was the rent
  25. Taking our time by studying the market
  26. Entering the market when we did, also not having to pay rent for the 1st 3 years and also having funding from city to provide support to grow business
  27. Funding nothing else but Funding
  28. All the above and the ability to work within the community towards a shared goal of legalizing our cottage industry
  29. Loans and grants from the city of Oakland
  30. The funding from grants and loans helped me make good decisions to keep my business going.
  31. More sales
- 

VI. **What do you think has most hurt your cannabis business (in your own words)?**

1. Lack of capital!
  2. Burglaries
  3. Taxes they are so high also paying employees and retailers not paying at all
  4. Getting Burglarized
  5. Getting robbed, having a terrible general partner, the City of Oakland letting the general partner exploit us
  6. Lack of funds. We needed more \$\$\$\$
  7. Bad Incubation practices!
  8. Funding and everything since 2018 related to this transition for the city and state
  9. Not having any type of financial backing for our cannabis business initially to build it from the ground up. Also not having any type of grants or other financial resources in the beginning stages of the equity program that could help start-up businesses navigate some of the costs that we would encounter. We got involved in the business without any money of our own--we had a dream we could make--but it takes money to really grow your business.
  10. As a small family business with limited funding every time we got burglarized it not only impacted emotionally but it also set us back tremendously financially. As a bootstrapped company we value our relationship with our vendors because they too are small size companies and although we never received an insurance claim for our losses, we plan on paying back all of our vendors so that we can all continue to thrive.
  11. Unable to get into dispensary
  12. All of my product was stolen before I was able to get it out and no insurance yet to give me money. Also, I need more dispensaries
  13. Can't get in to stores
  14. Taxes are kicking my butt
  15. THE TRADITIONAL MARKET!!!!!!
  16. Getting capital
  17. Getting burglarized, state taxes, covid, loss of major partner, general applicant failing to comply, lease too high and costs of moving out and into new space, difficulty entering supply chain
  18. The unexpected expenses of moving, and covid
  19. Competition with open dispensaries now opening their own cannabis delivery service for their dispensary.
  20. Covid & burglary
  21. The issues are layered there are many obstacles as a new cannabis business operator the unpredictability of finance market space support compliance are all challenges!
-

22. Cumbersome and time-consuming regulatory compliance across multiple state agencies such as DCC, Fish and Game Wildlife Department, State Water Resource Board, Alameda County Agricultural Department and Weights and Measurement Division.
23. Covid 19 taxes
24. This is a very new and complex business to break into. It requires a significant number of seed and startup money to pay for consultants, lawyers, marketing, accountants, equipment etc. If you don't have the funds, it can be very difficult to get clear and adequate information, direction, answers to questions. I made small mistakes filling out forms, could not reach anyone on the phone or email, had the form returned 6 weeks later and had to apply again. This happened 3-4 times taking months. There is a disconnect between the reality of the Equity applicant and how the city believes the process and timeline is working. But the most egregious obstacle is the number of predatory actions by general cannabis businesses against Equity eligible business. This shows up in unethical Operating Agreements, unresponsive incubators, predatory vendors charging obscene fees and blatant conflict of interest practices. The industry is heavily regulated, deeply stigmatized and ripe for exploitation. The Cannabis Equity program has good intentions, but it has a long way to go to truly help advance Equity. This is particularly evident in how Equity participants can't sell their interest to leverage investment and capitalization or get a fair and equitable return on their investment like their non-equity partners. This sets up an immediate and long-lasting disparity and unjust imbalance of power dynamic that perpetuates systems of economic oppression.
25. Taxes/burdened
26. I think taxes hurt the entire industry
27. High taxes
28. Lack of sales
29. The lack of a balanced playing field
30. The high cost of operating a cannabis business has made small operators not able to be price competitive with their products against the big money operators
31. Having to pay high taxes hurt my business.

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**VII. What are your biggest business accomplishments?**

1. Continued growth.
2. Getting in new stores
3. Making over 1 million in revenue
4. Product placement into 90 plus dispensaries through our distribution license
5. Making our brand and getting it on shelves
6. Getting a microbusiness provisional license for delivery, manufacturing, distribution & cultivation
7. Maintaining a business in a high crime impacted area.
8. Being one of Oldest Black owned business in the country. Made it into the space even before equity was a concept. Perseverance
9. The biggest business accomplishment is seeing our product on the shelves of some of the biggest dispensaries in the Bay Area.
10. Completed Buildout
11. We Calibueno branded products have been in over thirty-five licensed retailers. Packaged and sold over one hundred thousand packaged units.
12. Still licensed
13. Staying in business!
14. Perfecting our product and getting our name out there
15. Getting established as a go to delivery service

16. To scale my brand into all shops in California and to consult other distros in the industry
17. Getting licensed on a shoestring budget. Doing everything without investment money.
18. Everything has to be done before any of the grant for compliance on the building is dispersed. It makes it very difficult."
19. We had a great team of 25 people during 2019 will all our operations running and really good momentum and company culture. We had great flower product and genetics and growing visibility
20. That I am still in operation, and somehow able to maintain with the flood of all of these large businesses like EAZE
21. Staying open on my terms
22. Being in stores hiring other equity applicants
23. Getting license and operational
24. Becoming profitable in just under two years of operations.
25. Getting out of incubation; having our own now advance for medicinal
26. Acquiring an equity status, incubator, investor, bank account, lawyer, bookkeeper, Make Green Go training and staying current on taxes. This has resulted in tenacity, resilience, endurance and progressive forward traction.
27. Staying in business
28. Opening up
29. Being able to scale to a million-dollar business
30. Just being able to stay open.
31. Staying in business
32. Developing a portfolio or products ready for launch into the legal market: gummies, vape cartridges, packaged flowers, and instant coffee THC infused drink
33. Still being able to operate.
34. Surviving as a new cannabis brand

**VIII. What are the biggest problems that your cannabis business is facing?**

1. Lack of capital
2. New accounts & funding
3. Funding to stay afloat
4. Funding, Theft
5. Not having a space to operate
6. Lack of funding. Without funding we have nothing. Location in Oakland green zone is very expensive
7. Security
8. Funding in the new industry
9. The biggest problems that our cannabis business is facing competition from the black market. Also, not having the financial backing to ensure the long-term success of our business. The excessive taxes that many cannabis businesses have to pay is also an issue as well.
10. Illegal competition
11. Lack of funding in order to develop brand and team.
12. Discrimination
13. The black market, too much taxes-Oakland, State, and federal. Can't compete with the black market. Theft is also a major problem. Thieves know where to go and the police is never to be found.
14. We can't get on shelves and advertising oh and rent too high
15. Taxes
16. A lot of shops/delivery services want big name brands in the shop so making it mandatory to add equity on the shelf will help us generate funds to put back into the business. Even though the city has something

like this in place- I've learned a lot of shops are not holding their end of the bargain. There is no one auditing the shops

17. Capital for a second van. We already have business lined up to do business with us. We are in need of more tools. Hand carts, shelving, cages.....
18. Cash flow and investment capital and supply chain growth for our cultivation especially
19. Finances & the amount of taxes we have to pay
20. Marketing and optimization
21. Getting into stores
22. The problems are layered there are many obstacles as a new cannabis business operator; unpredictability of finance, crowded market space, continuity of support, compliance, BIG MONEY!
23. Access to investors and business banking to grow and expand the business including Federal 280E regulations.
24. Time frames to get started licensing from app to going live is the hardest
25. The industry is heavily regulated, deeply stigmatized and ripe for exploitation. The Cannabis Equity program has good intentions, but it has a long way to go to truly help advance Equity. This is particularly evident in how Equity participants can't sell their interest to leverage investment and capitalization or get a fair and equitable return on their investment like their non-equity. Partners, this sets up an immediate and long-lasting disparity and unjust imbalance of power dynamic that perpetuates systems of economic oppression.
26. Funding
27. High rents that can be burglarized at any time
28. Too early to tell.
29. Additional capital to scale further, high taxes that eat at profits
30. Making sales
31. Lack of funding to compete with big agribusiness!!
32. Not enough funds & intellectual resources to getting my cultivation facility to meet city and county building & fire codes - this unknown if I will ever be able to complete this process is stressful
33. Some of the biggest problems for my business is finding more customers and having a bigger marketing budget.
34. Getting customers to pay invoices on time, not being supported by retailers in Oakland/SF (who are protecting their margins), our 2nd location being stuck in permitting hell and requiring costly workaround

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**IX. How can the City of Oakland help?**

1. More grants
2. Provide security our more grants & loans
3. Grants and forgive the loan debts. focus on grants, loans 2k every month is killing us. 100k sounds like a lot until you get deep in this business
4. 100% loan forgiveness
5. Forgive the loans that were made to the business
6. Don't implement policies that block incubators from financially supporting equity businesses. Delete all loans and make them grants. Stop getting grant money from the state of California for Oakland equity operators and then giving the money as loans to equity businesses and applicants. Stop allocating millions of dollars received from the state for equity in tiers that don't really allocate enough money for each tier. equity businesses like manufacturing and cultivation need more funding than delivery only businesses. Why does the city of Oakland get millions of dollars every year from the state for social equity but the most an equity business can get in grants is \$90,000? Where's all the money? Stop threatening equity businesses with collections. Forgive the loans. The city of Oakland has the money from the state but most of the money is not going to operators. Use city land to provide more low-cost green zone locations.



Make dispensaries in Oakland accountable for carrying verified equity products. The grant funds should not be taxed.

7. Open the Green Zone up!
8. Smoother process with more accountability. I'm
9. The City of Oakland can help with continued technical assistance, as well as financial assistance in the way of grants that participants do not have to pay back.
10. Forgive loans
11. The grant programs are great. Keep communicating with the state on how we can continue to support small family-owned cannabis companies.
12. Purchase cultivation for equity
13. Lower taxes, more police patrolling cannabis businesses daily
14. A place to make our products and get the stores to put us on their shelves
15. By fighting to reduce taxes with the IRS
16. More grants/ less loans. The grants will help scale the business and provide ease. It gives business owners one less bill we have to worry about paying on time.
17. The city of Oakland has been very helpful. I think people need to realize how much is needed to go into starting these correctly. I am all in, so I will go through each hoop that is required. I would say keep up the good work City of Oakland. I just need to learn more as I go to keep up.
18. At this point help us with exit strategy and plan to pay the current debt we have
19. Rental assistance & continued grant programs, as well as some tax assistance, or bookkeepers.
20. Provide a safe zone for equity applicants to have a five-year plan where they wouldn't have to worry about the lease and the city and county would already have equitable distributors just for us to know how to run the business
21. More grants
22. Hold general applicants/dispensary owners accountable to an equity quota.
23. Keep providing grants to help offset operational cost to hire CPAs for accounting services, lawyers for contract negotiations and permit expeditors.
24. Help with grants and loans, processing times and taxes, more mentorship in the incubator. My incubator was more of a hindrance than a help and when I was looking for guidance, they started to squash me. A true mentorship. before this I was a federal agent. I would love to help out to have a real mentorship
25. See list below:
  - a. 1. Dissolve the Golden Handcuffs so that Equity participants can sell their interest and get a fair and equitably return on their investment like their non-equity partners.
  - b. 2. Research, vet, negotiate discounted fee and contract with cannabis contractors and vendors that can offered to Equity qualified applicants. Use the authority of the municipal office to enforce the purpose, mission and goals of the Cannabis Equity program.
26. Develop a case management approach to serving Equity applicants beyond loans and grants.
27. Perhaps pairing new entrepreneurs with retired CEO's all small business owners. Partner with social justice service agencies and philanthropic organizations.
28. That said, the city staff and consultants are doing a great job given the limited resources. "
29. There could be more commercial retail property, help devise a plan for better banking, make equity status transferable to your kids/spouse.
30. Have a police department that actually does their jobs
31. Promote the equity program more.
32. Continued services after 3-year period, continued education, fight black market
33. I need more funding and less loan payments removing my Loans will help me.
34. Organize the equity, educate and have penalties for generals who use equity applicant
35. I Really appreciate everything Oakland is doing to support the industry but wish we could count on these programs to be more timely. The special permit staff is doing their best I Know. Maybe create a

36. "CREDIT UNION" for equity operators so we can have better access to resources and compete at a better pace. Then Oakland can make better use of the interest paid to further implement programs.
  37. Create a program to allow businesses to complete the local licensing prior to completing all current required items to get the state annual license
  38. Keep help with funding and highlight companies that are thriving.
  39. enforce equity on shelf rule, increase the grant amounts, speed up the disbursement of money
- 


**X. What else would you like to say about operating a cannabis business in Oakland?**

1. Equity promise is failing, without capital/funding we can't compete with general applicants/corporations starting with working capital.
  2. It's definitely not for the weak
  3. I really love the city and the help they have gave me, nothing is perfect and I'm fine with that. I think forgiving loan debt will relief most of us operators
  4. It's dangerous
  5. Unless you are operating a place that has excellent security you are risking your life to operate in the city
  6. We love Oakland and will continue to build our equity cannabis manufacturing business but with all the barriers and lack of funds, murders, robberies and expensive rent it's like climbing Mount Everest with 100 pounds on your back.
  7. It seems these businesses bring in a lot of the city's revenue through taxes but are rarely protected by law enforcement and no investigations following these violent robberies!
  8. It has been a wonderful experience and a great opportunity to operate a cannabis business in Oakland. It has been tough at times, but it has also been a learning experience as well on so many levels.
  9. Operating a business is tough, Pile covid protocols, crime, and overregulation on top makes it extremely difficult.
  10. It's been very challenging given Covid and the spike in crime. We need to find a way for the transfer of equity licenses to be more fluid so that we can allow for equity companies to have more leverage when raising funds. I appreciate Oakland for being the pioneers in the cannabis industry and taking steps towards creating a more inclusive industry.
  11. Very expensive taxes are very taxing, very hard to make money
  12. No support from the business leaders. Too many taxes and high crimes
  13. It would be great if it didn't cost so much and wasn't so restricted
  14. I love it
  15. It's hard because the market is saturated but providing more mentorship and grants will build the confidence up with these business owners. Also, ensuring police has our best interest and protecting our businesses will also provide us a sense of relief
  16. I think it is exciting. I used to work at Harborside in 2008-2014 and it has been exciting to see products being developed that we used to talk about making back then. I am excited to bring my own touch and experience to these products so the customer can be as excited as I would be if I were the customer
  17. It's hard!
  18. It has gone well for me!!
  19. This is a very challenging business environment however the city and Greg has been a bright spot!
  20. The City of Oakland has provided me with all the help needed to be successful in the cannabis industry. This has dramatically changed life for me and my family by allowing us to break the cycle of poverty thus providing a secure financial foundation for future retirement for me, my domestic partner and for my daughter's college education at a good university.
  21. It is dangerous, police need to be better to help us because we are being targeting, I know people who are physical watched and get attacked.
-

22. It is very difficult to get started and sustain success. If you are undercapitalized, you will have a very hard time.
  23. Taxes are way too high in Oakland at local level and state level. It's the most unattractive city to be in because of the tax structure. My business is evaluated 50% less value opposed to other cities because of local taxes
  24. Its dope!!!
  25. That it is great to have the opportunity, although we have to watch our back safety wise, it is great what the city has done to give the opportunity to equity individuals to build business and employee/ contract people from the community
  26. Learned a lot and very competitive
  27. I love Oakland and despite it all and I remain dedicated to succeeding here. We would like to be an example of success for this program and these ideas so that they can be replicated in the future. Thank YOU.
  28. If I had a choice to do this all over again, I would :)
  29. It is very challenging time but if you're up for it then go for it.
  30. It is extremely hard and the next year 2022 is going to be much worse
- 

**XI. What changes would you make to the incubator program?**

1. The City of Oakland needs to hold incubators accountable. My incubators defaulted on our rent 4 months early owing us \$32,000 in rent. To this day their license is still showing active on the states site. City Of Oakland did not have the licensed suspended as stated in incubator program rules.
  2. Not locking us into one lease
  3. Get rid of green zone and allow more places to be rented so more people can join program. it's a lack of rentable places to start because of green zone
  4. Loan Repayment
  5. Overall, I don't think the incubator model works, there is too much power given to incubators and it makes equity partners vulnerable to various areas of exploitation and business insecurities such as the general applicant going out of business. But one crucial suggestion is that if the city continues to work with the incubator model is to actually punish incubators who don't comply with the program mandates by extending the incubation time for infractions.
  6. "Allow incubator to operate while they're paying for incubator's rent, security & renovations to meet city & state regulations. When Korova had to end our incubation agreement early because they were taped out of funds. The city of Oakland would not allow us to be incubated by another general applicant who wanted to incubate us. The new incubator agreed to pay for our build out so that our provisional microbusiness license could transition to annual license.
  7. The city of Oakland's policy of not letting incubators operate while paying for rent, security & build out of equity businesses separate location is a devastating BARRIER that resulted in our business closing. We needed another incubator to survive but the city implemented a new rule, harmful barrier.
  8. This industry is extremely highly capital intensive. The incubators provide equity businesses vital financial support. Most equity businesses have little money that's one of the qualifiers to being Equity verified This why we need incubators!
  9. Not all incubation policies should be universal. Since some incubator policies are much more detrimental to our businesses then helpful. The policy that does not allow general operators to operate while they pay for buildout of the provisional licensed equity businesses space is counterproductive, harms the people most impacted by the War on Drugs. The very people who the equity program supposed assist.
  10. This policy should be changed to include flexibility, at least change it to include case by case decision. Better yet, city council should vote to remove it all together!
-

11. Equity businesses that are not partnered with wealthy investors need financial help to survive. So please reduce barriers! Stop  creating new policies that block financial assistance to equity businesses. Since the city of Oakland blocked our new incubator's request to be able to operate while paying for our location build out. We are forced to move to a new location, and we have to apply for a new license (state regs don't allow licenses to be moved to different location).
12. If the city of Oakland wants all their current and possibly new equity businesses other, then delivery only to survive. They need to stop implementing policies that stop incubators from financially supporting equity businesses.
13. The incubator program should never cease in Oakland. No general operators should ever be able to operate in Oakland without incubating equity operators. Otherwise, there will be few Oakland equity operators in Oakland. Especially, equity operators of color who don't identify as male & don't have a dispensary license.
14. Incubation should be 5 years not 3. It takes more than 3 years to build an equity cannabis business other than equity cannabis delivery only businesses.
15. Incubators should pay 0 city tax if they agree to extend the current 3-year incubation agreement."
16. All Incubators need to be Approved by an Equity form committee vote!
17. Real penalties for not meeting requirement as incubator
18. Make it longer and have the provided more
19. Provide more financial support to equity businesses in particular grants that equity businesses do not have to pay back. The program should be long term to enable equity business to build their business in a fair and equitable way. Require incubators that have the financial means to also provide whatever finances and support that they can to ensure success of the equity business that they are incubating.
20. Create different roadmaps depending on cannabis type business
21. More \$\$ support and hands on development support with accounting, compliance, web support, equity compliance with getting into dispensaries...
22. Make sure incubators really help equity participants
23. Make it longer, have the incubator be more helpful, but mostly make the time longer 3 years is not long enough to get into the market with all the challenges
24. Partner matching solutions
25. Mentorship, 5 years instead of 3. (It takes a while to build a business in a saturated market)
26. I wish I had done more research before allowing the incubator to take advantage of the situation and use it to propel themselves forward while not complying with the standard obligations of the guidelines the city of Oakland has set forth for the equity program. It is a good program.
27. General applicants starting off okay yet dying off by 2nd and 3rd year not fulfilling commitment
28. More accountability for the incubators to provide the items they are supposed to provide, incubator license's not being approved until valid concerns are resolved, and all items under the incubator agreement are provided. Revocation of incubator license if they are predatory to the incubated or amend the agreement in any way. I think incubators should be required to provide continued support to those they incubate, that is the only way that they can truly support the incubator program without just using those who are already under privileged, with no business experience.
29. Longer time
30. Require incubation lease to include an option to extend the lease for an additional 3 years at market rate.
31. More hands on and helping
32. City needs to review and sign off on the agreement. The city should also require at least yearly reports on the status of the agreement and do more to let Incubator's know they will enforce the agreements perhaps with a fine and ultimately revocation of any benefits they receive related to incubation.
33. I would make the language clear that the incubator is supposed to provide cameras and a safe. Luckily, we ran across that paragraph before we paid for it ourselves.
34. Enforcement

35. Make it more known, 10 years to become an equity person
  36. Less taxes Less fees more funding
  37. Closer oversight of the process, more cannabis business education and better looking out for equity applicants. Insisting on 51% equity and 49% general business partnership.
  38. More accountability
  39. More accountability if the general applicant fails to keep agreement
  40. More active incubators
- 

**End of Qualitative Questions**

End of Report

City of Oakland

**Total Grant Award Amount:**

**\$5,435,140.82**

**Cannabis Tax Fund Allocation:**

**\$2,129,153.60**

**General Fund Allocation:**

**\$3,305,987.22**

**A. Grants and Loans**

Assistance for Local Equity Applicants' and Licensees' Startup and Ongoing Costs		Grants	No-interest Loans	Low-interest Loans	Budget (Cannabis Tax Fund Allocation)	Budget (General Fund Allocation)
A1	Rent				\$ -	\$ -
A2	Lease				\$ -	\$ -
A3	Local and state application, licensing, and regulatory fees				\$ -	\$ -
A4	Legal assistance				\$ -	\$ -
A5	Regulatory compliance				\$ -	\$ -
A6	Testing of cannabis				\$ -	\$ -
A7	Furniture				\$ -	\$ -
A8	Fixtures and equipment				\$ -	\$ -
A9	Capital improvements				\$ -	\$ -
A10	Training and retention of a qualified and diverse workforce				\$ -	\$ -
A11	Purchasing of Property		\$ 2,250,000.00		\$ -	\$ 2,250,000.00
A12	Any Eligible Use	\$ 2,428,953.10			\$ 1,703,322.88	\$ 725,630.22
A13	Other (please specify)				\$ -	\$ -
A14	Other (please specify)				\$ -	\$ -
A15	Other (please specify)				\$ -	\$ -
<b>Grants and Loans Subtotal</b>					<b>\$ 1,703,322.88</b>	<b>\$ 2,975,630.22</b>

**B. Direct Technical Assistance Costs (Up to 10% of Cannabis Tax Fund Allocation. Up to 10% of General Fund Allocation)**

To Provide or Fund Direct Technical Assistance (TA) to Local Equity Applicants and Equity Licensees						
Personnel	Role in Project		Annual Salary and Benefits	Percentage of Time	Budget (Cannabis Tax Fund Allocation)	Budget (General Fund Allocation)
B1	Consultant	Providing technical assistance and managing shared-use	\$ 330,357.00	100.0%	\$ -	\$ 330,357.00
B2	Consultant	Providing workforce development training/apprenticeship program	\$ 212,915.36	100.0%	\$ 212,915.36	
B3					\$ -	
B4					\$ -	\$ -
B5					\$ -	\$ -
B6					\$ -	\$ -
B7					\$ -	\$ -
B8					\$ -	\$ -
<b>Other Direct Technical Assistance Costs</b>						
B9					\$ -	\$ -
B10					\$ -	\$ -
B11					\$ -	\$ -
B12					\$ -	\$ -
B13					\$ -	\$ -
B14					\$ -	\$ -
<b>Direct Technical Assistance Costs Subtotal</b>					<b>\$ 212,915.36</b>	<b>\$ 330,357.00</b>

**C. Administrative Costs (Up to 10% of Cannabis Tax Fund Allocation. Ineligible use of General Fund Allocation)**

Personnel	Role in Project		Annual Salary and Benefits	Percentage of Time	Budget (Cannabis Tax Fund Allocation)
C1	City Administrator Analyst	Monitor CEG Grant and consultants, compile reports	\$ 245,918.00	50.0%	\$ 122,959.00
C2	Consultant	Administer Grant Programs	\$ 89,956.36	100.0%	\$ 89,956.36
C3					\$ -
C4					\$ -
C5					\$ -
C6					\$ -
<b>Other Administrative Costs</b>					

C7		\$	-		
C8		\$	-		
C9		\$	-		
C10		\$	-		
C11		\$	-		
	<b>Administrative Costs Subtotal</b>	\$	<b>212,915.36</b>		
				<b>Total (Cannabis Tax Fund Allocation)</b>	<b>Total (General Fund Allocation)</b>
					<b>Grand Total</b>
	<b>Grants and Loans</b>	\$	<b>1,703,322.88</b>	\$	<b>2,975,630.22</b>
	<b>Direct Technical Assistance Costs</b>	\$	<b>212,915.36</b>	\$	<b>330,357.00</b>
	<b>Direct Technical Assistance Costs as a Percentage of Allocation (may not exceed 10%)</b>		<b>10.00%</b>	<b>9.99%</b>	<b>N/A</b>
	<b>Administrative Costs</b>	\$	<b>212,915.36</b>	<b>N/A</b>	\$
	<b>Administrative Costs as a Percentage of Allocation (may not exceed 10%)</b>		<b>10.00%</b>	<b>N/A</b>	<b>N/A</b>
	<b>TOTAL</b>	\$	<b>2,129,153.60</b>	\$	<b>3,305,987.22</b>
		\$		\$	<b>5,435,140.82</b>



# 2022 Cannabis Equity Program Survey

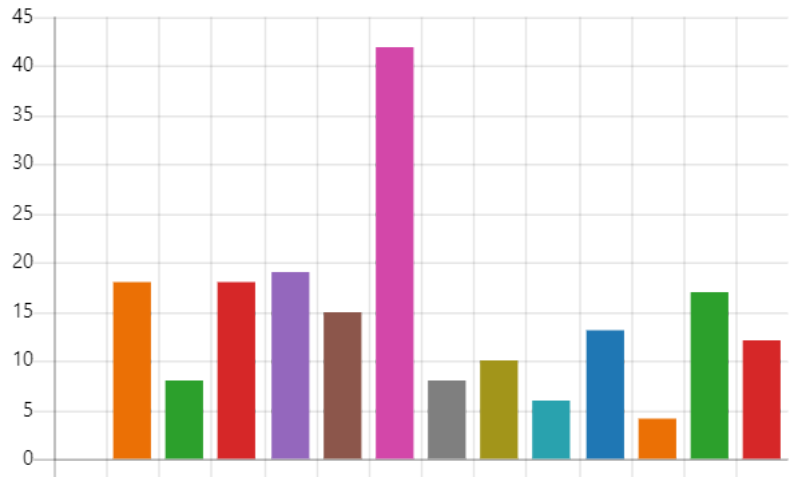
**51**  
Responses

**14:49**  
Average time to complete

**Active**  
Status

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

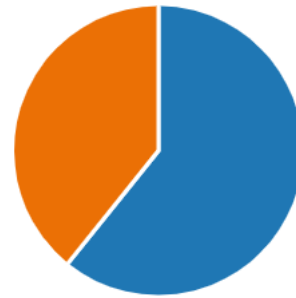
None	0
Burglaries or robberies	18
EBMUD compliance	8
End of incubation	18
Finding a location	19
Hiring and training employees	15
Lack of capital	42
Legal disputes	8
Obtaining insurance	10
PG&E electrical upgrade	6
Slow buildout	13
State licensing issues	4
Tax problems	17
Other	12





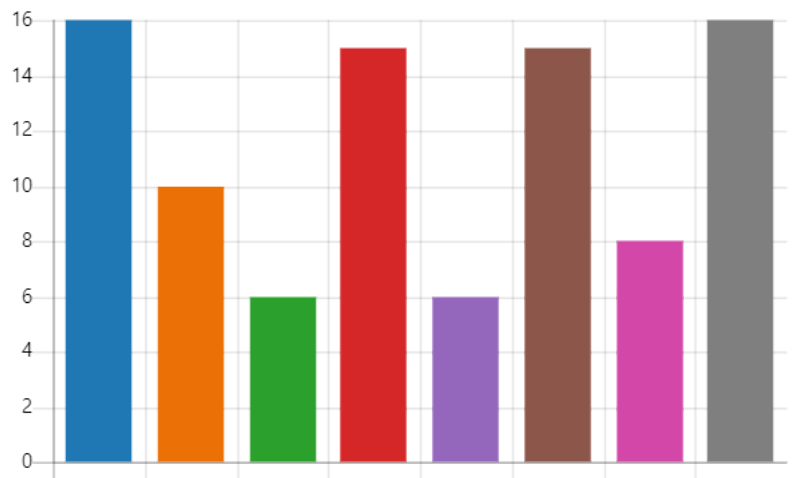
2. Similar to 2021, should the City of Oakland dedicate a portion of Go-Biz funds to help a team of equity applicants (selected through a competitive process) purchase a property so that they can operate out of a free location and serve as an incubator for future equity programs?

<span style="color: blue;">●</span> Yes	31
<span style="color: orange;">●</span> No	20



3. What cannabis uses should a City of Oakland purchased property be used for? Please select all that apply.

<span style="color: blue;">●</span> Cultivation	16
<span style="color: orange;">●</span> Non-Volatile Manufacturing	10
<span style="color: green;">●</span> Volatile Manufacturing	6
<span style="color: red;">●</span> Distribution	15
<span style="color: purple;">●</span> Testing laboratory	6
<span style="color: brown;">●</span> Delivery	15
<span style="color: pink;">●</span> Dispensary	8
<span style="color: gray;">●</span> Microbusiness	16



4. How should the City of Oakland select the next team of equity applicants to purchase a property?

31  
Responses

Latest Responses  
"The equity applicants at had a failed incubator "  
"Individually"

5. Should the City of Oakland dedicate new Go-Biz funds to sponsor equity manufacturers (selected through a competitive process) to use shared-use manufacturing facilities?

<span style="color: blue;">●</span> Yes	28
<span style="color: orange;">●</span> No	23



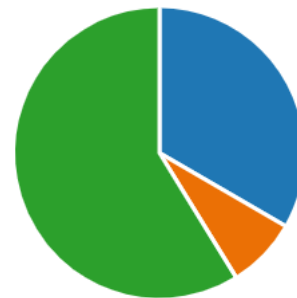
6. How should the City of Oakland select equity manufacturers to utilize a shared use manufacturing facility?

28 Responses

Latest Responses  
"Small manufacturers that want to share"  
"Individually"

7. 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.

<span style="color: blue;">●</span> Grants only	17
<span style="color: orange;">●</span> Interest-free revolving loans	4
<span style="color: green;">●</span> Both grants and loans	30

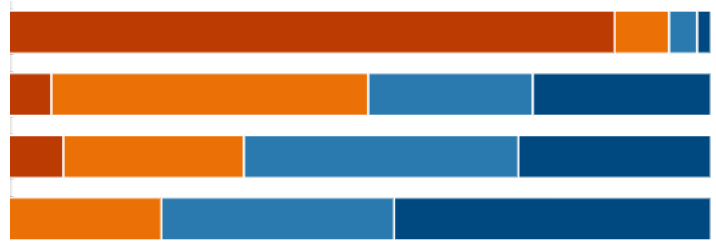


8. By moving your cursor over the below options and using the up and down arrows, please rank the following potential uses of Go-Biz funds from most helpful (1) to least helpful (4).

Rank Options

1	Grants or interest free loans to...
2	Purchasing of property
3	Sponsoring of shared-use ma...
4	Support recruiting, training, a...

First choice ■ ■ ■ ■ Last choice



9. Do you have other suggestions on how to utilize Go-Biz funds?

51  
Responses

Latest Responses

*"Support research and development "*

*"Look for failing business and help them"*

*"Assistant with helping equity applicants get product into dispensary a..."*

10. Do you have any overall recommendations for how the City of Oakland can improve its cannabis equity program?

51  
Responses

Latest Responses

*"Be more Transparent also give contracts to other than the same people"*

*"Teach generals how to work with equity applicants and hold them ge..."*

*"Assistant equity app with out sourcing products, security, rental assist..."*