

City of Placerville

Cannabis Management Program

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I. LETTER OF TRANSMITTAL

April 27, 2018

Cleve Morris
City Manager
City of Placerville
3101 Center Street
Placerville, CA 95667

Re: Proposal - Provide Subject Matter Expertise and Technical Support, Develop a Cannabis Regulatory Ordinance, Establish Cost Recovery Fees, Create a Cannabis Tax Measure and Conduct Compliance & Financial Audits for the City of Placerville

Dear Mr. Morris,

Thank you for the opportunity to present this proposal to provide subject matter expertise and technical support, develop a cannabis regulatory ordinance, establish cost recovery fees, create a cannabis tax measure and conduct compliance and financial audits for the City of Placerville. HdL was incorporated in 1983 and has over 30 years of experience providing revenue enhancement and consulting services to local governments in California. HdL is a consortium of three companies established to maximize local government revenues by providing audit, compliance, economic development, consulting services and software products. Its audit and consulting services include sales, use and transaction taxes, property taxes, transient occupancy taxes, and a Cannabis Management Program. HdL's systematic and coordinated approach to revenue management and economic data analysis is currently being utilized by over 400 agencies in six states. The firm currently serves 44 counties, 299 cities and 79 transactions tax districts in California.

Of interest to you and your team is our knowledgeable team of professionals who have direct experience in the establishment and implementation of Cannabis Regulatory Programs including establishing land-use regulations, registration processes, operation regulations for cannabis facilities, staffing plans, cost recovery, structuring cannabis business taxes and conducting compliance and financial audits.

Enclosed please find our detailed scope of services for HdL's Cannabis Management Program. We agree to adhere to the deliverable requirements for a total cost not to exceed \$29,700. However, this will be subject to an agreed upon project schedule between Placerville and HdL.

We look forward to the opportunity to partner with the City of Placerville in developing a strategy which meets your program needs. If you have any questions or require additional information, please feel free to contact Andy Nickerson at 909.861.4335 or by email at anickerson@hdlcompanies.com or David McPherson at 909.861.4335 or by email at dmcpherson@hdlcompanies.com.

Sincerely,



Andy Nickerson
President, HdL Companies

II. PROPOSED SCOPE OF SERVICES

The regulation, compliance and taxation of cannabis is complex and filled with challenging issues. Therefore, the objectives presented in this proposal are based on HdL's experience and the expectations and desired outcomes of the City. However, due to the ongoing evolution of the state's Medical Cannabis Regulation and Safety Act (MCRSA), Proposition 64, Adult Use Marijuana Act (AUMA), and SB 94, the Medicinal Adult-Use Cannabis Regulation and Safety Act ("MAUCRSA"), HdL is agreeable to modifications to this scope of services as deemed necessary by both HdL and City staff. Amendments to this Scope of Services shall be made in writing and shall not constitute additional hours of work without proper compensation unless otherwise approved by the City and HdL.

The Scope of Services to be provided by HdL shall include:

- Kick off meeting(s) with City Staff, or City Sub Committees;
- Assist in the development of a regulatory commercial cannabis activity ordinance for cannabis businesses which will create the best practices that will ensure public safety, and preserve the welfare and health of the City of Placerville;
- Provide City staff with subject matter expertise in best practices in the development of a land use ordinance and evaluate sensitive buffers;
- Identify issues which City staff needs to mitigate related to legal issues or problems prior to issuing regulatory permits to the cannabis businesses;
- Provide City staff with technical and policy expertise related to the operations and understanding of the Cannabis Industry to ensure compliance with the Medical Cannabis and Safety Act (MCRSA), Adult Use Marijuana Act (AUMA), SB 94, the Medicinal Adult-Use Cannabis Regulation and Safety Act ("MAUCRSA"), and all applicable local ordinances;
- Assist in the design if applicable the procedures and application requirements for a permittee selection process that will be used to invite, review, score, and provide recommendations on applicants to operate cannabis businesses in the City;
- Develop cost recovery fees to recoup the City's cost for developing a regulatory program, reviewing all cannabis business applications and issuing cannabis business permits;
- Develop an annual cannabis business regulatory fee to recover costs associated with administrative oversight of permitted cannabis facilities, conduct code/fire inspections, compliance and financial audits as well as other regulatory functions deemed necessary by the City.
- Develop a tax measure and ordinance which will provide the City maximum economic benefits but at the same time ensure long term stability for the cannabis business operators.

Objective 1: Provide Subject Matter Expertise & Technical Support

Subject matter expertise and technical support will begin upon the execution of a contract with the Consultant which will include the following:

- Consultant shall work with City staff on issues related to cannabis regulatory and tax policies;
- Develop and design a regulatory ordinance for retail establishments and if requested amendments to include cultivation, manufacturing, testing labs, and distribution centers as determined by City Council;
- Provide City staff with subject matter expertise in best practices in the development of a land use ordinance;
- Ensure proposed city ordinance complies with all state and local laws and conforms to the best practices to regulate the cannabis businesses in the City;
- Monitor MAUCRSA policy development and provide feedback to City staff to ensure that the City follows any changes which may impact the development of the city's strategy to regulate and tax businesses which will be permitted in the City;
- Participate in conference calls, respond to staff inquiries via phone and email, review staff reports to city council and assist with responses to inquiries from the public to staff on a limited basis as determined by the scope of this agreement;
- Committee/Council Meetings: HdL will be present to provide staff and city council technical support for up to two (2) City Committee/Council meetings at the request of the City Administration.

Objective 2: Application Development and Support

HdL staff will work collaboratively with City staff in developing the cannabis business application and recommending fees for all phases of the process to ensure cost recovery of staff resources and Consultant's assistance in developing and managing the process. HdL will screen and review applications for each permit category and make recommendations to the City on which applicants should be approved for the next phase of the application process.

Objective 2.1 Application Development and Submittal Requirements

Phase I will require each member of the applicant's team to complete the application materials, which will include a Live Scan form or other alternative background checks, Release & Authorization form and Disclosure and Acknowledgement form.

Prior to Phase II, HdL staff experienced with developing "best practice" cannabis facility applications will collaborate with City staff in order to ensure all information desired by the City is incorporated in the cannabis business application. HdL will review the City's ordinance requirements, the California Attorney General's Guidelines for the Security and

Non-Diversion of Marijuana Grown for Medical Use (2008), and new regulatory requirements established by the Medical Cannabis Safety Act (MCRSA), the Adult Use

Marijuana Act (AUMA), and SB 94, the Medicinal Adult-Use Cannabis Regulation and Safety Act (“MAUCRSA”). Furthermore, HdL will develop evaluation criteria to be used for the review process in accordance with Placerville Cannabis Ordinance. In addition to the documents and minimum standard requirements for the filing of the application the Request for Permit Application (RFPA) will consider seven (7) key components of the application.

The criteria to be used in the decision process will include the following but not limited solely on these categories:

- Location of the proposed facility
- Articles of incorporation
- Live scan submissions
- Proof of capitalization
- Proof of insurance
- Business plan (includes building & construction, security plan and fire plan)
- Industry experience

Objective 2.2 Application Review and Initial Ranking

HdL will review all applications to identify incomplete submissions for immediate disqualification, omissions of live scan submissions and background checks of all business partners, and applications which do not conform to zoning requirements for their perspective permit specifically authorized by the RFPA. The best submissions will be forward thinking and deploy solutions that identify the best “green” practices, while employing “sustainable” energy and waste solutions, and implement the “best practices” available in the cannabis industry. Consideration will be given to applications designed to reduce and address actual or potential concerns the City may have regarding nuisance behavior, environmental issues, or product safety.

The specific criteria which will be used in evaluating and rating the applications shall include the following:

- Overall quality of the proposal including responsiveness and conformance to the RFPA requirements for content and format;
- Quality and appropriateness of proposed applicant team, professional experience and background of primary applicants and key sub leases;
- Key personnel, project location, and other management staff with required experience and skills relevant to this project;
- Primary applicants experience and ability to manage operations of proposed facility, scheduling of work, cost estimating and budget management;

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- Primary makeup of applicant's corporate board, and prior experience working with local government agencies;
 - Patient tracking, product inventory management and recordkeeping;
 - Quality and appropriateness of proposed site, business model, organization, and knowledge and experience working with specific legal codes and regulations;
 - Transportation plan describing the procedures for safely and securely transporting cannabis products and currency;
 - Applicants use, and implementation of solutions designed to reduce or address any actual or potential concerns of the City and its residents; and
 - Any other additional information which the City would like to incorporate into the selection process which they deemed necessary.

Objective 2.3 Preliminary Results and Recommendations:

All applications will be scored by HdL staff and maintained on a spreadsheet. The scoring spreadsheet will be provided to the City, along with HdL's recommendations. Those applicants which have passed Phase II with at least an 80% or higher scoring as determined by the application guideline for each permitted category, will move on to Phase III.

Each of the final applicants from each category will be reviewed and rated based on ten (10) categories. An applicant's score for points will be based on their ability to meet or exceed minimum requirements in the ten (10) categories. Applicants must provide information on how they plan to meet these point categories. Such action will become a mandatory condition of their permit. Failure to meet or comply with these requirements will subject the applicants to penalties and/or revocation proceedings. The ten (10) categories are as follows:

1. Proposed Location
2. Business Plan
3. Community Benefits
4. Enhanced Product Safety
5. Environmental Benefits
6. Labor and Employee Practices
7. Local Enterprise
8. Neighborhood Compatibility Plan
9. Qualification of Principals
10. Safety and Security Plan

Objective 3: Preparation and Interview Panel Support

HdL staff will help schedule all the interviews so that they can be conducted in a timely manner. In addition, HdL will develop the interview questions to ensure that the Selection Committee has all the information in selecting the most highly qualified businesses that will be approved to operate in the City. HdL staff will also assist in the facilitation of the interviews and provide the Selection Committee guidance and clarification on any technical questions they may have during the interview process.

The Selection Committee interview panel will consist of subject matter experts from the following areas: Development Services, Finance Management, Economic Development and Police Department. The Consultant may also be used as an alternative if necessary. Please note it is HdL's recommendation that the City Attorney's Office not participate on this panel to remain neutral in case of an appeal or potential litigation which they must defend. However, it will be the City's sole discretion on how to address this issue.

Objective 4: Final Selection and Presentation to Council

- Following the objective ranking of the application materials and the interview panels scoring, HdL will assist staff to bring forward for the City Council's consideration recommendations for issuing permits for applicants to operate commercial cannabis businesses in the City.
- HdL will be available to assist City staff with responses to questions or to provide other assistance at City Council meetings.

Objective 5: Cost Recovery Fee Analysis

Objective 5.1 Cost Recovery

- Develop a cost recovery fee which complies with Prop 26, HdL will analyze the costs of staff time, overhead, fringe benefits, consultants and other services associated with the regulatory process. HdL staff has experience developing cannabis regulatory fees and doing a "fit gap" analysis of staff responsibilities and time allotted to this program to establish appropriate fees for the City's level of oversight and enforcement of the regulatory process.

Objective 6: Develop Tax Strategy and Ballot Measure

Objective 6.1 Create and Design Ballot Measure

- Design in the ordinance an administrative procedure policy related to delinquencies, payment process, appeals, exemptions and other administrative requirements which will be utilized by the city for the implementation and collection of the tax upon adoption;
- Establish language in the ballot measure which will capture the taxation of cannabis to provide the city flexibility to adapt to various economic conditions in the cannabis industry; and
- Create and design a ballot measure to tax the various cannabis licensed activities which are permitted in the city.

Objective 7: Regulatory Compliance Reviews and Financial Audits

The regulation, compliance and taxation of cannabis businesses is complex and filled with challenging issues. Taxes and regulatory compliance are one of the biggest challenges the cannabis industry faces. Commercial cannabis operators often have a much higher tax burden

than other sectors of the cannabis industry due to 280E rules and limited banking options. Thus, it can be tempting for them to look for creative ways to lower their tax liability.

Since commercial cannabis businesses operations are primarily a cash transaction business, it is estimated that 30-35% of all revenue related to cannabis businesses can go unreported if they are not routinely audited and regulated is of great concern to most cities. In today's thriving cannabis economy, it is estimated that only 8% of cannabis businesses get audited which leaves the opportunity for leakage or under reporting of taxes. Therefore, the City's desire to maintain high accountability and oversight to manage the permittees through regulated compliance and financial audits will be conducted with HdL's expertise in this area.

Objective 7:1 Conduct Compliance Audit

HdL will conduct three (3) compliance inspections annually to ensure that each cannabis business will comply with the following:

- Proper Inventory Management of product
- Correct use of RFID tags for any products on the premises
- Occupational badge requirements
- Business records retention
- Tax information records
- Lock standards and protocols
- Alarm system maintenance and safety standards
- Breach of limited access areas
- Video surveillance
- Camera map,
- Video footage retention requirements
- Camera location and maintenance of surveillance equipment
- Transportation Manifest
- Retail Marijuana Production Management
- Waste Disposal
- Marijuana Infused products reasonable measures and precautions
- Ensure packaging and labeling requirements meet State requirements
- Other information as deemed necessary to ensure compliance with State and local law

Objective 7:2 Financial Audit

HdL will conduct one financial audit which will be conducted in month twelve (12) and/or done annually when not in conflict with the compliance reviews. The first phase of the financial audit will be a desk audit in which the community benefit fee or tax returns and external reports are analyzed to verify the gross receipts reported which shall be subject to a Community Benefit fee or Commercial Cannabis Tax were applicable.

The second phase is a field audit where point of sale systems, accounting software and inventory reports are sampled to verify the information contained in the external reports.

Included in Phase II will be a field audit which will include a detailed check list of each of the key areas noted below which is deemed essential to conducting a thorough financial audit. HdL will also be conducting a financial and compliance forensic audit of the cannabis

business with the use of proprietary software to ensure there is no diversion of product or cash as part of this process.

- Notification letters will be sent to the Commercial Cannabis Business containing the pertinent information;
- List of initial financial information requested in the notification letter will be used for a desk audit for the periods under review;
- Results from the desk audit will direct the emphasis of the field process;
- Inventory Audit;
- Point of Sale Audit;
- Software Systems Audit; and
- Facility Audit

Objective 7:3 Compliance Review and Financial Audit Deliverables

It is the goal of HdL to provide the City with all the technical and subject matter expertise through the year to ensure proper oversight and management of the Commercial Cannabis Business. HdL wishes to create “best practices” for the City and the permittee to make sure they are following State and local law. As part of this objective this proposal incorporates outreach and education for the City Staff and the permittee.

As part of the compliance inspections HdL will determine if the violation is an infraction subject to a fine, suspension or revocation of the license. We will provide a recommendation to the City and how the problem can be mitigated to ensure compliance and that the appropriate action is taken on the permittee.

As part of the annual financial audit HdL will provide an initial audit finding letter to the Commercial Cannabis Business. The taxpayer will be given the appropriate time to respond or appeal the Final Determination Letter in accordance with the City ordinance. If a tax/fee assessment needs to be adjusted than a modified invoice will be sent out and the taxpayer will be given the appropriate time to pay the tax/fee liability in accordance to the City ordinance.

III. COST

HdL’s fee proposal is based on time, materials and travel expenses associated with the execution of the services. It is based on the current scope of services as outlined in Objectives 1 through 6 for a fee not to exceed \$29,700. Objective 7 shall be set at a flat rate of \$8,000 per permittee annually upon the issuing of a regulatory permit. This fee is based on the current requirements presented to HdL by City staff to meet these requirements and the following assumptions:

Scope of Service Objectives	Estimated Hours of Labor/Budget
Objective 1 –Provide Subject Matter Expertise & Technical Support	20 Hours/\$6,000
Objective 2– Application Development and Support	30 Hours/\$9,000
Objective 3 – Preparation and Interview Panel Support	16 Hours/\$4,800
Objective 4 – Final Selection & Interview Process	8 Hours/\$2,400
Objective 5 – Cost Recovery Fee & Fiscal Analysis	17 Hours/\$5,100
Objective 6 – Develop Tax Strategy and Ballot Measure	8 Hours/\$2,400
Total	99 Hours/\$29,700*

*Cost does not include the \$8,000 per auditee to conduct Compliance Reviews and Financial Audits Per Objective 7 as stated in the Cost Summary. The fees for the scope of services for this proposal for Objectives 1-6 shall only be charged to the City based on the actual cost recovery fees collected by the City by any prospective applicant. Failure to receive such fees resulting from a reduction in the number of applicants or City Councils decision to not authorize such permits shall not subject the City of being in default of this contractual agreement. In addition, to these terms upon the issuing of such permits the City agrees to compensate HdL \$8,000 per permittee to conduct Compliance Reviews and Financial Audits annually per Objective 7 in the scope of services.

Objective 1: Cost Assumptions - Provide Technical Support and Subject Matter Expertise

- Subject matter expertise and technical support will be provided however, should Consultant be required to attend meetings outside the scope of service travel time will be billed at a flat rate of \$600 per day to attend the meetings.

Objective 2: Cost Assumptions – Cost Recovery Fee and Fiscal Analysis

- Develop a cost recovery fee which complies with Prop 26, HdL will analyze the costs of staff time, overhead, fringe benefits, consultants and other services associated with the regulatory process.
- Using its proprietary software and database, HdL will provide a fiscal analysis based on its understanding of cannabis industry trends, demographics and geographical location of the City in the State of California.

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- HdL will conduct one (1) fiscal matrix analysis report which will include business tax and sales tax assumptions.
 - Prepare a fiscal revenue analysis identifying tax options for the various types of cannabis businesses which will be operating in the City to develop a tax strategy which maximizes the economic benefit for the City.

Objective 3: Cost Assumptions- Develop Tax Strategies and Ballot Initiative

- The Consultant will develop a tax measure and ordinance which will be approved by the City Council and the voters.
- HdL will not incur any cost associated with filing the ballot initiative with the County Registrar or marketing to promote ballot initiative.

Optional Services

Optional Service #1: Background Checks

- HdL staff has prior law enforcement and cannabis regulatory experience and are trained to review background information on owners and employees of cannabis business. As a result, the Consultant provides background investigations to be utilized as a provisional background for agencies that need assistance in this process at a rate of \$300 per applicant (Owner), Manager, Supervisor and \$150 for line staff.

IV. EXPERIENCE AND RESOURCES

Company Profile

Founded in 1983, HdL is a consortium of three companies established to maximize local government revenues by providing audit, compliance, economic development, consulting services and software products. Its audit and consulting services include sales, use and transaction taxes, property taxes, transient occupancy taxes, and a Medical Cannabis Management Program. The firm also provides a variety of enterprise software processing tools for business licensing, code enforcement, animal control, building permits and tracking/billing of false alarms. HdL's systematic and coordinated approach to revenue management and economic data analysis is currently being utilized by over 400 agencies in six states. The firm currently serves 44 counties, 299 cities and 79 transactions tax districts in California.

HdL's key staff has extensive experience serving local government and many have previously held positions in city management, finance, planning, economic development or revenue collection. HdL is a Corporate Partner of the League of California Cities and California State Association of Counties, and works extensively with the County Auditor's Association of California, California Society of Municipal Finance Officers (CSMFO) and California Municipal Revenue and Tax Association (CMRTA) on anticipation and planning of programs to strengthen local government revenues.

This close understanding of local government needs coupled with extensive databases and advance methodology provides for the most relevant, productive and responsive, revenue recovery, forecasting and economic services available.

Our team of professionals has over 20 years of direct experience with establishing and implementing medical and retail cannabis regulatory and taxation programs which include establishing land-use regulations, permit processes, staffing plans, cost recovery fees, structuring cannabis business tax fees, regulatory compliance, financial audits and law enforcement training. Our team has conducted over 11,000 cannabis compliance inspections and investigations in Colorado, California and Nevada.

Key Personnel

David McPherson, Cannabis Compliance Director

David McPherson works with local agencies to prepare them to mitigate regulatory issues surrounding Proposition 64 and SB 94. Prior to joining the firm, David served 28 years in local government for the County of Orange and the cities of Newport Beach, San Jose and Oakland. David's experience as a law enforcement officer, compliance auditor, and tax

administrator has provided him a wealth of experience that makes him uniquely qualified to manage HdL's Cannabis Management Program. While working for the City of Oakland, he became the first Tax Administrator in the Country to successfully tax, regulate and audit medical marijuana businesses. David has over 7 years of experience working with Cannabis regulatory programs.

David is one of the state's most recognized experts in cannabis regulatory policies, compliance implementation and tax policies. His unique knowledge in horticulture, processing and dispensary operations while working for the City of Oakland has made him one of the pioneers in creating a Cannabis Management Program. He uses his experience to assist local and state agencies in developing cannabis policies for regulation, compliance, auditing and economic development. He worked closely with the League of Cities and lobbyists on the development of the Medical Cannabis Regulation and Safety Act (MCRSA) and helped shape SB 94, the Medicinal Adult-Use Cannabis Regulation and Safety Act (MAUCRSA).

David provides technical support on cannabis-related matters to the League of Cities, the Police Chief's Association, Rural County Representatives of California and the California State Association of Counties. In addition, David is working collaboratively with the Department of Consumers Affairs, Department of Food & Agriculture, Department of Health Services and the State Board of Equalization on the implementation of best practices for regulating the Cannabis Industry for local agencies.

David received his Bachelor's Degree in History from California State University, Fullerton and his Master's Degree in Public Administration from California State University, Long Beach. While at Long Beach, he was named "Future Urban Administrator of the Year".

Tim Cromartie, Senior Cannabis Advisor

Tim Cromartie, is the Senior Cannabis Advisor at HdL, in which his primary role is providing policy expertise related to cannabis regulatory and tax policies at the state and local level. Prior to joining the HdL team Tim served as the legislative representative covering public safety issues for the League of California Cities since 2013, with a heavy emphasis on shaping legislation governing state and local regulation of marijuana. He has been actively involved in educating cities on changes in the law resulting from the Medical Cannabis Regulation and Safety Act, as well as Proposition 64, the Adult Use of Marijuana Act. When these two Acts were merged into a single regulatory structure in 2017, Tim successfully advocated for clarification of local government's regulatory and enforcement authority in the cannabis context, and for related environmental safeguards in cultivation operations, protections against over-concentration of businesses, regulation of testing labs, and the inclusion of fire safety standards and a definition of volatile solvents in state law governing cannabis manufacturing operations. Since then he has been engaged in educating local governments on the more recent Medical and Adult Use Cannabis Regulation and Safety Act (MAUCRSA), as well as advocating for a reduction in the cumulative state tax rate for cannabis, improvements in the state's track-and-trace program, and the restoration of a statewide cultivation cap.

Prior to the League, he held a variety of positions in the Legislature and state government, including legislative representative for CalPERS Governmental Affairs, legislative director and public safety consultant to former state Senator Gloria Romero, and field representative for Congresswoman Barbara Lee during her term in the state Senate. Mr. Cromartie holds degrees from the University of California at Berkeley (B.A. Political Science) and UC Hastings College of the Law. Tim is an ardent aviation buff and a member of the California Aerospace Museum at the site of the former McClellan Air Force Base in Sacramento.

Matt Eaton, Cannabis Compliance Manager

Matt Eaton is the Cannabis Compliance Manager at HdL and plays a critical role in implementing the Cannabis Compliance Program for local agencies. Prior to joining the firm, he was a progressive law enforcement professional with 29 years' experience conducting criminal/regulatory investigations, and corporate/individual background investigations.

While working as a Supervisory Investigator at the Colorado Department of Revenue in the Marijuana Enforcement Division (MED) Matt managed Criminal Investigators and civilian staff in the Denver Metro and Longmont Field Offices. During his six-year tenure at the MED, he conducted approximately 10,000 criminal investigations and compliance reviews which included regulatory and financial investigations. In addition, he is a subject matter expert on track and trace systems. He understands the complexity of reviewing data to ensure businesses are in compliance with state and local regulations. Matt was also responsible for planning, developing and implementing report and field inspection protocols for the agency. He also played an instrumental role in recommending changes to current regulations and identifying essential language for new legislation in the State of Colorado. Matt is well known for his ability to maintain working relationships with Cannabis Industry leaders and external stakeholders in resolving issues.

Matt received his Bachelors of Science Degree from Biola University and currently maintains a Colorado Post Certificate. He has also served as an Adjunct Instructor teaching law enforcement principle related to criminology, correctional processes, procedural law, interviews, interrogations and criminal evidence at AIMS Community College in Greeley, Colorado.

Mark Lovelace, Cannabis Policy Advisor

Mark Lovelace has 16 years of broad experience in public policy, community engagement and advocacy and is recognized as a leader in advancing the statewide discussion of medical and recreational cannabis as a policy issue in California.

Mark served on the Humboldt County Board of Supervisors from 2009 through 2016 where he was instrumental in developing a comprehensive approach to regulating cannabis, including a voter-approved tax on commercial cultivation and an innovative track and trace pilot program. Mark established and co-chaired the Medical Marijuana Working Group for the California State Association of Counties (CSAC) and helped draft CSAC's legislative platform for cannabis issues. Mark pioneered the first-ever six-county regional summit on

cannabis issues in 2015 which resulted in the North Coast Counties Marijuana Policy Statement. His work and input were pivotal in guiding the development of SB 643 and AB 243, two components of the Medical Cannabis Regulation and Safety Act (MCRSA).

Mark has worked extensively with public agencies and statewide associations on cannabis issues, including CSAC, Rural County Representatives of California, the Association of California Water Agencies, the North Coast Resource Partnership, California Department of Fish and Wildlife, the State Water Board, the North Coast Regional Water Board, the Bureau of Medical Cannabis Regulation, state legislators, the Department of Justice, members of Congress and others. He has led numerous presentations, workshops and panel discussions on cannabis issues and has been a sought-after speaker on the topic for government agencies, community organizations and cannabis industry groups.

Mark received his Bachelor of Science Degree in Industrial and Product Design from California State University, San Jose. Prior to his time on the Board, he worked for many years as a respected advocate on land use, planning, development and environmental issues.

Kami Miller, Cannabis Senior Auditor

Kami Miller is the Cannabis Senior Auditor at HdL who's primary role is to ensure cannabis compliance and identify the risk assessment in the supply chain process of each permitted business. Prior to joining the firm, she served three years as a Marijuana Compliance Manager for the Department of Public Behavior and Health (DPBH) for the State of Nevada. During this time Kami played a key role in Nevada's implementation of its Medical Marijuana Program in which she was responsible for statewide monitoring of medical marijuana facilities that included cultivation, production, testing labs and retail stores.

While working as a Marijuana Compliance Manager for the DPBH for the State of Nevada Kami Managed Compliance Auditors and support staff in the Las Vegas Office. During her three-year tenure at the DPBH, she conducted approximately 1,000 compliance and financial inspections in which she developed the documentation for the inspection protocols in order to establish comprehensive reports. In addition, her experience in Nevada provided her the opportunity to learn the various track and trace systems that allowed her to develop industry supply chain practices for the Department of Taxation.

Kami received her Bachelors of Business Administration in E-Commerce and Supply Chain Management from Tennessee State University.

Stephanie Martin, Cannabis Outreach Coordinator

With over 28 years of diversified law enforcement experience, Stephanie has used her training and expertise to develop community-based partnerships, create and implement outreach programs and apply her communication skills for media relations. Stephanie's public service career included working as a Police Officer, Program Manager, and

Community Affairs Officer for the Manhattan Beach Police Department. In these roles, Stephanie had supervisory responsibilities, managed budgets, performed training and interviewed/selected applicants. Stephanie also served as a DARE program coordinator for the City of Redondo Beach. Stephanie earned her Bachelor of Science degree from Chapman University in Orange California.

Elizabeth Eumurian, Cannabis Senior Analyst

Elizabeth Eumurian is a Senior Analyst in HdL's Audit Department. Elizabeth previously worked for a large financial institution analyzing data for reporting anomalies and performing financial audits. She has also worked as a senior auditor in the entertainment industry. In this role, Elizabeth executed testing procedures for targeted audit programs, analyzed findings and prepared audit and compliance reports. Elizabeth earned her Bachelor of Arts degree in History from California State University, Fullerton.

Alfredo Marquez, Cannabis Senior Auditor

Alfredo earned a Bachelor's degree in Accounting from the University of La Verne and started his career in Accounting. Later he became Senior Internal Auditor at Teledyne Technologies and participated in the risk assessment for acquiring new businesses and various diverse units in the organization. In this role he worked with people at various levels in the organization and successfully conducted financial, Sarbanes Oxley and compliance audits across North America, Latin America, Europe and Asia.

V. REFERENCES

Amy Wolfson

City Planner

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