



Improving performance to better serve our county residents

Process mapping and analysis of the cannabis
permitting process

September 2020

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Executive Summary

Scope and Methodology

The County of Santa Barbara asked KPMG to conduct an additional, and separate, analysis of the cannabis process within the Planning and Development department (the Department) including a process-mapping exercise that includes current and future states processes, with an accompanying data analysis of the current state of permits. In the scope of this amendment was both the land use permit, conditional use and development plan permit, and business licenses processes.

Over a four-month period, the KPMG team conducted the following activities:

- **More than 10 interviews** with leadership and staff involved in the cannabis processes to understand the organizational structure, roles and responsibilities, operations, and processes.
- **Analysis of data available, reports, and policy documents** to understand demands upon, and the operations of, the cannabis processes.

This report outlines the findings of the operations and performance review, and details recommendations for improvements that need to be made to the processes involved in the permitting and licensing of cannabis.





Executive Summary

Summary of Findings

The recommendations detailed in this report address specific pain points identified through interviews, observations, and data analysis of the cannabis permitting and licensing processes. Some of the recommendations will involve multidepartmental collaboration, and some will take time and planning to execute. All of the recommendations below are rooted in processes or procedures the departments are familiar with, or, in some cases, already employ for other types of functions. The recommendations below are grouped into three high-level recommendations:

- Integrate Accela into the business license process, and merge workflows of all stakeholder departments.
- Increase internal communication through routine, agenda-driven meetings with stakeholder departments.
- Develop and communicate customer expectations around responsiveness and content submission.

The combined outcome of executing these recommendations will be a consistent, measurable set of processes that helps position employees to successfully perform their function and allows for well-communicated steps and expectations for the customer.

The data analysis phase of this engagement identified a few items that were noteworthy and best categorized as “quick win” opportunities. These should receive action within the next 30 days.

- There are 34 permits that have not had activity in their case file for greater than 90 days and are at various stages of processing and review. All of those cases should be prioritized for review as to the reason for their inactivity.
- Noteworthy: Those permits are the ones that are currently listed as being in the “Planner Review” phase but flagged as “Revisions Required.” This means that the planner is waiting for a response from the customer regarding their permit. Pursuant to Planning and Development policy, these permits would qualify for an “inactive” designation and administratively closed.

After the implementation of the below recommendations, there must be consideration of the future state of cannabis in Santa Barbara County. Due to the acreage cap imposed via ordinance, there will come a time when the majority of the work performed will be for renewals, compliance, and

enforcement of approved cannabis operations. At that point, there should be consideration as to how to approach the following:

- Once the acreage cap has been reached, the County should determine if there should be a consolidated Cannabis Office. Below is a benchmark of counties in California and how they manage their cannabis permitting functions. It should be noted that those counties with consolidated departments only operate personal and medical cultivation and not commercial operations.

	Consolidated Cannabis department/division	Dispersed function
Santa Barbara County		
Sonoma County		
San Luis Obispo County		
Monterey County		
Solano County*		
Santa Cruz County*		
Marin County*		

*Only allows for personal or medical cultivation

Figure 1 – Source: KPMG LLP

- Develop a plan to conduct a cannabis-specific business license fee study to drive towards cost recovery. This can only be conducted after the recommendations in this report have been implemented; specifically, the technology and performance metric recommendations.

It should be acknowledged that during the course of the review the Department has initiated the implementation of a number of improvements, many of which align to the recommendations within the report. The implementation of the wider recommendations regarding data management and process efficiencies should allow the Department to produce data to track the outcome of the implementations.

Executive Summary

Current and Recommended Processes

Below are graphical representations of the current and future-state processes envisioned, and accompanying this document are the high-resolution versions of them.

Business License Current State

The business license processes are currently manual, locally tracked (email and spreadsheet), and consists of ad hoc communication. The CEO office has purchased, but not implemented, Accela, which will assist in automating a large portion of the functions currently associated with this process.

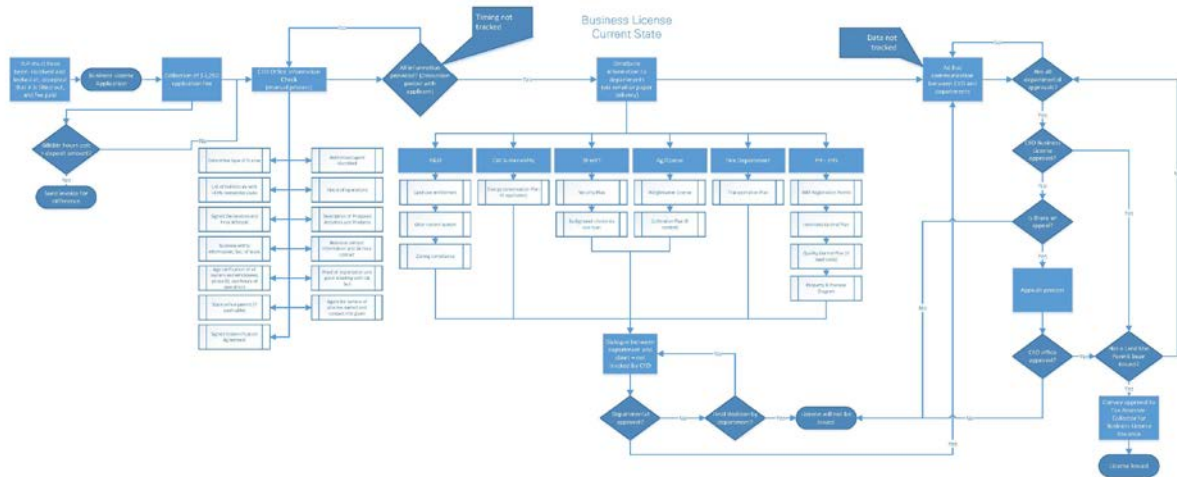


Figure 2 – Source: KPMG LLP

Land Use Permit Current State

As stated below, the land use permit workflow is a well-run, concise set of processes and does not need a major overhaul in structure. Most of the pain points felt by all parties stem from the deviation from these processes, such as not flagging cases as inactive when the customer does not respond. The one notable exception to this is that if a land use permit is appealed, it is then run through the conditional use and development plan permit set of processes, which is noticeably more complicated. Additional complexities are added to the process due the number of appeals made for land use permits and conditional use permits, which serves to further extend timelines.

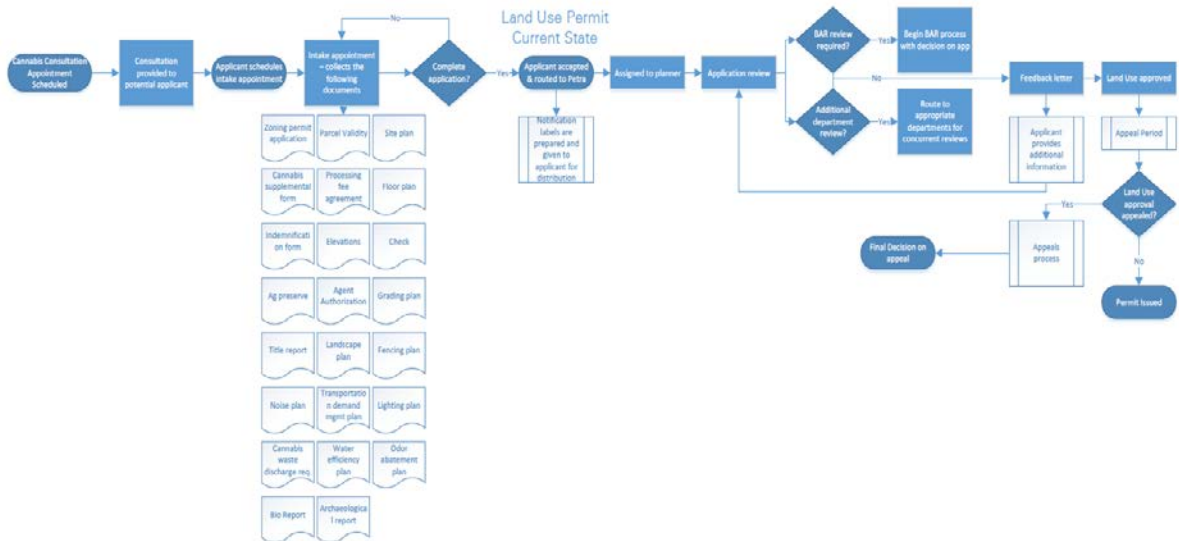


Figure 3 – Source: KPMG LLP

Conditional Use Permit and Development Plan Current State

By design and necessity, the conditional use and development plan permit process is a multidepartment collaborative set of processes. As with the land use permit process, in regard to cannabis, the pain points are most felt due to the deviation from these processes. An example, as mentioned above, is when inactive cases are not put through the appropriate administrative process.

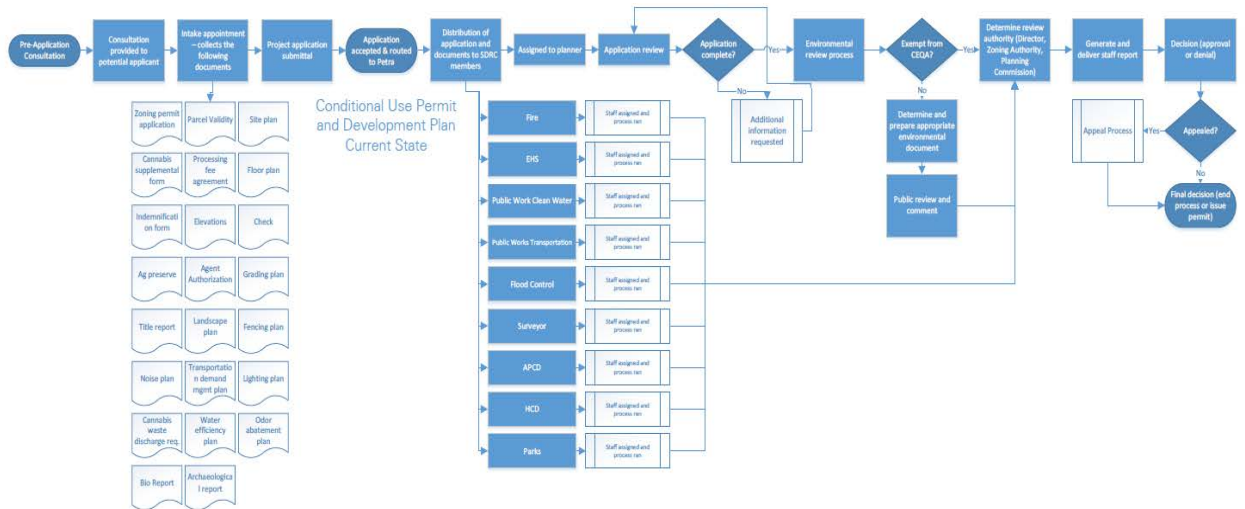


Figure 4 – Source: KPMG LLP

Combined Land Use Permit and Conditional Use Permit & Development Plan Future State

The future-state permitting processes performed by the Planning and Development Department remain largely unchanged, as their problems tend to be associated with a deviation from departmental policies and norms when processing cannabis permits and appeals, which are outside the control of the Department. However, the notable change in the future-state processes for the Planning and Development Department is for them to perform the intake function for the business license process when possible, and to submit all land use permits through the SDRC process. Planning and Development currently receives work payments on behalf of other departments during the permit application process, and this future state envisions the CEO business license process being treated similarly; however, it is noted that this may require a change to the fee ordinance.

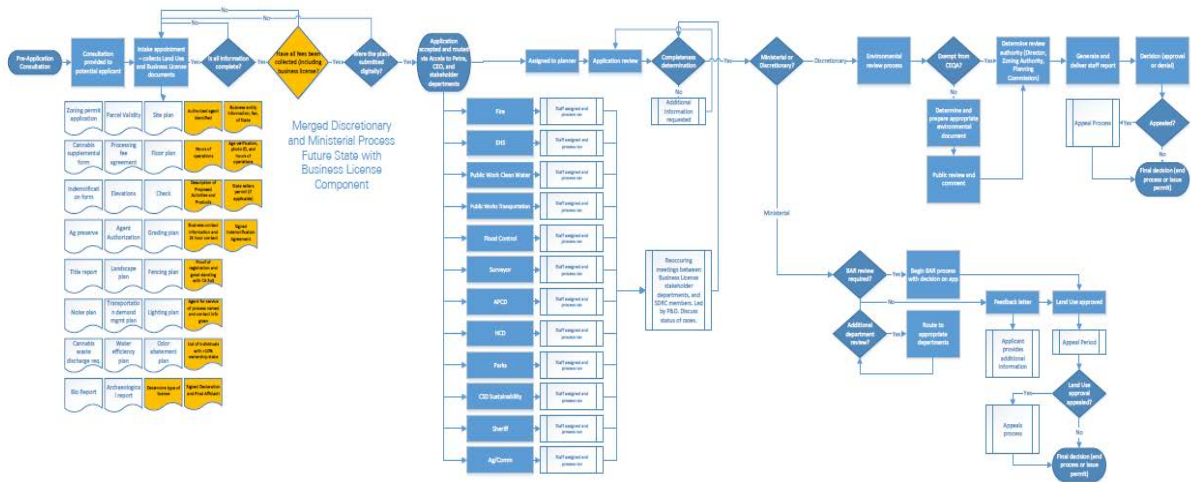


Figure 6 – Source: KPMG LLP

Recommendations

These recommendations identify opportunities for the stakeholder departments of the cannabis processes to more effectively prioritize activities, generate more efficient operations, and improve service to customers.

#	Recommendations
1	Stand up Accela for the business license process and merge workflows with the Planning and Development Department instance of Accela
2	Expand the Subdivision/Development Review Committee (SDRC) to include the County Executive Office and stakeholder departments performing cannabis-related work
3	Establish requirements around the digital submission and review of plans
4	Encourage customers to start the business license process at the start of the land use permitting process
5	Establish requirements around customer re-submittals and when they are accepted
6	Adopt the land use fee process to strengthen the business license fee process
7	Develop a cannabis-based landing page with clear instructions and expectations for the customer

Recommendation 1

1

Stand up Accela for the business license process and merge workflows with the Planning and Development Department instance of Accela

Observation and analysis

The CEO business license process is currently paper- and email-heavy and does not have automated workflows that help notify of the need for department interaction, or when departments have completed their work. Moreover, some of the documents that are being collected during the business license application are already collected by the Planning and Development Department during the Land/Conditional Use permit application creating a duplication of effort for the applicant.

The County Executive Office (CEO) procured the Accela Cannabis module many months ago; however, it is still in development and has missed multiple deadlines for going live. Separately, this instance of Accela currently has no connectivity to the Planning and Development Departments' version of Accela. Having two separate, unconnected versions of Accela creates unnecessary risk with version and project detail control, but moreover, it doesn't capitalize on one of the most useful aspects of Accela: collaboration. Communication between the Planning and Development and CEO instances of Accela will be critical to the future of the cannabis processes. It will minimize the need for email and phone updates that are slow and reactive, and it will give greater insight to the customer as to where their applications are in the concurrent processes.

The CEO should closely **coordinate with the Planning and Development Department to gain assistance in implementing the CEO instance of Accela** online. The Planning and Development Department procured Accela many years ago, and has deep experience in the development of workflows, specifically, workflows that integrate component departments into the process. Moreover, the office will benefit from the subject matter expertise of the Planning and Development Department with Accela when discussing the nuances of product launch and what is feasible or not.

The Planning and Development Department and CEO instances of Accela should be integrated. The two instances of Accela do not currently communicate, which creates significant downstream complications and requires manual updates between the users of the two systems.

Irrespective of the adoption of the other provisions in this recommendation, there should not be two instances of Accela that do not have the ability to communicate and share information or data.

The **Planning and Development Department should assist in the technology and workflow creation for the business license process** to help ensure the CEO and Planning and Development processes are integrated. With currently held subject-matter expertise, and established relationships with Accela staff, the natural owner of technology and workflow creation should be the Planning and Development process. At the very least, the Planning and Development Department should act as an internal consultant to the CEO during the Accela launch and workflow creation process.

Anticipated Impact

The CEO should work with the Planning and Development Department during the establishment of Accela for business licensing and workflow development. An integrated system will allow for reduced cycle times and the potential to eliminate backlogs.

Recommendation 2

2

Expand the Subdivision/Development Review Committee (SDRC) to include the County Executive Office and stakeholder departments performing cannabis-related work

Observation and analysis

The Planning and Development Department has an established, reoccurring meeting called the Subdivision/Development Review Committee. The purpose of this meeting is to discuss ongoing or difficult permitting cases to facilitate increased communication and collaboration between the departments performing the work around the issuance of a permit.

The CEO, during the business license process, coordinates with stakeholder departments on an ad hoc basis via phone and email communication. There is similarity and overlap in the departments that attend the SDRC meetings and the departments that are a part of the business license process; however, the employees performing the analysis differ.

During every stakeholder department interview for this review, the desire for SDRC-like meetings was mentioned. The context for these comments was unanimously around the need for a more structured way to communicate case and status updates.

In both the CEO and Planning and Development processes, there are no time frames established in which the stakeholder departments have committed to performing their portion of the work. During the interviews, it was identified that most departments track the time they spend on cannabis-related work, but only for the purposes of billing and cost recovery; cycle time is not tracked. A critical aspect of establishing Service Level Agreements, beyond setting expectations for the customer, is for the CEO to recognize the priority structures each department has. It became clear in the interview process that not all departments consider the current cannabis process to be a high priority, and as such, do not try to prioritize it above other work the way CEO and Planning and Development do.

The Planning and Development Department needs to either **expand the scope of its SDRC meetings to include cannabis land use permitting and cannabis business license permitting or establish a cannabis-specific SDRC meeting**. Both the land use permit and business license processes have steps that require information that is very similar, if not the same. The meetings should be structured and driven by an agenda that is distributed prior to the meeting detailing

cases for discussion. All stakeholders should be prepared to discuss their activities and steps taken on the cases identified in the agenda to help ensure the meeting is action oriented. Moreover, there should be an opportunity for each stakeholder department to flag cases they would like to discuss, and there should be strict guidance given around what is appropriate for discussion and what is not. During the interview phase, there were multiple stakeholder departments that stated the SDRC meetings will discuss projects in which the land use permit has already been issued, leading to a distinct need for tight scoping of the agenda of this meeting and having a clear leader of the meeting who can move discussion along.

There needs to be **Memorandums of Understanding (MOU) and Service Level Agreements (SLAs) established between all departments involved in the cannabis permitting process.**

This exercise should be coordinated jointly between the Planning and Development Department and the CEO. This exercise will allow for the departments to set expectations for themselves around timeliness of work and reporting, as well as hold the Planning and Development Department and CEO accountable when transmitting documents relevant to permitting. These SLAs should also be used as de facto performance indicators that are measured and used to communicate areas of improvement to departments and average cycle times to customers.

Anticipated Impact

Including cannabis-related stakeholders to the SDRC meeting, as well as tightly scoping the meeting and having a hard agenda for the meeting will help to establish a more collaborative and communicative relationship between the Planning and Development, CEO, and the stakeholder departments. Moreover, by establishing SLAs with departments, there will be inherent accountability in each step of the process.

Recommendation 3

3 Establish requirements around the digital submission and review of plans

Observation and analysis

The Planning and Development Department has recently allowed for customers to submit plans digitally via the departments Box account. Although this is positive step forward in moving away from a paper-heavy process, there are very few codified requirements for staff on how to process those submissions, and no guidance for the public on what they should do and expect. Recommendation 7.1 in the Development Review section of the Planning and Development report outlines what steps and considerations need to be made to develop a comprehensive set of processes to allow for a digital environment that will allow for a seamless digital integration for internal and external stakeholders.

Separately, the cannabis business license plan submissions are all via paper. Not only does this create confusion for the customer because they are submitting digital plans to Planning and Development but paper to the CEO, more importantly, it creates a reoccurring issue with version control between all departmental stakeholders. As stated in Recommendation 1, the cannabis instance of Accela has not been launched, but even when it is launched it will not have any integrations with the Planning and Development instance of Accela. Any changes or comments made to a plan, minor or major, will not be automatically conveyed to any of the stakeholders in the business license, land use, or stakeholder department processes. This has already lead to instances in which the CEO or Planning and Development Department is working on an outdated set of plans or project description. By working towards integration, there will always be a single point of truth in both the business license and land use permit processes.

Finally, as the Planning and Development Department moves to adopting digital plan review, they will be making notes, commentary, edits, and ultimately, approval and denial decisions on the digital plans themselves. They are currently piloting the use of Bluebeam for this processing, and there is currently no plan to incorporate the business license process into this technology upgrade.

If Recommendation 1 is implemented in which the CEO and Planning and Development Accela instances and workflows are merged, there will be a natural resolution to the concern

raised in this recommendation around being able to see changes to projects as they occur. However, this does not resolve the version control issue with plans as they change.

The **County Executive Office should utilize the Planning and Development Box account for digital plan submission** related to business license applications. With the Box account already active and maintained by the Planning and Development department, there will be very little work required to allow for the CEO to have their own section for application submittal. Moreover, this will be the first step to helping alleviate version control issues. It is understood that the County is planning to implement an alternative software solution to Box; however, this will not take place until December 2020 and Box.com should be utilized in the interim.

The **CEO should collaborate with the Planning and Development Department to plan for the utilization of a digital plan review software** for digital plan review and full integration into Accela. Whether the department chooses Bluebeam or another digital plan review software, the CEO should be a part of that user group. This step in this plan cannot be accomplished immediately, as the Planning and Development Department is still working on policies, procedures, and requirements around the utilization and adoption of Bluebeam. However, this is an excellent opportunity for the CEO, and stakeholder departments, to better understand what Bluebeam is and what type of integration they want to have with it. Do they want to only be able to review comments made? Do they want to be able to leave commentary? Would they benefit from a digital stamp and full integration into the approval process?

Anticipated Impact

By working towards reviewing plans in a digital environment, all departments with ownership of a step in the cannabis permitting/licensing processes will be able to work in a live, accurate document.

Recommendation 4

4

Encourage customers to start the business license process at the start of the land use permitting process

Observation and analysis

Based on customer feedback, through Board of Supervisors approval, the cannabis ordinance was changed recently to allow for concurrent processing of the land use permit and business license applications. This change, in theory, would allow for businesses to get up and running more quickly. However, this change had many unintended consequences that are having waterfall effects that need to be addressed.

The most consequential change to the cannabis ordinance stipulates that for someone to apply for a business license, they need only to have received an 'accepted' designation by the Planning and Development department. This 'accepted' status indicates that the plans and application are, at a high level, complete and the permit fee has been collected. This designation does not guarantee issuance of a land use permit, but is an indication of seriousness by the customer applying for the land use permit.

Once the customer has successfully submitted their land use permit, they are free to apply for a business license. However, as of the end of 2019, of the 160 accepted cannabis-related applications being processed, only 19 have also applied for a business license.

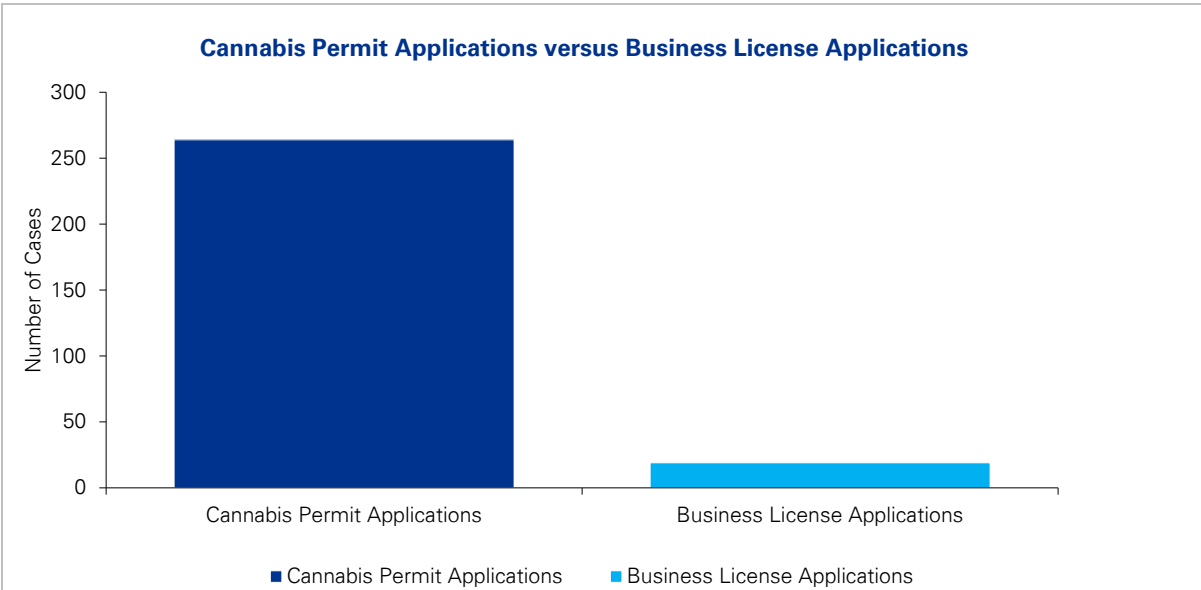


Figure 7 – Source: KPMG LLP

In some instances, it has been observed that stakeholder departments are being asked to do, or review, work that is technically part of the business license process prior to the business license fee being collected, meaning they cannot charge for their work and receive the reimbursement for their time. Moreover, with that work being done outside of the business license process, when the business license process is formally started there is a duplication of effort.

The Planning and Development Department and CEO have done a notable job in recognizing that this is a significant problem they need to address. During this engagement, both departments came to similar conclusion of the recommendation below, and they have begun the planning process to plan for the implementation of the below recommendation.

The **business license process should be started earlier in the land/conditional use permit application process**, with a strong emphasis to the customer that they need to apply for both at the same time. As demonstrated in the attached process maps, the land use permit process for cannabis-related applications has a pre-application consultation opportunity that many applicants utilize. This is excellent opportunity for education of the business license process, required documents, and to discuss any potential issues ahead of time. Moreover, the submission and acceptance process of the land use permit is an excellent opportunity to collect the documents needed for the business license application and to also collect the fee. This will help alleviate

departments being asked to perform work without being able to draw down from a fee associate with the business license application. In the event that the Department encouraging customers to begin the business license and LUP processes concurrently does not gain the sought compliance, there should be an effort to identify steps that would compel or incentivize the customer to utilize the concurrent process provision. Some example could be to offer a discounted permit fee for the concurrent process, or look to make an ordinance change that would mandate concurrent application.

Anticipated Impact

Strongly encouraging customers to apply for both the cannabis permit and the business license at the same time will allow for all departmental stakeholders to be able to perform work that they can charge for, and it allows for streamlining of documentation, processes, and communication. Enacting this recommendation, in conjunction with the other recommendations, will have a direct impact on the cycle time reduction for customers.

Recommendation 5

5 Establish requirements around customer re-submittals and when they are accepted

Observation and analysis

As is with all planning permits, there is a finite amount of time the customer has to respond to planner required feedback and commentary. After 30 days of inactivity (no response) the planner is expected to send a letter notifying the customer that they have 60 more days of inactivity before the case is closed as 'inactive'. During the interview phase of this review, there was a consistent concern among staff that applicants, once they received feedback and commentary from the planner, would partially address the feedback to reset the finite timer they have to address feedback before closing the case. By submitting partial information, the customer was technically responding to the feedback, but because all concerns were not addressed the planner could not move the process forward. This has also created an issue in which the planners could not review plans in a 'first in, first out' style, lending to increasing the caseload of the employees and a stagnation in the individual cases. Case inactivity is a consideration being made when giving supervisors are assigned work, which creates an imbalance in workload and caseload between the planners.

Although the data was not robust enough to clearly delineate which cases were taking longer due to slow submittal by the customer, the below graphic shows the number of cases currently in the planner review phase and the imbalance of caseloads between the planners. Moreover, it shows the large variation between the average amounts of time elapsed between the permit filing and the last entry made in the case, as broken out by plan reviewer. This data demonstrates the need for better caseload management by the planners expected to review cannabis plans, as well as a need for better management of the time it take planners to review those cases. Data analysis shows that employees assigned to cannabis permitting have an average of six permits; however, half of the employees who are reviewing permits have more than that average. Separately, there are five employees whose average time from file day to last entry is over the group average of 171 days. The data below may be impacted as some planners may have multiple assignments, so while they may have a lower cannabis caseload, they may also have other cases not related to cannabis.

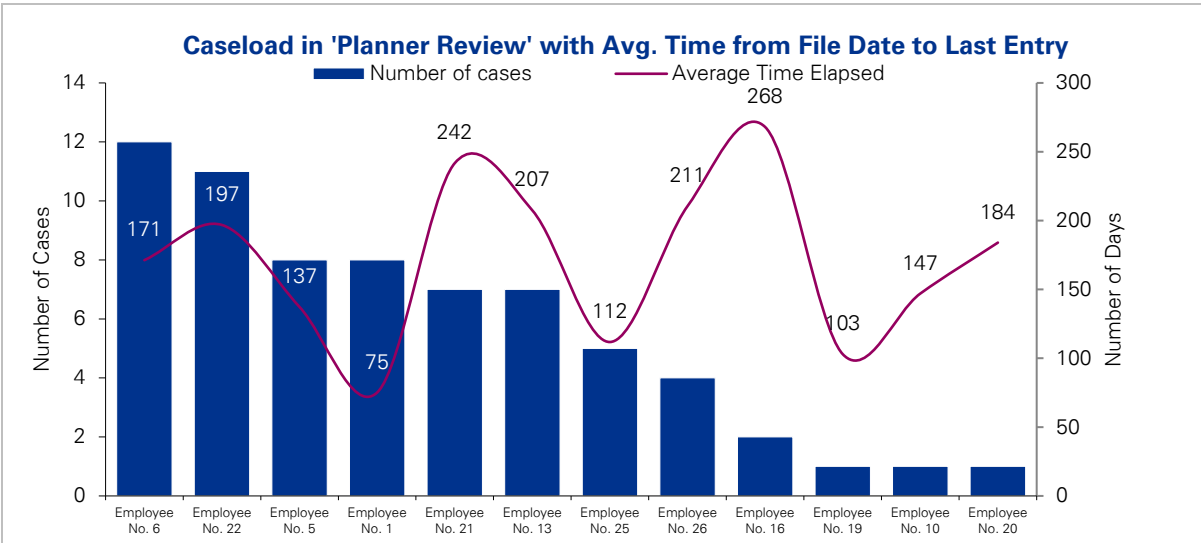


Figure 8 – Source: KPMG LLP

Below is a representation of the average number of days elapsed since the last task entry of 'Revisions Required' entered by the planner. This graphic is representative of the lack of responsiveness from the customer once the planner requires feedback, further confirming the concerns enumerated by staff during interviews. This is an important set of data points which demonstrates that not all elongated cycles times can be solely attributable to the planners. The below graphic clearly shows that unresponsive clients are a problem planners are facing. Moreover, based on the inactive policy mentioned above, 22 of the 37 cases below, currently in 'Revisions Required' status, should have been administratively closed as they are beyond 90 days of inactivity.

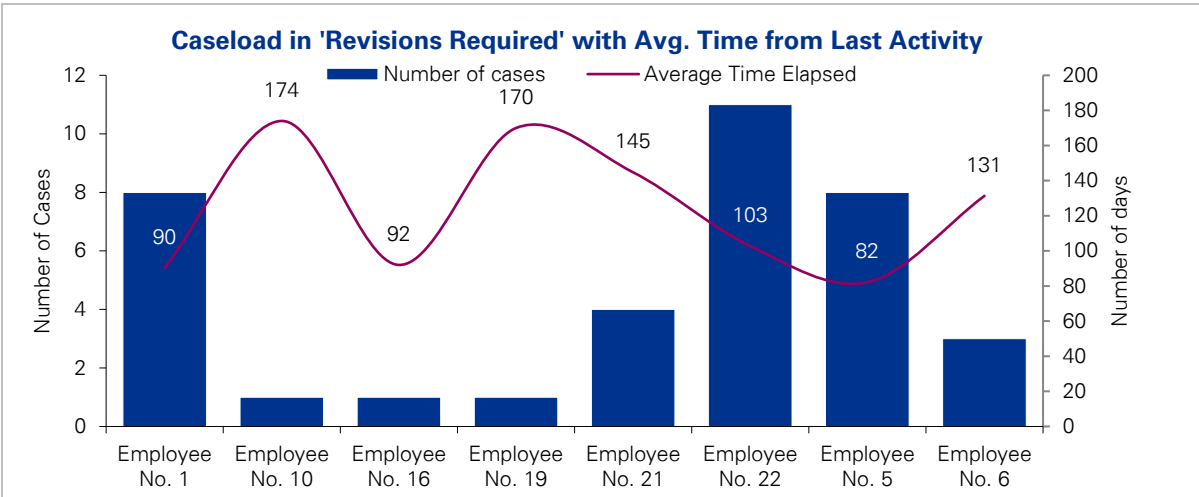


Figure 9 – Source: KPMG LLP

There needs to be an **administrative policy developed that will require the applicant to have completely addressed all notes** during the feedback period before they can resubmit their work and stop the ‘inactive’ timer. Of the cases that reached the ‘Planner Review’ phase, **78% had ‘Revisions Required’** entries, indicating a need to hold the customer accountable to being responsive and timely. Separately, as enumerated in the Planning and Development permit guidelines, cases beyond 90 days of inactivity are eligible for administrative closure. This is a policy that should be enforced for cannabis permits due to the high number of cases that have gone beyond that 90 day threshold. The implementation of this recommendation will require collaboration with the CEO and advisement from County Counsel to determine if the California Permit Streamlining Act¹ will have any impact on the ability of the department to administratively close permits, especially in regards to customers who do not provide all information at once to address requests by the planners and whether that would trigger the inactive status clock.

Anticipated Impact

By requiring the customer to adhere to a minimal level of responsiveness and timeliness, the plan review process will be able to move forward in a predictable way that also provides an opportunity to hold the plan reviewers accountable to deadlines.

¹ https://leginfo.ca.gov/faces/codes_displaySection.xhtml?lawCode=GOV§ionNum=65920

Recommendation 6

6 Adopt the land use fee process to strengthen the business license fee process

Observation and analysis

During the process mapping exercise, it was noted that if the cost of work performed by staff during the business license process exceeds the \$3,250 fee collected, the departments will continue work and the CEO's office will, at some point, invoice the client for the amount in arrears.

The **CEO office should adopt the Planning and Development Department deposit and reimbursement policies that are relevant to their process for the monitoring and collection of fees** related to the business license. First, there should be a notification sent to the client and all stakeholder departments as accounts get to the threshold of having 80% of the fee drawn down by work performed. This is a process that can be automated in Accela. Separately, there should be a financial hold/stop work threshold set when the fee has been completely depleted and work is still being performed. The current Planning and Development Department policy is to place a financial hold on an account when the total balance due is more than 20 percent of the security deposit.

Anticipated impact

Following this recommendation will have multiple waterfall effects. The first will be to ensure that the customer is informed of progress and fee status in a timely way. This will also allow for action to be taken on accounts that have gone into arrears, as well as, over time, give the CEO office the opportunity to track whether or not the \$3,250 deposit needs to be reduced or increased.

Recommendation 7

7

Develop a cannabis-based landing page with clear instructions and expectations for the customer

Observation and analysis

Although there is a landing page (cannabis.countyofsb.org) dedicated to cannabis land use permits and business licenses, it is not oriented or designed in a way that helps educate the customers in terms of what steps they should expect and what is needed from them for the successful application of a cannabis related permit or license.

The CEO office and the Planning and Development Department should coordinate to **develop a cannabis website that is focused on the customer and the steps they need to take to navigate the application process**. Below is an example from Ventura County's general permitting website. It focuses on breaking out each step the customer would need to take, and allows the customer to drill down into the phases identified and learn more about steps needed to be taken. This revised website is also the opportunity to educate customers on what the expectations are on the information they provide, and how responsive they need to be.



Figure 10 – Source: Ventura County Permitting

Anticipated impact

Creating a clear, concise webpage that educates and informs customers about the process, requirements, fees, and expectations around cannabis permitting and business licenses is critically important. It helps to address questions ahead of time, and prevent confusion of process.

Appendix A: Key Data Points

Figure 11 demonstrates, at a high-level, where permits are currently in bucketed processes. Clearly, the majority of the permits are in ‘completeness determination’ or ‘application review’, meaning that there will soon be an influx of business license applications as well as building permit applications.

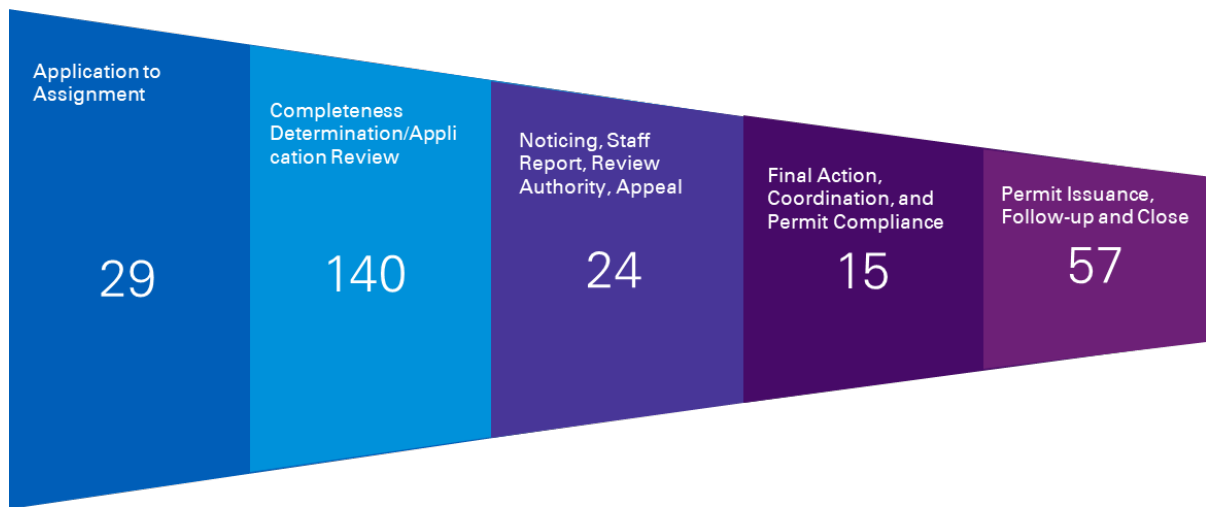


Figure 11 – Source: KPMG LLP

Figure 12 is a breakout of all cases listed as “Follow-up and Close.” There are three cases in Follow-up and Close that have been in “In Progress” for an average of 117 days. There needs to be action taken on those three cases to identify why they have been sitting in that state and what action needs to be taken.

Follow-up and Close Breakout			
Row Labels	Average time elapsed	Count of Case #	
In Progress	117	3	
Withdrawn	151	3	
Closed	409	47	

Figure 12 – Source: KPMG LLP

Figure 13 is representative of the number of cases that fit inside 30 day buckets since the case had its last entry. All 'Follow up and Close' tasks have been removed from this graphic. 27% of those cases have not had an update beyond 90 days, and should be reviewed for potential closure.

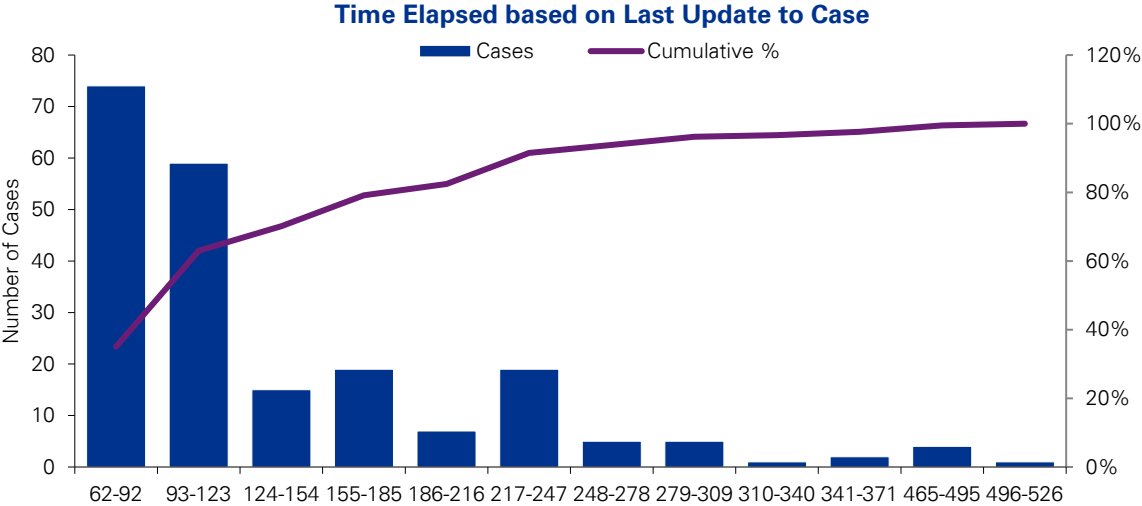


Figure 13 – Source: KPMG LLP

Figure 14 demonstrates the number of hours worked by anonymized employees year over year. The cannabis function currently has four full-time employees and five part-time employees performing reviews; however, the data below is representative of employees who have spent greater than 60 hours on Cannabis permits. This graphic visually demonstrates the wide variation among staff members, and the number of hours they are working on cases. The variation could be attributed to an imbalance of workload and case complexity among staff members and there would need to be a reassessment of case breakout, or it could be attributed to an inefficiency in processing permits in which that employee should be coached on permit processing. It is important to note that Figure 14 does not account for employee tenure, and the variation could be partially attributed to a lower caseload for newer employees, or the fact that some employees have non-cannabis case assignments.

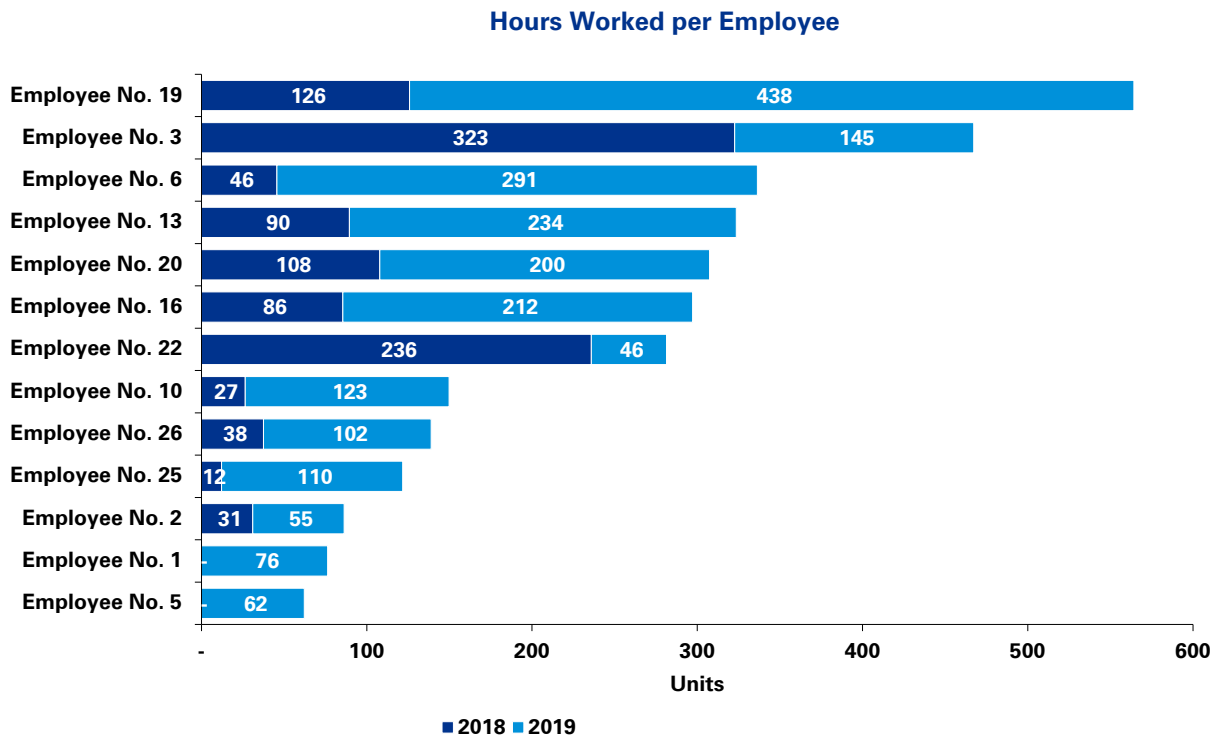


Figure 14 – Source: KPMG LLP

Figure 15 demonstrates the number of touchpoints worked by anonymized employee year over year. This graphic visually demonstrates the wide variation among staff members, and the number of touchpoints they have inside their assigned work. This is an important data point to analyze as it can help gain insight into case complexity and staff time being spent on workloads. The below data is representative of anybody who has entered data, or “touchpoint,” in a cannabis case.

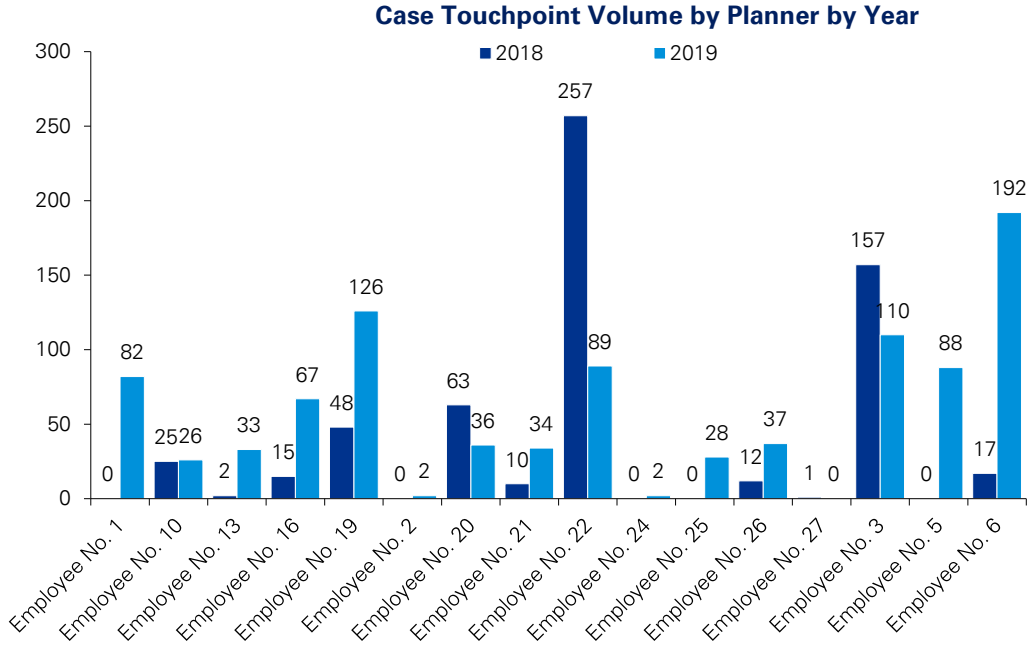


Figure 15 – Source: KPMG LLP

Appendix B: Meeting Tracker

Original name	Attendees	Date
Cannabis Scope Meeting	Lisa Plowman, Steve Mason, Jeff Wilson, Bill Zizic, Caoimhe Thornton, Steven David	10/23/2019
Business License Discussion	Steven Yee, Steven David	10/24/2019
Cannabis Process Mapping and Data Request	Linda Liu, Ryan Duffy, Steven David	10/29/2019
Cannabis Business License Process Mapping	Dennis Bozanich, Steven Yee, Ryan Duffy, Steven David	11/12/2019
Cannabis LUP Process Mapping	Jeff Wilson, Steve Mason, Dan Klemann, Steven David	11/14/2019
Cannabis Permitting Discussion – Carp-Summerland Fire	Mike LoMonaco, Steven David	12/2/2019
Cannabis Staffing Discussion	Petra Leyva, Kim McCarthy, Steven David	12/2/2019
Cannabis Permitting Discussion – Sustainability Division	Marisa Hanson-Lopez	12/3/2019
Business License Continued Discussion/Process Map	Steven Yee, Steven David	12/9/2019
Cannabis Permitting Discussion – Public Health	Shavonne Hylton, Steven David	12/10/2019
Cannabis Permitting Discussion – SB Fire	James Snodgrass, Steven David	12/12/2019
Cannabis Follow-Up	Lisa Plowman, Jeff Wilson, Steve Mason	1/3/2020

Figure 16 – Source: KPMG LLP