



Exhibit "A"

February 25, 2021

Dr. Gabriel Martin  
Economic Development Director  
53990 Enterprise Way  
Coachella, CA 92236

**Subject: Letter of Transmittal**

Dear Dr. Martin

Please find herein the response of BOTEC Analysis, LLC to the RFP entitled "Preparation of a Cannabis Social Equity Assessment Study (Job # CAN01282021)" issued by the City of Coachella. The proposed activities will be the sole responsibility of BOTEC Analysis, LLC. Contact information for the applicant is as follows:

Samuel C. Hampsher  
Managing Director  
BOTEC Analysis, LLC  
6303 Owensmouth Ave, Fl 10  
Woodland Hills, CA 91367  
[Sam.hampsher@botecanalysis.com](mailto:Sam.hampsher@botecanalysis.com)  
213-944-5669

I hereby acknowledge receipt of ADDENDUM #1 - RFP Equity Assessment Questions and Responses. BOTEC's submission will not make use of subcontractors. The attached proposal will remain valid for no less than 180 days from the date of submittal. I hereby attest that all information submitted with the proposal is true and correct.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Hampsher", is written over a light gray rectangular background.

Samuel C. Hampsher

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## **Technical Proposal**

### *Qualifications, Related Experience and References of Consultant:*

BOTEC Analysis is a policy research and consulting firm specializing in the interconnected issues of drug policy and criminal justice reform. Our specialties include public policy analysis, operations research, impact assessment modeling, randomized-control trials, technical training and assistance, cannabis market design, and program evaluation. We have worked with national, state, and municipal governments from the Pacific Northwest to the Caribbean, as regulators work to balance the desires of businesses and consumers against the public good in the difficult arena of cannabis regulation. Our current and former clients include the national governments of Canada and Jamaica, state governments of Washington, Maryland, Colorado, New York, Vermont, and Maine, and several municipalities and tribes. In each case, BOTEC's work has informed, supported, and empowered regulators to design, implement, administer and enforce adult-use and medical marijuana policies that optimize public benefits; minimize public costs and mitigate the risk of unintended consequences associated with cannabis legalization. Specific focus areas include balancing cannabis tax revenues with enforcement costs and public health harms; modeling the effects of regulation on prices and revenues; modeling compliance costs and the impacts for marijuana businesses; facilitating the launch of adult-use cannabis markets alongside existing medical cannabis markets; identifying emerging public health concerns related to adult-use cannabis markets; and identifying policies to minimize opportunity for diversion to the illicit market. As cannabis regulators look to maximize the benefits of regulation for their stakeholders, interest in social equity programs has increased and optimizing and evaluating such programs has been central to BOTEC's value proposition.

Our track record consulting with regulators helps our clients replicate successes from other locales while avoiding their pitfalls. In addition, BOTEC has a wealth of experience coordinating program evaluations and rollouts involving multiple municipal and state agencies. Our diversified business model is based on the notion that no single institution has a monopoly on expertise. We employ researchers from leading US research institutions and connect them with ground-breaking practitioners because successful regulatory consulting must combine theoretical excellence with practical expertise. Our field-tested project management protocols, including use of encrypted cloud-based time and task management software, provide us to-the-minute oversight over project activities. This ensures we can exceed expectations for the delivery of work product, providing our clients with real time progress reports.

All members of the proposed team have experience consulting to cannabis regulators including providing key stakeholder analysis and regulatory feasibility studies; modeling demand for cannabis products and projecting enforcement costs, identifying alternative models for cannabis taxation and modeling tax revenues under various scenario; developing robust social equity programs that meet the specific needs of a given jurisdiction; understanding a range of approaches to social equity programs designed to redress the historic injustice resulting from the prohibition on cannabis and an array of other key considerations including industrial and environmental impact assessment; zoning and sales restrictions; product testing, packaging and labeling requirements; and methods for issuing licenses. Further detail on key project staff is provided in this response.

### *Applicant profile*

Originally founded in 1984, BOTEC Analysis has been an LLC since December 2013 and has offices in Woodland Hills, CA and Cambridge, MA. In addition to a small staff of full-time employees our extensive network of Subject Matter Experts includes experts in drug policy, criminal justice, social equity, public health, law enforcement, economics and law.

### *Statement of financial condition*

BOTEC has weathered the COVID-19 pandemic and the associated economic difficulties without interruption to planned activities. The nature of our work, which is largely remote, has meant that social distancing protocols have had little or no impact on our ability to fulfil contractual obligations. We remain in strong financial health, and there are no conditions that would impede our ability to complete the

proposed activities, including by not limited to bankruptcy, pending litigation, planned office closures, or an impending merger.

### *Relevant work experience*

BOTEC Analysis has a long history of working with jurisdictions and agencies at various levels of government, particularly with regard to cannabis regulation and market design and evaluation.

The members of this team have expertise in myriad disciplines central to effective cannabis regulation, and for their broad and deep experience in cannabis policy including both as consultants and as regulators. All members of the assembled team have provided cannabis regulators with options and recommendations for legalizing marijuana including at the municipal, state, and national levels. Additionally, all project team members have worked with key regulators to determine important facets of social equity programs that go beyond traditional models and provide forms of equity to all members of the community, including those not necessarily willing or able to participate in a legal cannabis market.

Clarissa Iliff, Sam Hampsher, and Lowry Heussler each have experience consulting to cannabis regulators including providing key stakeholder analysis and regulatory feasibility studies; modeling demand for cannabis products and projecting enforcement costs, identifying alternative models for cannabis taxation and modeling tax revenues under various scenario; understanding a range of approaches to social equity programs designed to redress the historic injustice resulting from the prohibition on cannabis and an array of other key considerations. In addition, Jessica Neuwirth, a former employee with the Colorado Department of Health and Education brings with her a deep expertise in public health and education so that the City of Coachella may benefit from the inside experience of a first mover.

## **Proposed Staffing and Project Organization**

### *Key personnel*

The members of this team have been hand-picked for their expertise in myriad disciplines central to informative cannabis research, and for their broad and deep experience in cannabis policy including both as consultants and as regulators. All members of the assembled team have provided cannabis regulators with options and recommendations for legalizing marijuana including at the municipal, state, and national levels. Jessica Neuwirth brings with her a deep expertise in public health and education so that the City of Coachella may benefit from the inside experience of a first mover. Clarissa Iliff brings with her experience working with a diverse range of cannabis regulators, having worked directly with several states to provide research and analytic support in their consideration of the impacts of marijuana legalization. Other members of the team have experience consulting to cannabis regulators including providing key stakeholder analysis and regulatory feasibility studies; modeling demand for cannabis products and projecting enforcement costs, identifying alternative models for cannabis taxation and modeling tax revenues under various scenario; understanding a range of approaches to social equity programs designed to redress the historic injustice resulting from the prohibition on cannabis and an array of other key considerations including industrial and environmental impact assessment; zoning and sales restrictions; product testing, packaging and labeling requirements; and methods for issuing licenses.

All project team members have committed to contributing the time necessary to complete high-quality work product relevant to their assigned project tasks.

Lowry Heussler is General Counsel and Director of Legal and Criminal Justice Policy for BOTEC. Ms. Heussler has been with BOTEC since its formation and has over 25 years of experience in law and policy. She has practiced civil, criminal, and appellate law, as well as serving as a prosecutor for the Massachusetts Board of Registration in Medicine, where she acquired critical knowledge in the area of regulatory drafting, as the agency substantially rewrote regulations during her time there. Ms. Heussler has experience in policy analysis on cannabis legalization, illicit markets, tobacco policy and in program evaluations of criminal justice initiatives undertaken for municipalities, state and nations, as well as charitable foundations and research institutions. She manages all BOTEC projects relating to criminal justice reform and has been heavily involved in BOTEC's regulatory consulting work concerning

cannabis and illicit markets. She was a member of BOTEC's consulting team for the WSLCB where she served as a project manager, facilitator, researcher, and writer.

Sam Hampsher is the Managing Director of BOTEC Analysis. Mr. Hampsher has experience in policy analysis related to cannabis legalization, illicit markets, tobacco policy, and in program evaluations of criminal justice initiatives undertaken for municipal, regional, and national clients, as well as charitable foundations and research institutions. Specialty areas include key stakeholder interviews and analysis, original research design, report writing and project management, minimizing project risks through careful planning, fidelity monitoring and oversight. From 2016-2018 Mr. Hampsher managed an international team of policy and data analysts, econometricians, and criminologists to investigate the impact of e-cigarette regulation on the illicit market for tobacco products in the European Union. In 2018 he managed a team of BOTEC and RAND researchers in a project for the Washington State Liquor and Cannabis Board to evaluate the economic health of the adult-use cannabis market in Washington. In 2019, Mr. Hampsher managed BOTEC's THC tax feasibility study and the preparation of a report to the Washington State legislature and managed a team of researchers from five nations to study the common drivers for smoking cessation. He is currently leading a team investigating the unintended consequences of COVID-19-era tobacco and nicotine regulations around the world. Sam has presented BOTEC's work at national conferences including the North American Cannabis Summit in Los Angeles, and the annual conference of the Association of Public Policy Analysis and Management. Originally from the UK, Sam has a BA from the University of Southampton and an MSc from the University of Edinburgh.

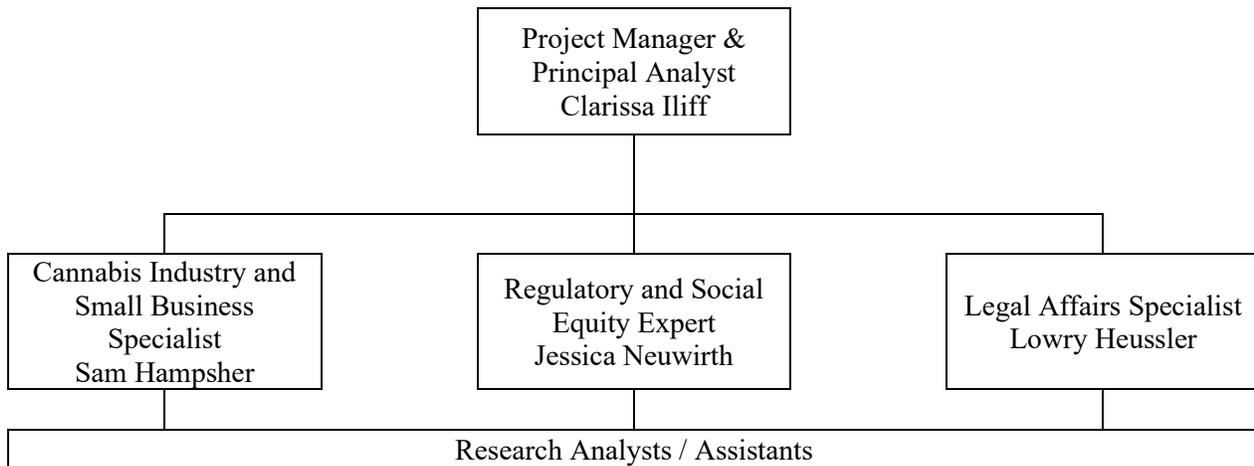
Clarissa Iliff is BOTEC's Director of Business Operations. Her responsibilities include identifying development research strategies and creating opportunities for publicly funded policy research initiatives and program evaluations, overseeing product quality and delivery and ensuring compliance with local, state, and federal regulations while carrying out obligations under grant awards and research contracts, managing the performance of key project staff, and coordinating sub-contractor selection. In addition to Clarissa's managerial duties, she holds an executive position supporting BOTEC's consulting and research activities especially in the areas of Criminal Justice and Drug Policy. Clarissa joined BOTEC in 2016 as a Data Analyst and led the analytical team for the Capitol City Crime Prevention Study, completed for the Mississippi Office of the Attorney General. She has also supported BOTEC's ongoing work consulting to the Washington State Liquor and Cannabis Board and has led projects evaluating criminal justice initiatives for the states of Massachusetts, Pennsylvania, and New Jersey. Mrs. Iliff received her Master's in Public Policy from the Luskin School of Public Affairs at UCLA in 2016 where she studied methods of qualitative and quantitative data analysis and public policies in the fields of education, transportation, criminal justice, and drug control. As the proposed project manager, Clarissa will serve as the primary point of contact with the city and oversee the development and execution all project-related work items.

Jessica Neuwirth has seven years' experience in youth engagement, substance misuse prevention, and organizational coaching. She has served for the last three years managing the Retail Marijuana Education Program at the Colorado Department of Public Health and Environment specializing in cannabis education, harm reduction, youth prevention programming, and cannabis health policy expert in the first legal recreational state. She holds a Master's degree in Public Administration- Nonprofit Management, and Bachelor degrees in Sociology and Psychology. She is a certified Positive Youth Development Master Trainer and Arbinger Institute Outward Leadership trained. As the manager of the Retail Marijuana Education Program at the Colorado Department of Public Health and Environment (CDPHE), Jessica Neuwirth spent three years in cannabis policy education, local outreach, and partnerships, and connecting Colorado's cannabis prevention program to public health initiatives. Jessica was a leader in the Marijuana Internal Steering Committee at CDPHE to direct state public health and other agency coordination. She maintained the Good to Know and Responsibility Grows Here campaigns, which were the first-of-their-kind social marketing campaigns promoting safe, legal, and responsible use of cannabis. Jessica was responsible for outreach, community resources, crafting webinars for Colorado and international audiences, and education for healthcare professionals, legislators, government partners, school districts, youth, and nonprofit organizations. In her role implementing legislation to ensure safe, legal, and responsible use of cannabis, Jessica served by invitation on multiple Colorado Marijuana

Enforcement Division’s (MED) Regulatory Stakeholder Workgroups as Colorado’s public health expert. Projects include detailing packaging and labeling requirements, vendor point of sale education, consumer education materials, liability insurance, and licensing requirements for Marijuana Stores, Hospitality Establishments and Delivery licenses. Jessica facilitated the Governor’s Commission Marijuana Education Oversight Committee whose membership consists of state agencies, legislators, cannabis industry, and regional and local advocates. Pursuant to a 2013 Executive Order, the committee “shall develop and implement recommendations for the education of all necessary stakeholders on issues related to marijuana use, cultivation, and other relevant issues.” Jessica led a diverse stakeholder group to advise and direct Colorado’s multi-million-dollar mass marketing campaigns, industry standard education, and outreach to priority populations. The Marijuana Education Oversight Committee has repeatedly been referenced as the standard for successful adult-use cannabis education for newly legalized states. Jessica has been an invited expert with the Attorneys General of the United States, Office of National Drug Control Policy, the Department of Justice, the Health Resources and Services Administration, and the U.S. Surgeon General. Jessica has been invited as a keynote presenter with the Vermont Marijuana Commission, Massachusetts Health Council, Lung Association of Ontario, Canada, and at a number of state, national, and international conferences including the North American Cannabis Summit, Arrive Alive Canada Summit, and American Public Health Association Annual Conference. She has drawn upon that experience to provide consulting services to state agencies preparing for adult use cannabis to ensure protection of public health and safety as the Founder of Policy in Action Consultants.

*Project organization chart*

The following organization chart indicates the proposed project organization and identifies the relevant personnel that will serve in these proposed project positions.



All listed personnel will be available to the extent proposed for the duration of the project. No “key” project staff will be or replaced without the prior written concurrence of the City.

**Work Plan**

*Project Understanding*

In the last decade the pace at which states and municipalities across the US have implemented regulated marketplaces for medical and adult-use cannabis has increased exponentially. The promise of additional tax revenues from cannabis sales and hope for well-paying cannabis jobs has been an important motivating factor for legalization advocates. However, many of the communities most disadvantaged by the former “war on drugs” continue to face steep barriers to enter the cannabis industry which, if unaddressed, will exclude them from participating in the regulated market, perpetuating existing injustices. Disadvantaged communities include, African Americans, Latinx, Tribal, low income and

formerly incarcerated groups. The economic fall-out from the on-going COVID-19 crisis is likely to increase municipalities interests in collecting tax revenues from regulated cannabis. However, these same communities have been disproportionately affected by the on-going pandemic. This redoubles the moral imperative to eliminate the de facto barriers to entry.

A range of social equity programs have been proposed and adopted by states, counties and cities across the US with the goal of helping traditionally marginalized communities including the formerly incarcerated benefit from the burgeoning cannabis market; creating local jobs and providing support for minority owned businesses to enter the industry and comply with regulations. However, thus far no single model for a social equity program has emerged as an archetype. Therefore, understanding the efficacy of any social equity program requires proactive evaluation and a dynamic response from regulators eager to optimize program design. Both evaluation and program design are aided by an awareness of other models' benefits and shortfalls.

Following the passage of the California Cannabis Equity Act (amended by AB97 [Stats. 2019, Chapter 40]), the California Bureau of Cannabis Control established the Cannabis Equity Grants Program for Local Jurisdictions to aid local equity programs. The Cannabis Equity Grants Program for Local Jurisdictions seeks to advance economic justice for populations and communities negatively impacted by cannabis prohibition and the "war on drugs" by providing technical, regulatory, and financial support to local jurisdictions to promote equity by eliminating- barriers to enter the newly regulated cannabis industry. The City of Coachella was awarded Grant funding to do a Cannabis Equity Assessment Study (CEAS) of its residents.

Whereas social equity programs often do little more than provide some combination of application fee-waivers or grants for eligible applicants, or reserve licenses for social equity applicants, the City of Coachella's program provides "technical assistance and services [including] business plan development, business mentoring, assistance securing capital, business needs assessment, loan readiness assessment, market assessment, data and research strategies and support, assistance with establishing a legal entity, assistance with criminal records expungement, lease negotiation assistance, small business legal considerations, mentoring, fiscal management, marketing/social media, technical training, employee training, and regulatory compliance."

Such provisions are central to the success of social equity program participants. Our work with state regulators across the country reminds us that merely reducing the barriers to entry does little to maximize equity within the cannabis marketplace. Across the US, industry participants have found that that the degree of competition within the regulated space, exacerbated by supply-demand imbalances that result from imperfect regulations and, no less, competition from the illicit market, reduce the tangible benefits promised by legalization advocates. Those that invest capital into the cannabis industry or eschew other employment opportunities in favor of the 'green rush' have been disappointed. Without the careful consideration of regulators, providing disadvantaged stakeholders with a 'step up' with which to enter the cannabis industry can amount to providing a steppingstone to economic failure. Thus, it is noteworthy that Coachella's cannabis equity program enacted in 2019 aims not only to 'allow participants to gain entry to the State of California's regulated cannabis marketplace and economy' but also provides applicants with the skills necessary to successfully operate in the marketplace.

The question is how to maximize the efficacy with which those provisions translate into success for applicants. Regular and thorough program evaluation provides an opportunity to ensure that the program's efficacy is maximized. If evaluations are informed by an understanding of what has and has not worked elsewhere, they can also provide an opportunity for regulators to adopt 'lessons learned' in one locale and import them to maximize the programs value proposition. Engaging with local stakeholders including current and potential participants, but also consumers and other licensees, is equally vital so the program can be tailored to the needs of participants.

The imperative to provide a successful social equity cannabis program goes beyond just helping disadvantaged communities themselves. A more equitable market benefits the wider population, increasing economic activity. A fairer marketplace also increases regulatory compliance which is a cornerstone of reducing illicit trade – a problem which California in particular continues to struggle with.

Reducing criminal activity around cannabis will likely pay dividends in public health terms too, since unregulated product is associated with public health harms. Greater social equity is thus intrinsically connected with reduced crime rates and public health goals.

### *Project Approach*

Broadly speaking, two distinct analysis sub-projects will take place in a coordinated and overlapped fashion as the data necessary and findings gleaned from each of these efforts will likewise inform the others. In addition to these sub-projects, BOTEC will engage with community stakeholders throughout the project to inform our findings and recommendations presented to the city.

Social equity programs are a good way to secure this much needed "buy-in." To achieve the consent and support the community in Coachella, implementation strategies should be inclusive of diverse perspectives. As BOTEC researchers have learned in Colorado and Washington, this process is aided by open and diverse stakeholder workgroups tasked with striking the right balance to create a viable business model while protecting public health and safety is essential to constructing good will and good regulation. An open process ensures that all voices are considered, implementation development is transparent, and the public has multiple opportunities to participate and consent to regulatory structure and protections.

A range of models exist regarding social equity programs:

- Ignoring low level drug offenses on applications from members of disadvantaged communities seeking to enter the regulated cannabis space (Illinois);
- Earmarking a certain portion of the available licenses for applicants from certain backgrounds (Ohio and Pennsylvania medical markets);
- Points-based application systems providing a boost for applications from individuals from disadvantaged communities;
- Reducing application or renewal fees for members of disadvantaged communities;
- Prioritizing applications for members of disadvantaged communities;
- Provision of loans, grants and technical training and assistance for members of disadvantaged communities seeking to enter the regulated cannabis space (California, Massachusetts).

However, BOTEC's specialty is spotting the unintended gaps in these efforts. Programs have received criticism for staffing and funding issues, long delays in licensing, and even lack of oversight over outside investors which risks undermining minority ownership. Further, all new businesses are risky, and few more so than cannabis production and sales. Encouraging historically disadvantaged community members to take on more risk without giving careful consideration to the long-term consequences may end up doing more harm than good for the individuals involved. And even if successful, social equity programs will still exclude more people than they serve. Regulators must be thoughtful in designing the inclusion criteria for these programs. It is vital that these well-intentioned goals result in equally well articulated policies. BOTEC will draw on the historic debate surrounding social equity programs in the cannabis space, key stakeholder interviews, and key data collected in this project to complete the Cannabis Equity Assessment Study for the City of Coachella.

### Social Equity and Cannabis Equity Analysis

To conduct the social equity and cannabis equity analysis, BOTEC will first examine the history of drug enforcement policies in the United States, California, and Coachella. This approach will inform our overall analysis. We will proceed to collect data necessary to develop the figures as requested by the city. Our data sources are identified below.

BOTEC will make use of data from a range of sources, including the city's data on income and poverty levels, to identify the associations between poverty and stakeholder involvement; information from applicants to understand the characteristics of those engaging with the program and how these compare with the target population. Data will be collected from the Riverside County Sheriff's Office and local law enforcement to determine the arrest and conviction rates for cannabis offenses, which will

contribute to an understanding of how regulatory changes may have influenced rates of cannabis offenses and to provide a longitudinal view of the consequences of cannabis-related offenses committed by Coachella residents between 1995 and 2015.

Our analysis will account for racial and ethnic demographics to interrogate both historic and existing disparities along racial and ethnic lines. We will engage Coachella cannabis stakeholders at two (2) community outreach events, and interview cannabis stakeholders about their subjective experience engaging with the local cannabis marketplace and the social equity program. As we have learned elsewhere, recording the insights, concerns, and goals of all cannabis stakeholders is a valuable step in informing policy development which ensures that, to the greatest possible extent, proposed changes have the backing of the constituents. BOTEC will deploy Arc GIS software to graphically illustrate the location of impacted populations by Census Tract, helping inform future zoning and licensing decisions.

To prepare figures comparing the election results of Proposition 215 and Proposition 64 in Coachella and California, BOTEC will use data from the State of Vote in 1996 and 2016 as prepared by the California Secretary of State.

Data from the California Department of Justice Criminal Justice Statistics Center will be used to prepare the following figures:

- Coachella Felony Drug Arrests by Race (1977 – 2019)
- Juvenile Felony Drug Arrests for Coachella and California (2009 – 2019)
- Coachella Cannabis Arrests for Hispanic Individuals vs All Other Races (1990 – 2019)
- Percent of Hispanic Cannabis Arrests Compared to Hispanic Population in Coachella (1990-2019)

Data from the Monthly Arrest Citation Register includes aggregated counts of arrests by county, gender, race/ethnic group, age group, and offense level. Additional attempts will be made to secure data consisting of counts and locations of arrests that occurred in Coachella in the specified time frames.

Data from the National Household Survey on Drug Abuse and Health will be used to present cannabis use by race from 2001 – 2010. We note that this data likely fails to capture the full extent of cannabis use prevalence due to underreporting of substance use as well as failing to capture data from individuals incarcerated or in residential treatment settings. To adjust for this known underreporting, BOTEC intends to use the US Office of National Drug Control Policy's constant factor as a multiplier against reported marijuana users.

The 2017 Coachella Income Thresholds by Area Median Income will be identified using data from the California Department of Housing and Community Development. In 2020, the department identified the Area Median Income of Riverside County as \$75,300. Recognizing that the median income of Coachella is less than the County, BOTEC will take additional steps to identify the area median income to a finer degree to ensure the appropriate information is captured for the city's cannabis equity assessment study.

To produce maps depicting the Concentration of Low-Income Households at or Below 80% of Median Income by Coachella Census Tract with Cannabis Bookings by Arrest Location (2010-2019) and Tracts with Low Income Population (<80% AMI) above Median Percentage and Bookings Per 100 Persons Above 70th Percentile, BOTEC will use a combination of multiple data sources. These sources include the American Community Survey 5 Year Estimates, American Fact Finder, and the State Income Limits provided by the California Department of Housing and Community Development. Using multiple data sources will allow us not only to identify low-income households at or below 80% of the median income, but also households at or below the California state income limits, thus providing the city with additional relevant data.

These maps will allow us to identify the qualified census tracts and provide a spreadsheet to the city with the tract number, percent of low-income households, unemployment rate, percent of racial/ethnic minority, and cannabis arrests per 100 persons from 2010 – 2019.

Data from the American Community Survey, Marijuana Business Daily, and local cannabis business organizations will be used to identify the racial and ethnic composition of the cannabis industry at the national, state, and city level.

In addition to the above-described quantitative data collection, BOTECH will host two community outreach events to solicit engagement from communities identified in our analysis are engaged in cannabis policy development and implementation. BOTECH's proposed analysis will present the current key barriers, as identified in our research, including insights from interviews with Coachella stakeholders and from former engagements with a broader focus. We will analyze trends in the current cannabis industry, including both local and regional trends. Our conversations with participants in the Coachella Valley and former stakeholder engagements will allow us to illuminate former and current barriers and constraints to individuals seeking to enter the regulated cannabis industry and identify methods to improve and achieve diversity in the sector. Our analysis will be presented in an accessible written format and will highlight the historical and legislative context of local cannabis policies, our analytical methods, data visualizations on arrest rates and poverty levels by census tract, explorations of community-specific disadvantages (current and former) and an analysis of existing industry data, including data visualizations.

BOTECH is committed to providing the city with all specified figures identified in the RFP, as well as additional figures as deemed necessary and relevant through our project work.

#### Cannabis Market Analysis Approach:

BOTECH will conduct a thorough cannabis market analysis using a methodology honed in state-level contracts across the US. We will use publicly available information and stakeholder interviews to identify trends in supply and demand including providing detail by product type, and forecast revenue for Riverside County, Coachella Valley, and the City of Coachella. We will include projections of market and sales growth across a multi-year time horizon. A comparative analysis of cannabis taxes of other cities and/or counties will be provided. The discussion section of the report will also identify market drivers, restraints, opportunities, and emerging trends as informed by key stakeholder interviews, and the established literature.

Following adult-use cannabis legalization, many markets saw the popularization of non-flower marijuana products, including edibles, concentrates, and vaping devices. Health concerns regarding the latter may have decreased its popularity, particularly following the EVALI crisis, though its popularity is likely to rebound. Using publicly available data, such as that from the California Bureau of Cannabis Control and the California Department of Tax and Fee Administration, as well as data provided by the City of Coachella, BOTECH will identify market trends in California and those trends specific to the Coachella Valley the City of Coachella. Cannabis revenue in California has shown significant growth in the last year. In the third quarter of 2020, California made nearly \$106 million in cannabis sales tax alone, and is poised to grow. Identifying key drivers of this growth, as well as emerging market opportunities will help inform the city's cannabis regulations and potentially provide meaningful information to the community that may further spur growth and increase cannabis equity.

The identification of market drivers, restraints, and opportunities will be completed using a mixed-methods approach. An exhaustive literature review of the broad market considerations will be completed. In addition to this review, stakeholder interviews and information gleaned from our community outreach events will be used to support identified drivers, restraints, and opportunities unique to the City of Coachella and the Coachella Valley more broadly.

BOTECH will conduct a comparative cannabis tax analysis, identifying the unique tax structures in other California cities and counties, as well as notable tax structures in cities and counties outside of California. In order to do so, multiple considerations are necessary when comparing cannabis taxes across jurisdictions. The form of tax may have greater impact on the amount of taxes collected in a regulated marketplace. Ad valorem and weight-based tax forms are common, though potency-based tax forms may be gaining in popularity. Additionally, some states, including Massachusetts, have chosen different tax forms for different types of products. The point at which tax is assessed also matters. For example,

Washington previously levied taxes at the producer, processor, and retailer levels but has since modified its structure to impose taxes on its retail customers. Currently, the city of Coachella taxes its cultivators based on canopy and gross receipts and its processors and manufacturers based on gross receipts. Riverside County and the State of California impose additional taxes. The form of tax and level at which the tax is levied will also affect the administrative burden of tax collection and compliance among cannabis market participants.

The information gleaned in this cannabis market analysis will allow BOTECH to forecast growth in the cannabis market for the City of Coachella.

Final Report Submission

The report will include a Findings and Recommendations section outlining specific recommendations, informed by the analysis, to measure the efficacy of the City’s equity program over time using the key performance indicators outlined in the legislation. We will present options that might be used to optimize the City’s existing Social Equity Program and make recommendations about which of those options will be most effective in increasing equity and diversity throughout Coachella’s cannabis supply chain. These recommendations will be informed by the analysis but are likely to address eligibility requirements, resource allocation, training and education, provisions for capital access and financial aid, stakeholder education specifically regarding compliance and fiscal responsibility, technical training and assistance, raising awareness of the program especially among eligible communities, municipal data collection and publication, and local zoning audiences on land use.

The proposed analysis will comprehensively satisfy the legislative mandate to address disparities in Coachella’s cannabis industry. Our analysis will inform policy recommendations targeted to that legislative mandate specifically increasing equity of access to participate in the industry, promote minority-owned businesses and provide stable employment opportunities in the industry, direct municipal revenues to establish more robust infrastructure for historically disenfranchised communities and mitigate the adverse effects of drug enforcement policies that have disproportionately impacted those communities, and help continue to develop a cannabis economy that prioritizes individuals who have been previously arrested or convicted for marijuana-related offenses. Our report will thus support a results-oriented policy strategy that will continue to advance a cannabis marketplace that works for all constituents of Coachella.

A draft final report will be submitted to the city on June 1<sup>st</sup>, 2021 to allow for comments and revisions. The final report, addressing comments and revisions will be presented to the city on June 24<sup>th</sup>, 2021.

Project schedule

The study will be completed by June 10<sup>th</sup> and made available for presentation to the City Council on June 24<sup>th</sup>, 2021.

Below is the proposed project schedule:

Project start date	March 15, 2021
Stakeholder engagement:	
Community outreach event #1	April 10, 2021
Community outreach event #2	May 1, 2021
Relevant stakeholder interviews	April 1 – May 31, 2021
Quantitative Data Collection	March 15 – May 1, 2021
Analyses:	
Social Equity and Cannabis Equity Analysis	April 1 – April 30, 2021
Cannabis Market Analysis	April 15 – May 15, 2021
Development of findings and recommendations	May 1 – May 31 2021
Draft report submission	June 1, 2021

### Project Considerations

BOTEC Analysis uses field-tested project management protocols, including use of time and task management software, provide us to-the-minute oversight over project activities. Our encrypted cloud-based product management platform ensures all draft work is secure and available to all project team members throughout the duration of the project. Taken together, this allows us to ensure timely and quality completion of project milestones, ensuring the project stays on schedule and within budget.

A key consideration for this project is the form in which community outreach events will take place, given the ongoing COVID-19 pandemic. Given current trajectories, it is likely that such an event will take place in a digital format, which may present a barrier to access for some individuals. Every effort will be made to ensure these outreach events reach as many key individuals in the community of Coachella as possible, including developing a community survey tool that will allow those individuals unable to attend these events to still have their feedback and concerns heard.

### **Exceptions/Deviations**

BOTEC does not anticipate any exceptions to or deviations from the requirements of this RFP, either of a technical or contractual nature. BOTEC accepts the contract requirements as set forth in Section IV: Proposed Professional Services Agreement.

## References

### EXHIBIT B REFERENCES LISTING

List and describe fully the contracts performed by your firm, which demonstrate your ability to provide the supplies, equipment, or services included in the scope of the proposal specifications. Attach additional pages if required. The City reserves the right to contact each of the references listed for additional information regarding your firm's qualifications.

#### **Reference 1**

Customer Name: Maryland Medical Cannabis Commission  
Contact Individual: William Tilburg, Executive Director of the MMCC  
Address: 849 International Drive, 4<sup>th</sup> Floor, Linthicum, MD 21090  
Phone Number: 410-487-8100  
E-mail Address: [william.tilburg@maryland.gov](mailto:william.tilburg@maryland.gov)  
Contract Amount: \$42,500  
Year: 2020

Description of services and deliverables provided:

BOTEC Analysis provided the Maryland Medical Commission a full report detailing the impact of adult-use cannabis legalization on a wide array of concerns related to public health and public safety, as well as its impact on the current Maryland medical cannabis program. This project involved original data collection, stakeholder interviews, and secondary data analysis.

#### **Reference 2**

Customer Name: Washington State Liquor and Cannabis Board  
Contact Individual: Bret Cain, Policy Analyst and Tribal Liaison  
Address: 1025 Union Avenue SE, Olympia WA 98504  
Phone Number: 360-664-1757  
E-mail Address: [brett.cain@lcb.wa.gov](mailto:brett.cain@lcb.wa.gov)  
Contract Amount: \$45,250  
Year: 2019

Description of services and deliverables provided:

BOTEC Analysis provided a full report to the Washington State Liquor and Cannabis Board detailing the feasibility of implementing a potency-based tax, in lieu of their current cannabis tax structure. The report detailed the policy and administrative changes that may need to occur to successfully implement this change, as well as key consideration for WSLCB and other jurisdictions considering potency-based taxation. During this project, project team members traveled to Washington State to interview key stakeholders, including cannabis producers and processors and cannabis testing laboratories, to identify key barriers to this policy implementation. Our final report and presentation was provided to the working group responsible for making recommendations to the Washington Legislature regarding the feasibility of a tax structure change.

#### **Reference 3**

Customer Name: New York State  
Contact Individual: Axel Bernabe, Assistant Counsel to NY State Governor Cuomo for Health  
Address: State St. and, Washington Ave, Albany, NY 12224  
Phone Number: 518-474-8390  
E-mail Address: [axel.bernabe@exec.ny.gov](mailto:axel.bernabe@exec.ny.gov)  
Contract Amount: \$300,000  
Year: 2018

Description of services and deliverables provided:

BOTEC Analysis staff, through their affiliation with New York University's Marron Institute of Urban Management, Crime and Justice Program, developed a framework of options for the regulated production and distribution of cannabis, including adult-use and industrial hemp, for New York State. The project team prepared succinct reports on five aspects of the situation: market architecture; consumption estimates; price estimates; social equity; and CBD/industrial hemp. These deliverables are being used by the Governor's Office of the General Counsel and the blue-ribbon commission appointed by the Governor as they draft proposed legislation for the New York State legislature.

**Appendix A: Staff Resumes**

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# Samuel C. Hampsher

## Summary

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Managing Director of BOTEK Analysis; a policy analysis consultancy leveraging groundbreaking policy research, strategic partnerships, and innovative technologies to advance people-first policy solutions.

## Current Position

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### **BOTEK Analysis, Managing Director**

*December 2017 – Present*

BOTEK Analysis LLC is a public policy research and consulting firm based in Los Angeles CA providing national, state and municipal government clients with evidence-based policy solutions by bridging the gap between academic research, policy-makers and regulators.

Oversee all aspects of business operations, including financial management, operations, business development and human resources, reporting directly to Chairman.

Establish and maintain deep working relationships and productive partnerships with policymakers, practitioners, researchers, regulators and other stakeholders.

Create opportunities to evaluate and improve public policies and public programs through careful analysis, empirical research and technical assistance.

Lead in the design, execution and analysis of policy research projects

Simultaneously manage multiple projects, coordinating research partnerships between academic institutions, federal agencies, state and local governments.

Develop and manage internal and external relationships with staff, contractors, and external stakeholders, building interdisciplinary teams of researchers from different academic institutions, disciplines, research backgrounds, and from all levels of expertise from RAs to PIs including both internal and external human resources.

## Education and Qualifications

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### **UCLA Extension,**

Global Certificate in Sustainability 2014  
Distinction

**Los Angeles, California**

### **The University of Edinburgh,**

Master of Science (MSc), Environmental Sustainability 2011  
Distinction

**Edinburgh, UK**

### **University of Southampton,**

Bachelor of Arts (B.A.) Politics & Philosophy 2009  
Second Class Honors (Upper Division)

**Southampton, UK**

### **Scottish Vocational Qualification,**

Business Administration 2011

**Edinburgh, UK**

## Research Interests

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- Cannabis legalization and drug policy
- Illicit markets
- Tobacco and nicotine regulation
- Criminal Justice reform.
- Social Equity
- Environmental Justice

## Publications and Presentations

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- North American Cannabis Summit (2019) "Interviews with Washington State's Cannabis License Holders"
- Washington State Liquor & Cannabis Board: The state of the 1502 market; interviews with licensees (Report forthcoming)
- PMI Impact Forum (2018) The Impact of E-Cigarette regulation on ITTP in the EU: Initial findings
- The Impact of E-Cigarette regulation on ITTP in the EU Prieger *Et al* (Forthcoming, 2019)
- Interview with RANE network on the topic of Cannabis Legalization: [app.ranenetwork.com/cannabis-legalization-continues-but-uncertainty-reigns/](http://app.ranenetwork.com/cannabis-legalization-continues-but-uncertainty-reigns/) (2018)

## Employment History

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### **BOTEC Analysis, Chief Operating Officer**

2015 - 2017

Designed, implemented and managed systems for reporting finances to executive level, tracking labor costs, expenses, and profitability by client account.

Established a suite of employee benefits including bonus scheme, health insurance, P.T.O., and a company IRA & 401K program.

Managed the finances of the Cannabis Science and Policy Summit in New York (2016), attended by over 250 regulators, scientists, law-makers and other cannabis stakeholders from around the world.

Restored profitability to company within one year as COO

### **BOTEC Analysis, Project Manager**

October 2014 – January 2015

Manage six-figure policy research projects, ensuring the timely completion of all project deliverables and adherence to project plan and budget.

Work with Principal Investigators (PIs) to ensure project deliverables met client expectations while safeguarding project profitability.

Work with PIs contributing to the design, execution and analysis of research programs, working independently to establish project priorities.

Identify and mitigate project risks, responding to any issues efficiently, communicating effectively with a diverse team of subject matter experts, researchers and students with tact and diplomacy.

Provide high quality original content on policy related topics using a variety of programs including Word, Excel, and Power Point.

### **UCLA, Luskin School of Public Affairs, Executive Assistant**

September 2013 – October 2014

Served as Executive Assistant to Mark Kleiman, Professor of Public Policy, helping coordinate his academic obligations and supporting his policy consulting work to municipal, state and national regulators.

Provided administrative and research support on multiple research projects.

Coordinated speaking engagements, lectures and seminars, and increased the number of paid speaking engagements, negotiating higher rates for repeat events.

Identified, hired, and trained new Executive Assistants.

### **Select Policy Clients**

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- Pennsylvania Board of Probation and Parole
- Massachusetts Office of Community Corrections
- New Jersey State Parole Board
- Altria Client Services
- PMI Impact
- Washington State Liquor & Cannabis Board
- Jamaica's Cannabis Licensing Authority (CLA)
- Uber Technologies Inc
- RAND Corporation
- Maine, Department of Financial and Administrative Services

### **Research Interests**

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- Criminal justice: reducing incarceration & recidivism
- Drug legalization & decriminalization
- Illicit markets
- Tobacco policy
- Conflict and violence prevention
- Social equity
- Environmental justice

### **Right to Work**

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- USA
- UK

# Clarissa Iliff

+1 (760) 887-8937 ♦ [clarissa.manning@botecanalysis.com](mailto:clarissa.manning@botecanalysis.com)

## Education

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LUSKIN SCHOOL OF PUBLIC AFFAIRS – UCLA

*Los Angeles, Ca*

- ♦ Master's in Public Policy – September, 2016

UNVIERSITY OF CALIFORNIA – LOS ANGELES

*Los Angeles, CA*

- ♦ Bachelor's Degree in Political Science – September, 2012

## Professional Experience

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DIRECTOR OF BUSINESS OPERATIONS – BOTEC ANALYSIS, LLC

*Los Angeles, CA*

*December, 2017 – Present*

- ♦ Plan and monitor the day-to-day running of business to ensure smooth progress
- ♦ Ensure compliance with local, state, and federal regulations while carrying out obligations under grant awards and research contracts
- ♦ Manage research and administrative teams to ensure the timely and under-budget completion of projects

DATA ANALYST – BOTEC ANALYSIS, LLC

*Los Angeles, CA*

*December, 2014 – December, 2017*

- ♦ Interpret data, analyze results using statistical techniques in Excel and Stata and provide ongoing reports
- ♦ Filter and “clean” data, and review computer reports, printouts, and performance indicators to locate and correct code problems
- ♦ Develop and implement data collection systems and other strategies that optimize statistical efficiency and data quality

TECHNICAL SUPPORT – AERIES SOFTWARE

*Anaheim, CA*

*July, 2014 – July, 2016*

- ♦ Provide computer help desk support via telephone communications and e-mail with end-users of Aeries, a Microsoft SQL-based student information system.
- ♦ Provide direction to users in correcting errors in data to submit accurate records to CALPADS.
- ♦ Contribute to technical documentation and produced technical memos for released products.

STUDENT INFORMATION COORDINATOR – APPLE VALLEY HIGH SCHOOL

*Apple Valley, CA*

*February, 2013 – June, 2014*

- ♦ Plan, organize, coordinate and maintain automated student information systems containing a variety of data related to registration, enrollment, scheduling, attendance, grades and scholarships
- ♦ Perform technical or statistical studies of Site or District needs, analyze data and prepare technical or statistical reports.
- ♦ Manage and support data systems associated with all aspects of student information and record systems, including Aeries
- ♦ Provide support to teachers and clerical staff in the use of the district student information system

ENROLLMENT AND I.T. ASSISTANT (SUB) – APPLE VALLEY UNIFIED SCHOOL DISTRICT

*Apple Valley, CA*

*August, 2012 – February, 2013*

- ♦ Update discipline, attendance, specialized programs, and school enrollment records in Aeries
- ♦ Enter and maintain new and returning student data from records provided by central enrollment
- ♦ Run district-wide queries in Access databases to determine students were appropriately placed
- ♦ Updating records in CALPADS through research in prior enrollment and program records
- ♦ Develop training guides for the maintenance of student data according to new laws and District policies

# Clarissa Iliff

## Volunteer Experience

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### NATIONAL MODEL UNITED NATIONS – New York, NY

*Assistant Director, Fall, 2010 – Spring, 2011; Director, Fall, 2011 – Spring, 2014; Under-Secretary-General, Fall, 2015 – Spring, 2018; Assistant Secretary-General, Fall, 2019 - Present*

- ◆ Provide logistical support to the Secretary-General, including overseeing the staff website, planning the Speaker's Panels, developing staffing plans to ensure the smooth movement of delegates into and out of opening and closing ceremonies, and monitoring the submission of all award-related information.
- ◆ Develop training materials for new directors and assistant directors as needed
- ◆ Edit the working drafts of my team for content, grammar, and structure
- ◆ Conduct research and compose multiple sections of the published background guide for students participating in the conference.
- ◆ Evaluate students in my committee on their knowledge of the topics, role as diplomats for their given country, and knowledge of rules and procedures
- ◆ Answer questions from delegates and program advisors through email and in person. I successfully
- ◆ Direct a small committee of 60 students in 2011, a medium committee of 100 students in 2012, and a large committee of over 350 students in 2013.
- ◆ Present pertinent information to the students as the conference progressed and facilitating the work of the body by editing their working papers on an ongoing basis.

### VICTOR VALLEY COLLEGE MODEL UNITED NATIONS – Victorville, CA

*Delegate, Fall, 2008 – Spring, 2010;*

- ◆ Conducted extensive research on topics in the fields of international law, international economics, education, racial tolerance, and international business from the perspective of a delegate from several countries.
- ◆ Led a team in fundraising roughly \$20,000 for the team to attend conference in New York City.
- ◆ Awarded with the "Outstanding Delegation" and "Outstanding Position Paper" at 2009 and 2010 conferences.
- ◆ As president of the program for the 2009/2010 school year, I raised funds and filed all necessary paperwork for the team to attend various conferences.

*Program Assistant Advisor, Fall, 2009 – Fall, 2012*

- ◆ Recruit, test, interview, and select students to attend various local and national conferences.
- ◆ Oversee the expenditures of the year to be sure the team's participation in each conference remains within the allotted budget.
- ◆ Teach students optimum research methods, rules of procedure for each conference they attend, and public speaking techniques.
- ◆ Evaluate team performance at multiple competitive academic conferences.
- ◆ Meet with representatives of various local businesses and corporations to secure grant funding.

## Publications

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- ◆ Background guides written for various committees simulated during the National Model United Nations Conference, NY, 2011 – 2015:
  - *Providing Protection to the Disabled Child*
  - *Targeting Religious Intolerance*
  - *Resource Scarcity and its Relation to Conflict*
  - *Crime Prevention and Criminal Justice Systems and Their Development in a Changing World*
- ◆ Reports assisted with alongside BOTEK Analysis
  - *Capitol City Crime Prevention Study: School Discipline and Youth Violence Reduction in Jackson*
  - *Faster and Cheaper: How Ride-Sourcing Fills a Gap in Low-Income Los Angeles Neighborhoods*
  - *Uber v. Taxi in Brooklyn and Queens: Twice as Fast but no Cheaper*

Lowry Heussler  
73 Fayerweather Street  
Cambridge, Massachusetts 02138  
617/245-8567  
lowry.heussler@botecanalysis.com

**BOTEC Analysis Corp.** January, 2010 – present  
Director of Legal & Criminal Justice Policy

**Commonwealth of Massachusetts** September, 2009 – December, 2015  
Department of Labor and Workforce Development  
Staff lawyer

**Donahue, Grolman & Earle** June, 2007 – September, 2009  
Partner

**Board of Registration in Medicine** November, 2005 – June, 2007  
Prosecutor

**Commonwealth of Massachusetts** April, 2002 – November, 2005  
Department of Housing and Community Development  
Regional Counsel

**Fenn & Heussler** March, 1993 – April, 2002  
Partner

**Friedman & Atherton** November, 1989 – March, 1993  
Associate

#### EDUCATION

**Boston University School of Law**  
Boston, Massachusetts  
J.D., May 1989

**University of Wisconsin, Madison**  
Madison, Wisconsin  
B.A. English, August 1986

**Phillips Exeter Academy**  
Exeter, New Hampshire, 1979

**Non-legal employment**  
Teacher: high school English and Latin

# JESSICA NEUWIRTH

## SKILLS

Leadership, oversight, coordination, and management of multiple high-stakes projects with multiple deliverables; Development, implementation and coordination of fiscal and project goals, objectives and activities.

## EXPERIENCE

### **Retail Marijuana Education & Youth Prevention Coordinator** | CDPHE | October 2016 - Present

- Manage 4.3 million dollar budget
- Colorado state subject matter authority on theories, models and concepts related to the prevention of substance abuse using public health and community outreach strategies.
- Co-creator and facilitator of 100-member training system to improve youth-serving community organizations.
- Represents the Department as appointed member on state and cross-state public health workgroups.
- Provide leadership and guidance to multidisciplinary stakeholders in communities throughout Colorado, regionally, nationally, and internationally
- Coach community organizations to prioritize evidence-based strategies, budget accordingly, and leverage strengths of staff and partners

### **Program Director | Colorado Alliance of Boys & Girls Clubs** | December 2012 – October 2016

- Led professional development for 350 employees
- Coached 50 administrative, fiscal, contracting, and frontline employees to meet project objectives.
- Manage strict project timeline successfully by coordinating virtual meetings to over 100 colleagues.
- Launched three initiatives with 3 million dollars of grant funds focused on primary prevention, local policy change, and youth-adult partnerships.

## EDUCATION

### **Master of Public Administration | 2014** | **University of Colorado, Denver**

Organizational Management,  
Change Management Methodology,  
Program Evaluation

### **Bachelor of Psychology & Sociology |** **2007 | Houston B. University**



[Jessica.Nicole.Neuwirth@gmail.com](mailto:Jessica.Nicole.Neuwirth@gmail.com)



303-587-7665

## CERTIFICATIONS & TRAINING

**Outward Leadership,**  
Arbinger Institute 2019

**LEAN Consulting,**  
Honsha 2018

**Multiple CDPHE Trainings**  
Scope of Work, Budget, and Project  
Monitoring 2016 – 2019

## SPEAKING ENGAGEMENTS

**Speaker**, “Youth & Marijuana: Colorado’s Experience”, “Reaching Marijuana Consumers with Mass Marketing”, and “Colorado’s Experience with Legalization”, January 2019, North American Cannabis Summit.

**Speaker**, “Marijuana Legalization in Colorado: Lessons Learned”, May 2018, Massachusetts Health Council.

**Speaker**, “Policy Recommendations to Prevent Youth Cannabis Use”, April 2018, Breathing Policy Forum hosted by Lung Association of Ontario.

**Presenter**, “Colorado’s Experience with Marijuana Legalization”, January 2018, Vermont Governor’s Marijuana Commission.

**Keynote Speaker**, “Lessons Learned from Colorado’s Experience”, October 2017, Not by Accident Conference hosted by Arrive Alive and London Health Sciences Centre.

**Presenter**, “Health Effects of Cannabis Use on Pregnant Women”, November 2017, California Dept of Public Health Perinatal Services Coordinators’ Annual Meeting.

**Presenter**, “Protect What’s Next: Youth Prevention Campaign”, August 2017, National Cannabis Summit, Colorado.

**Presenter**, “Prevention Tools for School Health Professionals”, June- August 2017, Colorado Nurses Association Meetings.

**Presenter**, “Marijuana & Public Health: Lessons Learned”, March 2017 Society of Public Health and Environment Annual Conference.

**Presenter**, “Marijuana in Colorado: Policy Implications for Local Communities”, June 2017, Shared Risk and Protective Factors Conference.

**Workshop**, “Marijuana & Public Health,” Dozens of local and state workshops, 2016- present.

**Publication**, “Youth Study Recruitment Using Paid Advertising on Instagram, Snapchat, and Facebook: Cross-Sectional Survey Study” JMIR Public Health Surveillance 2019. DOI: 10.2196/14080

**Interview**, Denver 7 News, Mile High Living, Denver, CO March, 2019. [Pregnancy and Marijuana.](#)

**Interview**, CBS 4 News, Denver CO; May, 2019. [Pot Poisonings Up, Colorado Health Department Urges Responsibility](#)

## RELATED PROJECTS

- Invited member on marijuana regulatory stakeholder workgroups
- Facilitate Office of the Governor’s Marijuana Education Oversight Committee
- Invited presenter with Office of National Drug Control Policy, Department of Justice, and Health Resources and Services Administration roundtable
- Colorado 9 to 25 Council & Action Team
- Create fact sheets, community resource guide, webinar series for Colorado and international audiences
- Marijuana Internal Steering Committee member with public health partners

## COLORADO’S POSITIVE YOUTH DEVELOPMENT TRAINING SYSTEM

Co-Founder of Colorado’s first training system to implement and systematize Positive Youth Development to shift Colorado’s systems to better serve and partner with youth.

### **This system includes:**

*Train the Trainer model  
100+ facilitators trained  
Multi-modal system evaluation  
Community of Practice*