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Workforce Report Humboldt County's New Cannabis Landscape

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The Humboldt County Workforce Development Board (WDB) is a 26-member, business-led board whose members are appointed by the Humboldt County Board of Supervisors. The WDB works to shape and strengthen local and regional workforce development efforts and brings

together leaders from business, economic development, education, labor, community-based organizations, and public agencies to align a variety of resources, programs, projects, and initiatives to enhance the competitiveness of the local workforce and support economic vitality in the region.

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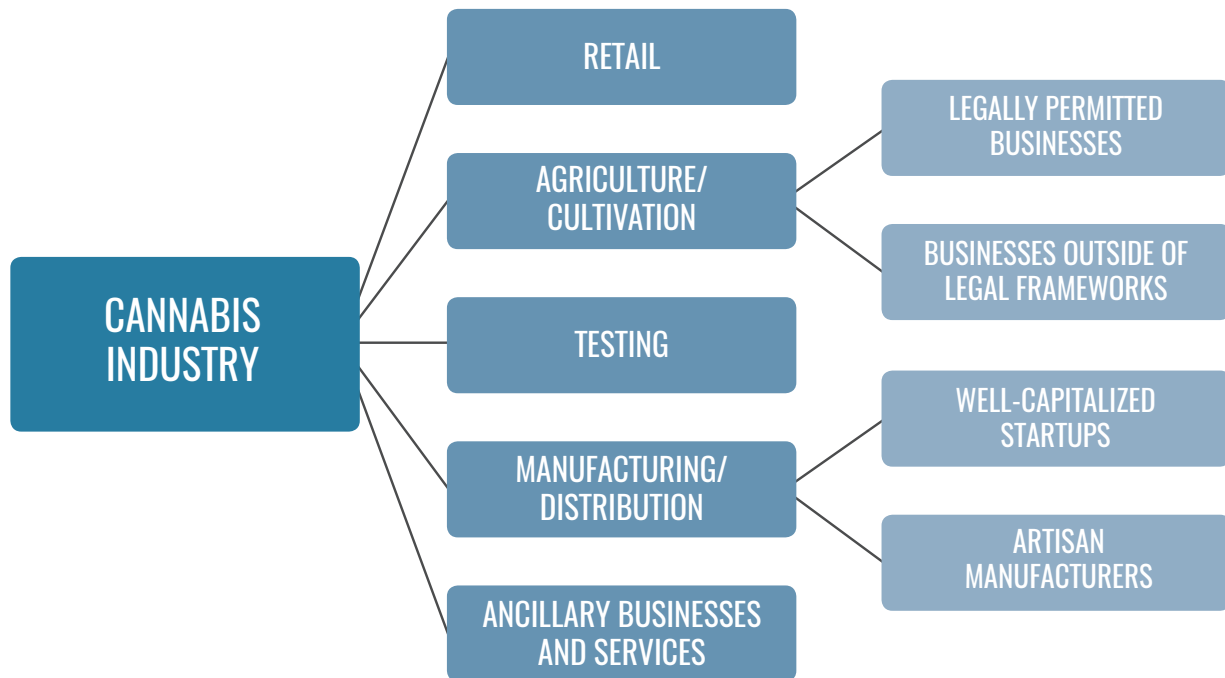
Randall Weaver, Labor Market Information Division, California Employment Development Department
 Cover photo courtesy of SC Labs

Introduction

This report on a cannabis based workforce comes at a time of both extreme change in the cannabis industry and voluminous reporting on multiple facets of cannabis businesses. The speed and unpredictability of the change makes forecasting very challenging. The amount of reporting makes it useful for us to focus here on what we can uniquely contribute, which has to do with the workforce. We provide a short bibliography of other recent writings or information sources at the end of the narrative.

It is something of a misnomer to speak of the “cannabis industry.” There are multiple sectors/clusters, and their situations in the market can produce strikingly different impacts on the workforce in this report. We will zero in on the following industry sectors:

1. Agriculture/Cultivation
 - a. Those legally permitted by state and local jurisdictions, or on the path to becoming legal.
 - b. Those who remain outside state/county/cities legal frameworks.
2. Manufacturing/Distribution
 - a. Well-capitalized startups.
 - b. Artisan manufacturers (very small businesses either new or existing).
3. Retail (dispensaries).
4. Testing (for regulatory compliance).
5. Ancillary businesses and services, such as law, accounting, land use, permitting and marketing consultants, and tourism.



Agriculture/Cultivation

Humboldt's cannabis farmers, as a group, are hurting in 2018. By the last quarter of 2017 and first quarter of 2018, prices dropped close to costs of production, or even below for some. New competition is coming on line, as communities in areas like Monterey, Santa Barbara and Los Angeles step up to gain share in the emergent industry. It is estimated that Santa Barbara County may surpass the Humboldt County number of permit applications as existing greenhouses and produce land are transitioned to cannabis. Estimates of total farms in Humboldt County continue to range from 10,000-15,000 with only an estimated 15% in active processing for licenses or permits. That percentage is rising in response to violation enforcement and compliance agreements.

Going Legal

Those farmers who have sought state and local permits report being the hardest hit. Forgoing the black market, they are being thumped with the double whammy of lower prices and higher regulatory costs. These costs include the permitting itself, consultant fees, and remediation costs not just for their own impacts but often for operations that went before them.

These farms are, at least at the moment, price takers. One concerning aspect is that, from our interviews, we did not yet note a significant difference in the economic circumstances of farms with stronger branding. It's not clear at this point if the Humboldt/Emerald Triangle brand, or other local branding efforts for cannabis, are making a significant difference.

Staying Underground/Waiting & Seeing

Our understanding is that black market farms are slightly better off. They do not limit themselves to California, and therefore can transport to states where marijuana remains fully illegal, and command higher prices that way. However, the glut of supply throughout the West Coast provides substantial price competition even in those further out markets. Additionally, the fact that so many of the states in the western US have legalized cannabis means that they have to go far at high risk to reach those markets.

We should note that we only interviewed farmers on the path of legalization for this project. Our information is based on interviews with people who know folks (and their markets) not yet on the legal track.

Workforce Impact: Wages, Hiring, Benefits, Related Impacts

Wages. Wages on farms now range from \$13 -\$20/hour for basic growing and production work. The top of the hourly range is reflected in jobs that demand higher levels of detail trimming or preparation for transportation to manufacturing sites regulated by state reporting. It was also noted that the traditional trimming rate still in use is now \$150-\$220 per pound. Location can have a relationship to wages. The further away from manufacturing and distribution, and the more remote the farm location, the higher the reported wage, in order to attract and retain reliable workers.

Farm manager positions range from \$20/hr. to \$25/hr. Farm owners report a reduction in those positions due to the costs of legalization. Farm owners have taken on farm management themselves in addition to managing operations and legalization. This is stressing the county's smaller farm families who have a history of growing cannabis crops alongside fruits and vegetables for local grocers and farmer's markets.

Hiring. It was reported that both the going legal track, and black market farmers in the current environment, are hiring fewer people and paying them less. In part, the lower rate of pay for farms on the legal track has to do with a smaller risk premium (meaning, farmers are no longer paying for silence). In part, it's purely economic due to high costs of legalization and lower product prices overall.

Farmers continue to hire workers who are either local or from out of the region, but current lower wages for farm workers may reduce the number of non-local “trimmigrants” in the emerging legal market. The black market demand and numbers for labor is difficult to project or report.

Interviewees reported similar workforce challenges expressed by other industries. Reliability, accountability, problem solving, computational, customer service and communication skills are highly desired. Workers who can demonstrate those skills may see future wage increases based on new performance measures developed by farmers who are now legalizing and professionalizing.

Benefits. Benefits are defined broadly by this sector. Meals, food, in some cases lodging are considered benefits and are provided when possible. Medical, dental, vacation, PTO are described as desirable but not generally possible for farmers weathering price drops.

Related Impacts. The need for human resource knowledge is increasing and the advantages of centralized hiring, processing and workforce management are being considered by associations serving multiple farmers.

Nearly all labor on the farms themselves remains under-the-table from a payroll standpoint. Our interviewees estimate that 75% - 95% of Humboldt’s cannabis workforce is still paid outside standard payroll and tax systems. Among other causes, inaccessible banking for payroll or general business will remain a barrier unless the status of cannabis under federal law changes.

A notable related impact is an increase in farmers hiring or contracting consultants and consultant firms, and jurisdictions adding planning department staff to manage permit or license applications. That hiring bump could add 30-35 full, part time or temporary jobs county wide by the end of 2018. But once the legalization “bump” peaks, which interviewees estimate is likely to happen in 2020, those jobs could end in layoffs or re-deployment.

The professionalization and year-round nature of the emerging legal industry is resulting in another related impact to the workforce. In the past, farmers especially could operate on a seasonal time table and take winter months off. Changing products and market competition are driving a change to year-round operations and employment.

Distribution and Transportation

Distribution and transportation, as addressed in California’s new regulatory framework, seem to be just getting underway. The regulatory transition period we’re in now means that distributors are not sure how large a customer base they will have. It is not yet clear how large a workforce will be needed to serve a predictable base of customers. Distributors felt the workforce impact of will become clearer in 2018-2020 when state regulations are expected to stabilize.

Manufacturing

We will address manufacturing companies in two groups: well-capitalized, and generally larger, startups and smaller, artisan manufacturers. While there is a workforce continuum that connects the two, the distinction is useful as the typical employer in the first group finds itself in a very different place from the typical employer in the second group.

LARGE AND MID-SIZED WELL-CAPITALIZED STARTUPS

This is the brightest economic spot for Humboldt County. In general, these companies started with business plans, substantial investment and management sophistication. They have captured first-mover advantages, seeking to get into the newly-legal cannabis space early and with the intent to scale up. While a shakeout is inevitable, most indicators point to significant business activity and employment going forward. At current, business is good for these companies.

Staff of the cities of Arcata and Eureka reported that moving relatively quickly with friendly cannabis industry zoning combined with a thoughtful tax policy that encourages startups was important. More than one staff specialist thinks this represents the most effective business attraction and jobs creation strategy in our region in years.

Currently Eureka, Arcata and recently Rio Dell are actively connecting business start up to employment. Eureka is seeing 10 older buildings, largely vacant and dilapidated, being repaired and upgraded as a result of cannabis related business. Arcata's master plan for its innovation zone is fast tracking, with a number of cannabis companies already in business there, and Rio Dell is moving forward with renovation plans of an existing old lumber manufacturing site that can attract cannabis related business.

Workforce Impact: Wages, Hiring, Benefits, Related Impacts

Wages. Wages for manufacturing and distribution jobs range from \$13-\$20/hr. for production and driving, \$20-25/hr. for part time brand ambassadors (primarily responsible for on-site promotion and customer service), to full time salaried middle and senior level management positions. Accounting positions can range from \$60K for to \$80K for staff level, \$90K to well over \$100K for top management levels.

Hiring. According to recent surveys of cannabis license-holders, Eureka has seen 98 new full-time jobs and 32 part-time jobs created by new cannabis companies in the last year. Arcata's workforce count is preliminary and expected to increase as their innovation zone expands. To date, 52 full time and eight part time jobs are reported. These jobs represent year-round, on the books employment. Significant startup activity has also brought new investment that may benefit trades related employment to renovate old or build new facilities and manufacturing equipment.

Reported new jobs in manufacturing include production jobs, track and trace reporting and site administration, drivers, accounting managers, brand ambassadors, senior staff accountants, staff accountants, distribution directors. Distribution related jobs include driving and delivery.

Benefits. As in other sectors of the industry, benefits are just beginning to stabilize. Medical benefits are provided by two businesses interviewed, and are definitely included in the business plans of larger startups, along with vacation, paid time off (PTO), and retirement.

Related Impacts. Competition for workers is emerging as a reality for employers going legal. For distribution and transportation, the requirements for drivers are similar or identical to driving or trucking jobs in other industries. Reliability, good driving records and clear licenses are requirements heard from any distribution based business in Humboldt County.

New manufacturing and distribution companies also demand business services, from insurance and accounting to personnel and legal help. The impact of a demand for ancillary services on employment will become more evident by the end of 2018-2020. It was reported that larger startups are considering or beginning to hire directly out of local education institutions for skilled accounting and administration jobs.

SMALL ARTISAN MANUFACTURING BUSINESSES

These businesses often consist of one or two employees including the owner. They have found a use for cannabis in specialty edibles, topicals or other applications. Some predate legalization while some are startups. Our interview subjects tell us that they tend to be women-owned, undercapitalized and, like many Humboldt companies across various industries, their owners have not formally studied business and may or may not have engaged in significant business planning. They are, as economist Steven Hackett said, "The most like Humboldt County's wider business mix and among the businesses we should be most sad to lose."

Unfortunately, the structure of the legal market stacks up against them. Permitting costs and the regulatory burden are high relative to their near-term expected cash flow. Being undercapitalized, the consultants and legal help available

to firms with greater financing are beyond their reach. Normal technical assistance, such as the services of the Small Business Development Center (SBDC), is largely unavailable due to constraints caused by the federal funding of technical assistance providers. Meanwhile, product competition statewide intensifies by the week.

There is some momentum among these companies to collaborate and pool their resources to address some of this imbalance. One group of 30+ women who own artisan cannabis companies are moving forward with an LLC, and efforts to launch a potential manufacturing hub are underway. The possibility of providing a local, SBDC-like training and business advising program for smaller manufacturers is also being investigated.

Workforce Impact: Wages, Hiring, Benefits, Related Impacts

These smallest manufacturers, like others in Humboldt, tend to have few or no employees beyond the owner. Benefits are scarce. As some scale up, however, employment will increase and benefits will begin to come on line. One other notable impact involves the relationship between agriculture and manufacturing. Two recent interviewees, who both own farms as well and small artisan manufacturing companies, believe their future may rely more on the manufacturing side, as many smaller agricultural operations are squeezed out of the market.

Retail

Dispensaries in Humboldt County appear to have benefitted from the new medical and adult use frameworks. Humboldt's dispensaries have done the work to be compliant under the new laws, while elsewhere in the state, many dispensaries had not done so and found themselves handicapped in what they can sell. So far in 2018, business locally has been described as good.

Newly operating dispensaries report that they are producing early profit margins in line with their planning projections.

It is important to note that, as local cannabis regulations were being promulgated, the initial instincts of local governments were to limit dispensary activity. By limiting the number of licenses issued to dispensaries, while grandfathering the ones that existed already, jurisdictions provided barriers to entry that boosted the economics of existing stores. Now it appears that some jurisdictions are rethinking that decision, and will allow additional dispensary licenses and perhaps let the market decide what the right number is. If so, this would create additional jobs but might also pressure margins and wages to something more akin to retail at large. Oregon may provide a cautionary tale with respect to dispensaries. The Guardian newspaper recently ran a story on the glut of cannabis in Oregon since legalization and the negative impacts that has had on both growers and dispensaries, especially small/independent dispensaries.

Workforce Impact: Wages, Hiring, Benefits

Wages. From a workforce perspective, positions and wages include permanent part time and full time hourly as well as full time salaried employees.

Hourly positions include front line positions of "bud tender," greeter, and security. Front line skills required in successful retail mix customer service, with skills and knowledge analogous to a knowledgeable coffee or wine expert. Bud tenders are expected to understand and be able to assist customers with selections, understand regulations and be able to keep records that are inputted into track and trace systems required by the state and modified by jurisdictions. These employees are expected to have detailed knowledge of product type (plant, extracted oil, cream, or edible), farm origin, plant type, and chemical formulas that customize the medical or recreational purpose of the experience. They are also expected to absorb new product information which can change daily or weekly, much like produce specialists in natural food stores. Security and greeter positions are expected to have great customer service and people management

skills, combined with the ability to apply customer age and use restrictions. These positions tend to be permanent, hourly and part time, with some positions bumping up to almost full time hours.

Other positions in retail include full time hourly or salaried administrative positions that can include retail manager, accounting and operations or general managers, and specialists. Dispensaries with a deep background and commitment to medical use, for example, have employed nurses and dieticians.

Wages reported by the dispensary managers we interviewed started bud tenders at \$15 –16 per hour. Security and check-in positions can range up to \$20/hr. depending on duties and responsibility for regulatory compliance. Administrative and operations managers can start hourly but move to salaried levels that can range from \$40K-\$60K+ depending on accompanying benefits. Those higher end salaried positions can also reflect a portion of business ownership.

Hiring. Hiring good employees is also a challenge for retail, and retailers are getting creative and competitive for employees with computational, technical and customer service skills. Interviewees report hiring employees with degrees from botany to psychology and seeking candidates outside the industry with retail and customer service skills rather than cannabis knowledge. Employers often put resources into training and then are faced with competition for those trained employees in the emerging legal market.

Benefits. Retailers reported benefits that include vacation and retirement, medical, dental and vision. Bonuses and cost of living wage increases are often provided, and sometimes perks such as a gym membership.

Testing

It is early days for the companies that test cannabis. Testing for purity and compliance with state standards for health and safety is required. Interviewees in all sectors including testing reported there are few testing facilities, so those that exist are meeting or exceeding projections. It was reported that competition from labs outside the region is growing.

Testing Labs may be among the most attractive companies in workforce development terms, as they hire high-skilled people including chemists and biologists. However, it was reported that testing labs don't currently scale in proportion to demand the way a packaging operation might. The process of testing is standardized so that a set number of technicians can handle increased demand. Currently there is not an expectation of markedly increased local hiring in this sector. Those business plan assumptions may change by 2019-20 as the industry matures.

Workforce Impact: Wages, Hiring, Benefits

Wages. Positions in the Testing sector range from general manager and testing protocols head to lab technicians and security. Upper management salaried positions are often filled by owners. Technician positions and security are permanent, hourly part-time or full time.

Salaried positions have been estimated in broad ranges depending on the size of the lab. An annual salary of \$60,000+ for upper management of smaller or midsized labs has appeared in industry projections, but was not confirmed by interviewees.

Hourly wages start at \$15/hr. Pay rates for a new college graduate with a degree in biology or other lab experience can start in the mid/high teens.

Hiring. Hiring is based on starting with the right attitude and the desire for reliability, technical, administrative and customer service skills. A knowledge of good lab practices, equipment knowledge and software skills--especially Excel--are prized. Recruitment is often focused on new graduates from HSU, or transfers from other types of labs--such as blood labs. A desire to work more closely with HSU to develop lab technician skills was reported and encouraged.

However, HSU’s federal funding makes this difficult; career office staff reported that they are not able to list positions available in the cannabis industry in their Handshake jobs system, or to assist with recruiting for them.

Benefits. Traditional benefits are reportedly lean for technicians in the local testing sector. The opportunity to secure a job that provided training in lab methods and customer service skills are considered a career building benefit.

Related Impacts On Other Industries

TOURISM

Tourism emerged as an important related industry in cannabis employer interviews. It is believed cannabis tourism could help increase the demand for Humboldt-grown cannabis, for Humboldt-branded products and for services that support “experience destination” vacations. That increased demand could help add jobs in cannabis retail, lodging and accommodations, food and beverage, recreation, environmental tourism, arts and entertainment.

GENERAL CONSUMER GOODS/RESTAURANTS /AUTOS AND TRANSPORTATION/BUSINESS AND INDUSTRY

An assumption in the general business community surfaced that a drop in cannabis prices in 2017, plus the costs of legalization, are contributing to significant revenue and potential job losses at restaurants, retail outlets, some consumer goods sectors (autos, recreational vehicles), and not for profits.

However, when we tested that assumption against unemployment claims and sales tax receipts across Humboldt County and in Eureka and Arcata, a different and perhaps more complicated picture emerged (see Appendix A).

Unemployment numbers in the county have seen no significant increase in the last year (spring, 2017 - spring, 2018). In fact, unemployment claims have decreased slightly. Sales tax receipts for nine industry groups, including groups representing restaurants, autos, transportation, business and industry from first quarter 2016 to fourth quarter 2017, reflect both increases and decreases. Major trends up or down are not yet evident.

The next few quarters of sales tax receipts should be telling as a proxy for the impact of cannabis prices on large sections of the business community. It will be important to remember that this is only part of the story, as businesses benefitting from cannabis legalization tend not to be ones that pay sales taxes.

ANCILLARY BUSINESSES

Cannabis legalization resulted in diverse effects to businesses outside the direct cannabis sectors. Service providers such as engineering companies, land use consultants, government agencies, attorneys, accountants, personnel agencies and others have all seen additional business and have hired additional staff to handle it.

Hundreds of applicants for permits have contracted for consulting help with those processes, for remediation services and for legal assistance specific to permitting. Humboldt County planning department predicts that in two years or so this activity will be largely complete. Going forward, the cannabis companies that persist will continue to use some of these services, such as accounting.

On the other hand, agricultural supply shops – the classic selling-picks-and-shovels-to-the-49’ers businesses of the green rush – are having to compete much more on price, with the result that their margins are down and at least one reports that their employment level is also down.

Conclusion

This report was generated to support the WDB's role of system alignment, service integration and continuous improvement in the utilization of information for strategic planning, policy making and deployment of resources within the workforce system. We were deployed to help WDB members and others understand how the cannabis workforce fits within the wider Humboldt County workforce.

In five years, when the county takes on another round of Comprehensive Economic Development Strategy (CEDS) planning, we believe that what we now call the "cannabis industry" could logically be part of other industries: specialty food and agriculture; niche manufacturing; and so forth. Our research has shown that cannabis industry segments are in different places economically, and have different needs going forward. As with the current CEDS process, workforce issues represent key challenges for these industry segments. Stepping back a bit, many of these needs sound a lot like the concerns of employers in other industries, indicating the importance of continued research, data collection and access to workforce services in this rapidly changing environment.

The cannabis-related parts of our economy are seeing tremendous change, from risks to cannabis agriculture, to opportunities in cannabis manufacturing. To seize the opportunities and mitigate the risks will require smart preparation, planning and execution. With this in mind, we identified recommendations from an industry grappling with unpredictability, and potential. Below, we briefly list items that answer the question "if we truly seek to support these businesses, what might we seek to provide to them?"

Interviewees in all cannabis sectors want their industry to create good jobs that pay good wages, and develop a workforce that can benefit the economy of Humboldt County. Forging ahead demands skills, smarts and investment.

Recommendations to Support Cannabis Businesses

AGRICULTURE/CULTIVATION

- Access to business planning, low cost loans or investment sources that can assist smaller, often multi-generational family farmers with the costs legalization, so that income can be spent on hiring, training, growing wages and benefits of a variety of jobs-from farm management to bookkeeping.
- Support for reasonable regulations and zoning that promote and incentivize employers to build good business and workforce development practices.
- Access to standard human resource methods: hiring and orientation, training in proper and regulated land use for farm and field workers, hiring and supervision processes, setting job benchmarks and performance standards, evaluating performance for promotion or wage scale increases.
- Access to business and HR tools: developing HR manuals and procedures, how to frame up a request for a consultant scope, interview and select the right consultant or consultant firm, how to manage a consultant scope.
- Developing, securing and increasing farm management skills in agricultural, biology, land management.
- Access to agricultural extension services to help with the science of plant biology from a medicinal and commercial standpoint, and help feed local graduates in biology and environmental sciences into the industry-much like the timber industry has done.

MANUFACTURING/PRODUCTION

Large Scale/Well Financed Startups

- Access to supervisory skills, consistent HR policy development (hiring and termination, teamwork) across jobs and between employees.

Artisan Size Businesses

- Access to business planning (business startup strategy: how to build and manage a detailed startup business plan that can scale up and include facilities, marketing, tax and regulation, payroll, human resources hiring and supervision, and teamwork).
- Access to incubation and manufacturing hubs that can hire, cross train and job share positions between small entrepreneurs.

Retail

- Access to comprehensive business and marketing strategies that connects cannabis retail to tourism, related workforce development (hiring, training, presentation, customer service, job readiness and supervisory skills).
- Access, training or mentorship in general business supervisory, customer service, workplace norms (the Big Five), and software skills.
- Evaluate the specific need and content for a program that certifies front line positions (bud tending, security, track and trace, manufacturing and packaging personnel).

Testing

- Increase the hiring of biology and chemistry degree graduates trained in laboratory protocols by building those skills into certification and degree programs.
- Training in customer service, work place norms (the Big Five), software, lab methods.

Appendix A: General Employment and Sales Tax Receipts

As noted on page 9, declines in cannabis prices have been reported as impacting the wider economy. To explore this, we examined employment and sales tax data that would indicate growth or contraction. Sales taxes might indicate slowing, but there is no current evidence of a wide and sharp decline.

Employment charts courtesy: Randall Weaver, Labor Market Information Division, California Employment Development Department.

Chart 1: Select Industry Employment Trends, March 2016 - March 2018

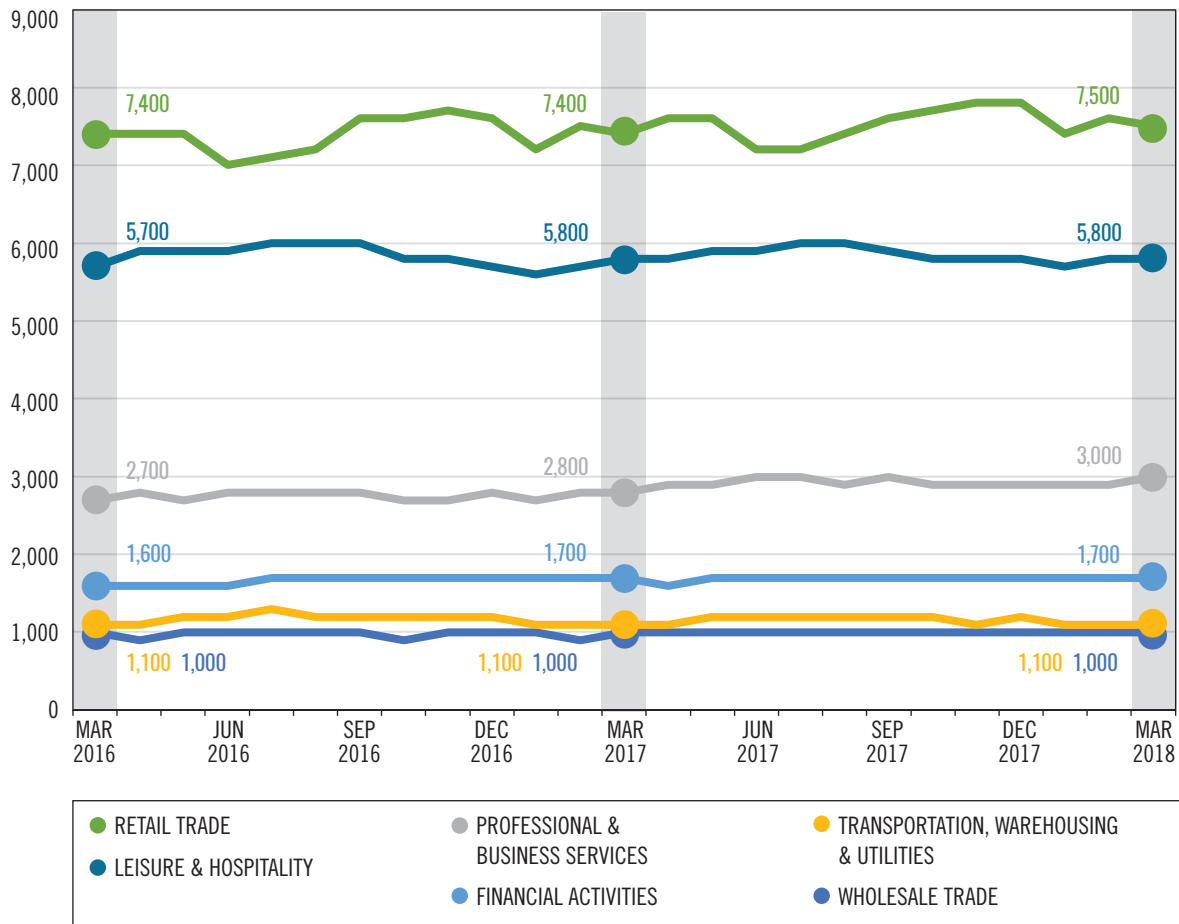


Chart 2: Initial Unemployment Claims, March 2017 - March 2018

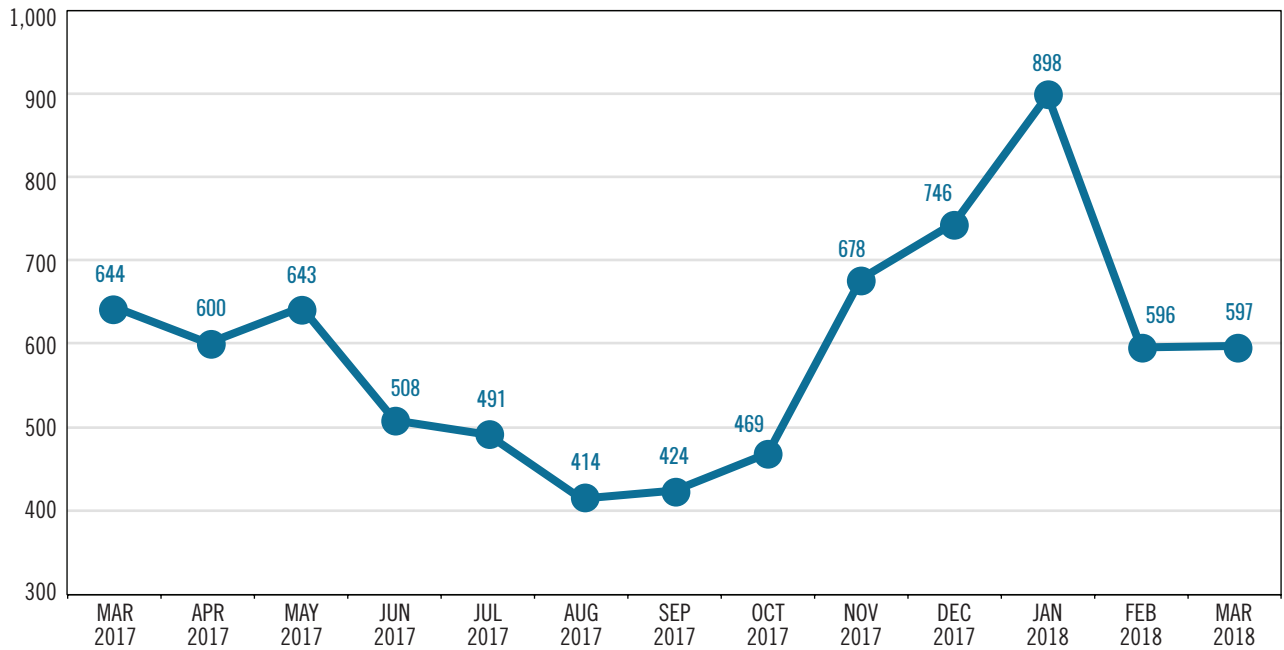
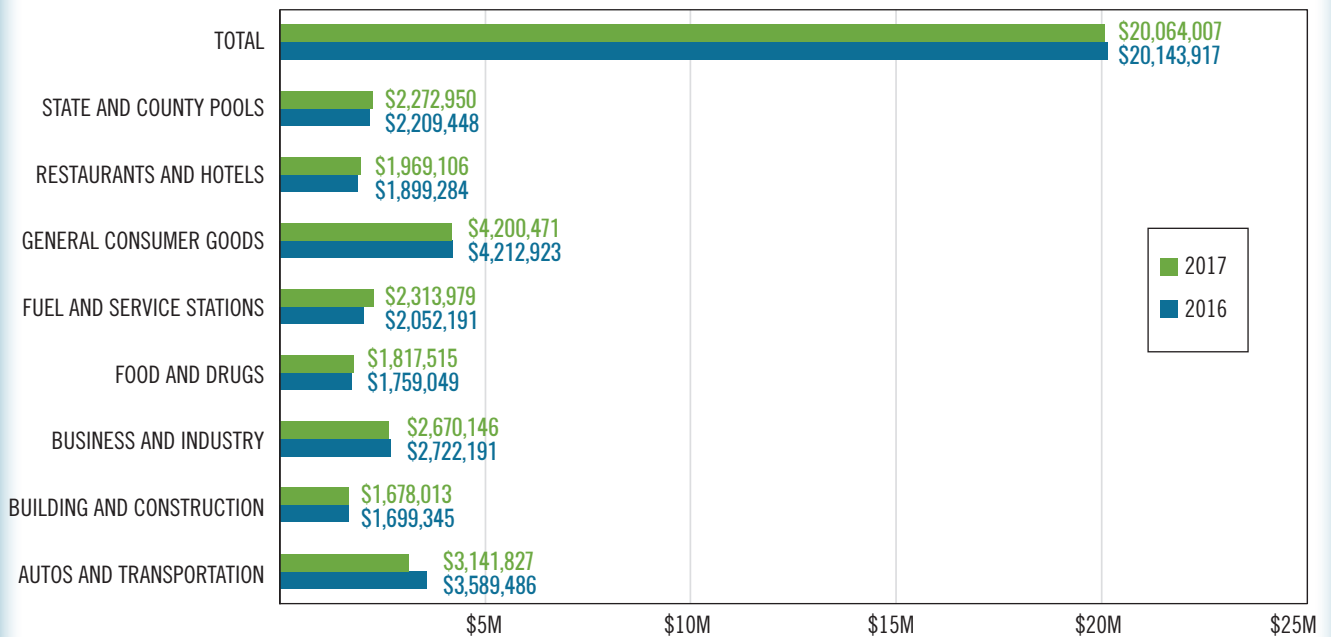


Chart 3: Sales Tax, 2016 and 2017, Arcata, Eureka and unincorporated Humboldt County



Appendix B: Cannabis Related Information Sources

I. Associations, Organizations, Permitting and Licensing Sources:

California Growers Association. *The California Growers Association has quickly become the state's most prominent grower/cultivator oriented cannabis voice in the state. Over the last six years the organization has grown from a county to a regional group and now a statewide trade association.* www.calgrowersassociation.org

California Cannabis Industry Association. *A collective voice for the California cannabis industry. CCA was formed to unite the cannabis industry in California and to allow it to speak with one voice at the state and local levels.* www.cacannabisindustry.org

California Cannabis Association. *The California Cannabis Association helps advance cannabis and hemp reform.* www.facebook.com/California-Cannabis-Association-147190548657580/

Cannabis - California State Association of Counties. *The California State Association of Counties is a lobbying, advocacy and service organization representing the state's 58 counties at the state and federal level.* www.counties.org/cannabis

California Native American Cannabis Association. *Advocating for tribal sovereignty in economic development and self-sufficiency. Sharing best practices in legal cannabis commerce.* www.cnaca.us

CCMA | California Cannabis Manufacturers Association. *The California Cannabis Manufacturers Association works to improve and protect a strong business climate for California cannabis manufacturers and cannabis producers.* www.cannabismanufacturers.org

California Cannabis Couriers Association. *A statewide trade association representing and advocating on behalf of cannabis delivery services.* www.facebook.com/CCCAdelivers

Humboldt County Growers Alliance. *A California mutual benefit corporation owned by its members and managed to preserve, protect and enhance Humboldt County's world-renowned cannabis industry.* www.hcga.co

Humboldt Cannabis Chamber of Commerce. *Organization designed to build connections and educational resources for the business owners, entrepreneurs and community members who work within the cannabis sector, along with the companies interested in providing services to this emerging industry.* www.facebook.com/pg/humboldtchamber

True Humboldt and the Sun Grower's Guild. *Association supporting over 200 sustainably cultivated small farms in Humboldt County. All of our products are tested for pesticides, microbiologicals, terpenes and potency to ensure that only clean, safe medicine reaches patients and customers.* www.facebook.com/humboldtsungrowersguild

International Cannabis Farmer's Association. *Association dedicated to policy and regulatory benefits to farmers specializing in sun grown cannabis and associated products, while preserving the heritage of traditional farming communities.* <http://icfa.farm>

Bureau of Cannabis Control, California. *The Bureau is responsible for regulating commercial cannabis licenses for retailers, distributors, microbusinesses, testing laboratories, and temporary cannabis events.* www.bcc.ca.gov

Humboldt County California, Cannabis Permitting. www.humboldt.gov/2159/Commercial-Medical-Marijuana-Permitting

City of Arcata. <http://www.cityofarcata.org/Search?searchPhrase=cannabis>

City of Eureka. <http://www.ci.eureka.ca.gov/search/default.asp?q=cannabis>

City of Rio Dell. <http://www.riodellcity.com/cannabis-activities-forms-and-handouts>

II. Key Articles, in addition to regular local media reporting, that informed this report:

"An Emerging Crisis: Barriers to Entry in California Cannabis," California Growers Association, February 19, 2018. https://d3n8a8pro7vhm.cloudfront.net/emeraldgrowers/pages/3249/attachments/original/1519106158/An_Emerging_Crisis.pdf?1519106158

"Details of Much Anticipated 'Type S License' Released," California Growers Association, April, 2018. <http://www.calgrowersassociation.org/>

"California's 'Outlaw' Marijuana Culture Faces A Harsh Reckoning: Legal Weed," The Washington Post, March 17, 2018/ https://www.washingtonpost.com/news/national/wp/2018/03/16/feature/californias-outlaw-marijuana-culture-faces-a-harsh-reckoning-legal-weed/?utm_term=.e13eca70da4c

"From Wall Street To Weed: How The Financial Crisis Lit Up The Pot Industry," Reuters, March, 2018. <https://www.reuters.com/article/us-financial-crisis2008-marijuana/from-wall-street-to-weed-how-the-financial-crisis-lit-up-the-pot-industry-idUSKBN1GW0G3>

"How Do You Move Mountains of Unwanted Weed?" The Guardian, May 9, 2018. <https://www.theguardian.com/society/2018/may/09/how-oregon-grew-too-much-marijuana-to-sell>