

Cannabis Control Commission Policy Public Meeting

Remote via Teams



Meeting Book - Cannabis Control Commission Policy Public Meeting Packet

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Next Meeting Date & Adjournment

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March 27, 2024

In accordance with Sections 18-25 of Chapter 30A of the Massachusetts General Laws and Chapter 107 of the Acts of 2022, notice is hereby given of a meeting of the Cannabis Control Commission. The meeting will take place as noted below.

CANNABIS CONTROL COMMISSION

March 29, 2024 10:00 AM

Remote via Microsoft Teams Live*

PUBLIC MEETING AGENDA

- I. Call to Order
- II. Commissioners' Comments & Updates
- III. Commission Discussion and Votes
 - 1. Executive Director Job Description
- IV. New Business Not Anticipated at the Time of Posting
- V. Next Meeting Date
- VI. Adjournment

If you need reasonable accommodations in order to participate in the meeting, contact the ADA Coordinator Debra Hilton-Creek in advance of the meeting. While the Commission will do its best to accommodate you, certain accommodations may not be available if requested immediately before the meeting.

^{*}Closed captioning available





		CANNABIS CONTROL COMMISSION				
DIVISION/DEPARTMENT: Executive Director		REPORTS TO: Cannabis Control Commission's				
		Commissioners and Chair (Liaison)				
JOB TITLE: Executive Director		FLSA: Exempt/Salaried				
FT/PT: Full Time	ISSUED: February 8, 2024	PAY BAND: TBD				

JOB PURPOSE/SUMMARY

The Executive Director (ED) is the administrative head of the Cannabis Control Commission ("Commission") pursuant to Massachusetts General Laws Chapter 10, Section 76(j). The ED is responsible for administering and enforcing the statutes and regulations regarding the Massachusetts marijuana industry and reports to the appointed members of the Commission. The ED executes on strategic priorities and develops an operational strategy to effectively meet the demands of the regulated cannabis industry in Massachusetts. The ED's annual goals are approved by an affirmative vote of three (3) Commissioners.

CORE RESPONSIBILITIES

The Executive Director (ED):

- Ensures that licensees and prospective licensees can and will operate in a manner compliant with all Commission statutes and regulations.
- Supervises members of the senior leadership, and other supervisors, as necessary, holding staff members
 accountable for the operations and management of their divisions.
- Develops annual goals and any strategic plans to further the statutory and regulatory mandates and mission of the Commission.
- Seeks opportunities to support the progress and achievement of Commission goals through the work of the Commission and collaboration with Commissioners
- Attends and participates in Commission public meetings and prepares meeting presentations and documentation for policy discussions as needed.
- Collaborates with the Commission Chair and Commissioners in the development and approval of agendas in preparation for public meetings.
- Provides regular check-in/update meetings with the Commission Chair and Commissioners and seeks
 opportunities to support the progress and achievement of their own goals through the work of the Commission.
- Delivers reports on performance of the Agency's strategies and plans and receives feedback from the Commission regarding the overall performance and direction of the Agency, including agency operations, policies, impact plans, finances, budget preparation, internal controls, risk assessment, audits, and overall agency management.
- Develops and updates administrative standard operating procedures (SOPs), risk management strategies, policies and practices, and other internal controls.
- As delegated to the ED by the Commission, takes administrative actions and delegates as appropriate to ensure timely execution of agency deliverables.
- Monitors the Agency's financial activities, including development and approval of annual legislative budget requests and budgetary activities to ensure efficient and appropriate use of financial resources.
- Ensures compliance with the Commonwealth's purchasing and procurement laws and supplier diversity program.
- Monitors Agency's performance and utilizes financial and non-financial metrics to ensure goals and milestones are met and makes strategic adjustments as necessary.

- Works closely with the Agency's Legal Department to ensure all regulatory mandates and statutory requirements are met.
- Proposes the Commission's legislative agenda and maintains positive relationships with legislators, internal and external partners, constituents, and other governmental bodies.
- Ensures the Commission's Social Equity Program continues to serve constituents within underrepresented communities, providing opportunities for operator ownership and career paths within the Massachusetts cannabis industry.
- Ensures the Commission remains focused on and prioritizes community and stakeholder outreach and education.
- In collaboration with the Commission and Chief People Officer, develop and support the Agency's Diversity, Equity, Inclusion, Belonging and Validation (DEIBV) initiative, to maintain a diverse and respectful Agency culture, where all employees feel welcomed, engaged, valued, and are productive.
- Works closely with appropriate staff to market and publicly engage in the Agency's obligation to develop and
 maintain a positive relationship with constituents and the media, including but not limited to the review of
 press releases, participating in speaking engagements and industry conferences, and engaging in community
 and public relations events.
- Maintains a high-level understanding of overall Agency performance in the industry, including reviewing of
 weekly/biweekly reports and engaging in one-on-one and/or team department overview and presentations
 with the executive and senior leadership team.
- Is responsible for preparation, approval, and submission of Commission's annual report.
- Chairs the Cannabis Advisory Board (CAB) and appoints Commissioners to serve as liaisons with the CAB subcommittees
- As delegated by the Commission, recruits, hires, and supervises the senior leadership team.
- Performs other duties, as required.

PROFESSIONAL EXPECTATIONS

The Executive Director:

- As a leader, will model the Agency's mission, vision, and values among senior leadership and agency staff and holds them accountable for the same.
- Demonstrates the ability to develop and maintain meaningful professional working relationships with legislators, constitutional officers, internal and external partners and networks, and the media.
- Demonstrates the Agency's support of, and commitment to maintaining Equity, Diversity, and Inclusion in all
 programs, policies, practices, and activities.
- Demonstrates strong, clear, and respectful communication, teamwork, and collaboration with the Commission, senior leadership team, and agency staff.
- Demonstrates an elevated level of professionalism and ethical standards in representation of the Agency, its
 people, and the communities it serves.

COMPETENCIES, SKILLS, AND ATTRIBUTES

- Can communicate effectively and consistently with various entities including local, state, and federal
 agencies, officials, media, and other stakeholders both verbally and in writing; is an effective public speaker.
- Works cooperatively with the Commission's five members and the Senior Leadership team.
- Demonstrates leadership qualities to ensure continuous performance and a high level of productivity across the Agency.
- Can achieve goals and objectives in a fast-paced, deadline-driven environment and can manage multiple
 priorities daily.
- Works under internal and external pressures with fast turnaround and tight deadlines.
- Effectively manages and organizes workload and delivers on critical tasks.

- Ensures all applicable state and federal regulatory reporting requirements are met.
- Develops an elevated understanding of the application of racial equity in internal organizational practices, external partnerships, and regulatory mandates.
- Will develop a full understanding of the Massachusetts cannabis industry's policies, statutes, and regulations.
- Demonstrates leadership experience to adapt to and navigate unforeseen events and developments within a rapidly changing regulatory and/or industry environment.

MINIMUM QUALIFICATIONS AND REQUIREMENTS

- A bachelor's degree in public administration, business administration/management, or related field
 (professional degree preferred) and 3 to 4 years experience in the Cannabis industry, or 5+ years experience in
 the Cannabis industry in lieu of a degree. Additional educational accomplishmentachievement such as a JD or
 other related degrees or certifications desirable. [Add info if 5-10 years of relevant management/cannabis
 industry experience may be used in lieu of a bachelor's degree].
- 10+ years of <u>relevant management experience</u> progressive experience as an Executive Director, CEO, COO, or
 other acceptable head of organization designation, with experience working in a public agency such as city,
 town, and/or state government. [Review if 5 or 10 years]
- Up to 3 years experience in, and a deep-Uenderstanding of, the Massachusetts <u>c</u>Cannabis Industry as well as knowledge of national industry development<u>and trends</u>.
- Exceptional knowledge of Experience in fiscal management, strategic planning, and management of and collaboration with executive level staff and board members.
- Experience applying and utilizing software and technology to develop creative solutions to effectively solve problems and advance the executive officeAgency's agenda.
- Experience collaborating with Board of Directors boards, commissions, and ver senior-level executives.

Commitment to advancing community wellness, educating the public on social consumption, and an elevated understanding of the application of racial equity in internal organizational practices, external partnerships, and regulatory mandates.

PREFFERED QUALIFICATIONS AND ABILITIES

- 3-4 years of experience in the cannabis industry, or in a regulatory, enforcement and/or compliance environment.
- Experience as an Executive Director, Chief Executive Officer (CEO), Chief Operating Officer (COO) or other head of organization/agency head title.
- · Experience working in a public agency or municipality, such as municipal or state government.

ADAAA - WORKING CONDITIONS

- Must be able to tolerate a working environment with frequency in sitting and standing for extended periods
 of time, utilizing desktop and laptop computers, and other office equipment.
- Must be able to tolerate office indoor lighting in various parts of the Commission's headquarters and Boston
 offices.
- May be required to travel between CCC locations and to other state government offices, or other locations
 across the state.
- Must be able to carry laptop, cell phone, and other supportive devices and equipment when commuting between Worcester, Boston, and home offices.

Reasonable accommodations can be provided with any disclosed and appropriately documented disabilities.

CANNABIS CONTROL COMMISSION - MISSION STATEMENT AND OPERATING PRINCIPLES

OUR MISSION

The purpose of this job description is to provide an outline of the more significant work elements of the position and to organize and present the information in a standard manner. It is not intended to describe all the elements of the work that may be performed by every individual in this classification, nor should it serve as the sole basis for Human Resources decisions and actions.

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The mission of the Cannabis Control Commission is to honor the will of the voters of Massachusetts by safely, equitably, and effectively implementing and administering the laws enabling access to medical and adult-use marijuana in the Commonwealth.

The Commission will foster the creation of a safely regulated industry that will create entrepreneurial and employment opportunities and incremental tax revenues in and to communities across the state and which will be a best practice model for other states. The industry will be characterized by participation by small and larger participants and with full and robust participation by minorities, women, and veterans. We will develop policies and procedures to encourage and enable full participation in the marijuana industry by people from communities that have previously been disproportionately harmed by marijuana prohibition and enforcement and positively impact those communities.

OUR OPERATING PRINCIPLES

The Commission promises to:

- Conduct all of our processes openly and transparently; and
- Engage in regular two-way communication with all concerned citizens, patients, health care providers and caregivers, partners, and other constituencies.

Build a world-class state agency by:

- Committing to the highest level of constituent services using state-of-the-art technology and multiple media;
- Defining and publicly measuring our performance versus metrics regarding timely execution, accessibility, impact on public health and safety, impact on disproportionately harmed communities, and incremental tax revenue generation;
- Becoming self-funding and generating a revenue surplus; and
- Creating a great place to work.

Enhance and ensure public health and safety by:

- Developing and enforcing effective regulations;
- Developing and executing a program of continuing public education;
- Conducting and contributing to research on marijuana-related topics; and
- Using surplus funds to help address issues in these areas.

APPROVALS	
Chief Financial Officer	Date:
Chief People Officer	Date:
Executive Director	Date:
Commission Approval	Date:
Employee's Signature:	Date:

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CANNABIS CONTROL COMMISSION				
DIVISION/DEPARTMENT: Executive Offices Director		REPORTS TO: Cannabis Control Commission's		
		Board of Commissioners and Chair (Liaison)		
JOB TITLE: Executive Director		FLSA: Exempt/Salaried		
FT/PT: Full Time	ISSUED: February 8, 2024	PAY BAND: TBD		

JOB PURPOSE/SUMMARY

Reporting to the Agency's Commission with direct liaison through the BOC's Chair, The Executive Director (ED) is the administrative head of the Cannabis Control Commission ("Commission") pursuant to Massachusetts General Laws Chapter 10, Section 76(j). The ED is responsible for administering and enforcing the statutes and regulations regarding the Massachusetts marijuana industry and reports to the appointed members of the Commission. exercising the powers and discharging of duties of the Cannabis Control Commission that are not reserved to the Board, and shall have authority and control over all personnel and operations of the Agency, except as provided in (statutes) and the BOC's Governance document dated (xx xx xxxxx). The ED executes on strategic priorities and develops an operational discipline-strategy to effectively meet the demands of a transforming organization the regulated cannabis industry in Massachusetts. The Executive Director's ED's annual goals are approved by an affirmative vote of three (3) Board of Commissioners, members prior to the end of the fiscal/calendar or fiscal year-Please be advised that finalists will be required to interview in open public meeting with the full Commission.

CORE RESPONSIBILITIES

The Executive Director (ED):

- Ensures that licensees and prospective licensees can and will operate in a manner compliant with all Commission statutes and regulations.
- Supervises members of the senior leadership, and other supervisors, as necessary, holding staff members
 accountable for the operations and management of their divisions.
 - The Executive Director (ED) will develop Develops annual goals and a strategic plan to further the statutory and regulatory –mandates and mission of the Commission, in collaboration with the Agency's Commission, Division Chiefs, and staff during the 4th quarter of the fiscal year.
- The Executive Director will mM akes every effort to align their annual goals with the priorities and goals of the
 Commission, as well as with those goals identified annually in the Executive Director's performance evaluation.
- Executive Director goals approved by the Commission will inform the Agency's budget and staff resource allocations.
- Attends and participates in Commission public meetings and prepares meeting presentations and documentation for policy discussions as needed.
- Collaborates with the Commission Chair/Liaison and Commissioners in the development and approval of agendas in preparation for the Agency's Public Meetingspublic meetings and ensures all agenda items are vetted and approved prior to posting, to avoid unintended confusion or mistakes.
- The Executive Director will pprovides regular check-in/update meetings with the Commissioner Chair/Liaison
 and will-seeks opportunities to support the progress and achievement of their own goals through the work of
 the Commission
- The Executive Director is responsible for ensuring the Agency's performance is on an improvement trajectory
 on a continuous basis.
- Keeps the Commission updated Delivers reports on performance of the Agency's strategies and plans and gets
 receives feedback from the Commission regarding the overall performance and direction of the Agency.

The purpose of this job description is to provide an outline of the more significant work elements of the position and to organize and present the information in a standard manner. It is not intended to describe all the elements of the work that may be performed by every individual in this classification, nor should it serve as the sole basis for Human Resources decisions and actions.

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- including agency operations, policies, impact plans, finances, budget preparation, internal controls, risk assessment, audits, and overall agency management.
- <u>Develops and updates administrative standard operating procedures (SOPs), risk management strategies, and other internal controls.</u>
- In collaboration with the Commission, manages overall operations and establishes the Agency's strategic direction.
- The Executive Director (ED) will work closely with the Commission and the Executive/Senior Leadership team
 to strengthen operational performance and will collaborate with the Commission relative to Agency long-term
 decisions and impact plans.
- In collaboration with the Commission, develops and executes change strategies to meet organizational goals and strengthen the Agency's internal network and external presence.
- Develops and maintains an environment of accountability with the Commission and models that accountability
 with members of the Executive/Senior leadership team.
- Develops, monitors, and holds Executive/Senior leadership accountable for the operations and management
 of their divisions and contributions to Agency's regulatory and political obligations.
- Approves all licensure and other regulatory activities requiring ED approval within the Investigation and
 Enforcement Divisionapplications, and delegates approval authority as appropriate to ensure timely execution
 of deliverables to applicants, licensees, and operators.
- Works closely with the Executive/Senior Leadership team to implement Agency long term strategies, plans, and initiatives.
- Works closely with the Chief Financial & Accounting Officer (CFAO) and Senior Leadership team to Mmonitors the Agency's financial activities, including development and approval of annual legislative budget requests and , monitoring of expenditures and other budgetary activities to ensure optimal and efficient and appropriate use of financial resources.
- Ensures compliance with the Commonwealth's purchasing and procurement laws and supplier diversity program.
- Monitors Agency's industry-performance and utilizes financial and non-financial metrics to track and ensure goals and milestones are being met₇ as well as to mitigate those instances whereand makes strategic adjustments may beas necessary.
- Works closely with the Agency's Legal Team-Department to ensure all regulatory mandates and statutory requirements for the Cannabis Control Commission are met.
- Works closely with the Agency's Chief of Staff to develop Proposes the Commission's legislative agenda and
 maintains appropriate networks and relationships with legislators, internal and external partners, constituents,
 and other governmental bodies.
- Ensures the Commission's work within the Social Equity Program continues to serve constituents within underrepresented communities, providing opportunities for operator ownership and career paths within the Massachusetts ceannabis environment in the State of Massachusetts industry.
- Ensures the Commission remains focused on and prioritizes community and stakeholder outreach and education.
- In collaboration with the Commission and Chief People Officer, develop and support the Agency's Diversity, Equity, Inclusion, Belonging and Validation (DEIBV) initiative, to maintain a diverse and respectful Agency culture, where all employees feel welcomed, engaged, valued, and are productive.
- Works closely with the Chief of Staff and Public Relations/Communications-appropriate staff Director to market
 and publicly engage in the Agency's obligation to develop and maintain a positive relationship with the
 public constituents and the media, including but not limited to the review of. This includes providing guidance
 and approval for press releases, participating in speaking engagements and industry conferences, webcasts,
 etc., and engaging in notable community and public relations events.
- Engages and interacts with the Executive/Senior Leadership team to mM aintains a high-level understanding of overall Agency performance in the industry, including reviewing of weekly/biweekly reports and engaging in

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- in-person, one-on-one, and/or team department overview and presentations with the executive and senior leadership team.
- Prepares the Commission's annual report.
- Chairs the Cannabis Advisory Board (CAB) and serves as the communicator that connects other <u>CABAgency liaison for and connects other CAB sub-committees with sub-Committee work with the the Commission and Agency team/stafffCAB subcommittees.</u>
- Performs other duties, as required.
- Effectively manage during ambiguous times and uncertainty in a relatively new, this new and entrepreneurial
 multi-billion-dollar industry.
- Recruits, hires, and Ssupervises the Senior Leadership team.

PROFESSIONAL EXPECTATIONS

The Executive Director:

- As a leader, will m44odels the Agency's mission, vision, and values among senior leadership and agency staff
 team members and holds them accountable for the same.
- Demonstrates the ability to develop and maintain meaningful professional and-working relationships with legislators, Agency political affiliations constitutional officers, and internal and external partners and networks, as well as withand the media.
- Demonstrates the Agency's support of, and commitment to maintaining Equity, Diversity, and Inclusion in all
 Agency programs, policies, practices, and activities.
- Demonstrates strong, clear, and respectful communication, teamwork, and collaboration with the Commission, and senior !Leadership tame, and agency staff.
- Demonstrates an elevated level of professionalism and ethical standards in representation of the Agency, its people, and the communities it serves.

COMPETENCIES, SKILLS, AND ATTRIBUTES

- Can communicate effectively and consistently with various entities including other governmental agencies
 and the local, state, and federal agencies, officials, media, and other stakeholders both verbally and in writing;
 is an effective public speaker.
- Works cooperatively with the Agency's Board of Directors and Senior Leadership Teams. Works cooperatively
 with the Commission's five members and the Senior Leadership team.
- Demonstrates the ability to handle multiple demands on a regular basis and during times of crisis.
- Ensures <u>Demonstrates leadership qualities to ensure</u> continuous performance and a high level of productivity across the Agency.
- Can achieve goals and objectives in a nambiguous fast-paced, deadline-driven environment and can juggle manage multiple priorities daily.
- Works under internal and external pressures with fast turnaround and tight deadlines.
- Effectively manages and organizes workload and delivers on critical tasks.
- Ensures all <u>applicable</u> state and federal regulatory reporting requirements are met-annually and as otherwise required, in collaboration with the Commission and Senior Leadership Team.
- Develops an elevated understanding of the application of racial equity in internal organizational practices, external partnerships, and regulatory mandates.
- Will develop a full understanding of the Massachusetts cannabis industry's policies, statutes, and regulations.
- Demonstrates leadership experience to adapt to and navigate unforeseen events and developments within a rapidly changing regulatory and/or industry environment.

MINIMUM QUALIFICATIONS AND REQUIREMENTS

 A bachelor's degree in public administration, business administration/management, or related field (professional degree preferred) and 3 to 4 years experience in the Cannabis industry, or 5+ years experience in the Cannabis industry in lieu of a degree. Additional educational accomplishmentachievement such as a JD or

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- other related degrees or certifications desirable. [Add info if 5-10 years of relevant management/cannabis industry experience may be used in lieu of a bachelor's degree]
- 10+ years of relevant management experience progressive experience as an Executive Director, CEO, COO, or
 other acceptable head of organization designation, with experience working in a public agency such as city,
 town, and/or state government. [Review if 5 or 10 years]
- Up to 3 years experience in, and a deep-U-understanding of, the Massachusetts <u>c</u>Cannabis Industry as well as knowledge of national industry development, and trends.
- Exceptional knowledge of Experience in fiscal management, strategic planning, and management of and collaboration with executive level staff and board members.
- Experience applying and utilizing software and technology to develop creative solutions to effectively solve problems and advance the executive officeAgency's agenda.
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- Experience working in a public agency or municipality, such as municipal or state government.

ADAAA - WORKING CONDITIONS

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 of time, utilizing desktop and laptop computers, and other office equipment.
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 offices.
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Enhance and ensure public health and safety by:

- Developing and enforcing effective regulations;
- Developing and executing a program of continuing public education;
- Conducting and contributing to research on marijuana-related topics; and
- Using surplus funds to help address issues in these areas.

APPROVALS	
Chief Financial Officer	Date:
Chief People Officer	Date:
Executive Director	Date:
Commission Approval	Date:
Employee's Signature:	Date:





Cannabis Control Commission

Public Policy Meeting

March 29, 2024 at 10:00 a.m. Via Microsoft Teams



Agenda

- Call to Order
- Commissioners' Comments and Updates
- Commission Discussion and Votes
- New Business that the Chair did not Anticipate at the Time of Posting
- Next Meeting Date and Adjournment





Commission Discussion & Votes

Commission Discussion & Votes

• Executive Director Job Description







The Commission is in recess until



Upcoming Meetings & Adjournment

Upcoming Meetings and Important Dates

Next Meeting Date

April 11, 2023

Monthly Public Meeting
In-Person and Remote Via Teams
10:00am

