



The Massachusetts Cannabis Control Commission Charter

A Document to Promote Good Governance

Massachusetts Cannabis Control Commission

Charter of the Massachusetts Cannabis Control Commission
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Purpose

To foster a positive, productive, and collaborative work environment based on mutual respect and to provide further guidance concerning the Cannabis Control Commission's (Commission) duties, Commissioners and the Executive Director, in collaboration with Staff, have established this charter.¹

Background

1. The general roles and responsibilities of the Commission are set out in its governing laws, G. L. c. 10, § 76, G. L. c. 94G, § 4, and G. L. c. 94I, § 7. The Commission is an independent agency that was established by Chapter 55 of the Acts of 2017 in July of 2017.
2. The mission of the 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. 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.

3. The Commission is comprised of both the group of five appointed Commissioners and the administrative agency.
4. Pursuant to Massachusetts General Laws G. L. c. 10, § 76 (a), the Commission is composed of five Commissioners; one with a background in public health, mental health, substance use or toxicology, who is appointed by the governor; one with a background in public safety, who is appointed by the attorney general; one with experience in corporate management, finance or securities, who is appointed by the treasurer and receiver-general; one with professional experience in oversight or industry management, including commodities, production or distribution in a regulated industry; and one with a background in legal, policy or social justice issues related to a regulated industry.

¹ Nothing in this document shall contradict or be interpreted to limit or contradict the authorities and obligations of the Commission by the Massachusetts General Laws.



The latter two Commissioners are appointed by a majority vote of the governor, attorney general and treasurer and receiver-general. The treasurer and receiver-general designates the Chair of the Commission.

5. Pursuant to G. L. c. 10, § 76 (e), three Commissioners constitute a quorum, and Commission decisions and approvals are made by an affirmative vote of 3 Commissioners.
6. The combined expertise, knowledge, and lived experience of the five Commissioners provides the Commonwealth with the capacities needed to achieve the mission of the Commission.

Roles and Responsibilities

1. The Commissioners, including the Chair:
 - a. As stewards of the Commission and in working to achieve the Commission’s statutory mandates and mission, the Commissioners:
 - i. Act in the best interests of the Commission and on behalf of the public;
 - ii. Act to ensure a safe, equitable, and effective medical and adult-use cannabis industry;
 - iii. Work with the Executive Director or through the Executive Director, and work with Commission Staff (Staff) to support fulfilment of Commissioner roles and responsibilities with respect for their obligations, as public officials, to Commonwealth citizens, taxpayers, residents, and stakeholders in the cannabis industry, including but not limited to patients, consumers, and other industry participants; and
 - b. As policymakers, the Commissioners:
 - i. Deliberate on² and make policy decisions on the overall direction of the Commission and the medical and adult-use cannabis industry in Massachusetts; and
 - ii. May delegate or rescind statutory and regulatory responsibilities of the Commissioners to the Executive Director.
 - c. As regulators, the Commissioners promulgate regulations for medical and adult-use marijuana.³
 - d. As licensors, the Commissioners:

² <https://www.mass.gov/info-details/open-meeting-law-educational-materials>

³ G. L. c. 94G, §§ 4 (a) (xxiv) and (g) and G. L. c. 94I, § 7



- i. Consider and take any relevant action on applications for licensure and licenses, including deciding on the suitability of applicants and enforcement actions, including but not limited to the revocation and suspension of licenses;
 - ii. Maintain separation and impartiality between their adjudicatory and administrative functions, as detailed in paragraph 10 of the Section on Interactions Between and Among Commissioners, Executive Director, and Staff; and
 - iii. Accredite education providers to operate Responsible Vendor Training programs.
- e. In relation to the administrative agency, the Commissioners:
- i. Hire, discipline, and terminate the Executive Director;⁴
 - ii. In consultation with the Executive Director, establish and vote to approve the annual goals of the Executive Director and may participate in activities that support those goals;
 - iii. Consider and approve the Commission’s proposed fiscal year budget request that reflects the Commission’s strategic priorities;
 - iv. Review spending and remaining resources at the midpoint of each fiscal year;
 - v. Conduct assessments and performance reviews for the Executive Director in relation to the Executive Director annual goals; and
 - vi. Approve job descriptions for new and/or (significantly) revised positions proposed by the Executive Director.
 - vii. At the discretion of the Executive Director, at least one and no more than two Commissioners may serve on each interview panel for chief level positions.
 - viii. Participate, upon approval of the Executive Director, on project charter working groups.
 - ix. Are Commission employees and shall adhere to the agency’s policies and procedures, including but not limited to the Employee Handbook, Managers Code of Conduct, and the Enhanced Code of Ethics.
- f. The Commissioners contribute, but are not limited to, their topic-specific expertise and lived experience to address all Commission matters.
- g. As public officials, and notwithstanding their role as adjudicators, the Commissioners:
- i. Share expertise, updates, and insight on the development of the industry and engage stakeholders to learn and understand all aspects of the cannabis industry, in accordance with Commission approved policy;
 - ii. Contribute to public awareness and engagement with the Commission on issues affecting the cannabis industry, medical and adult-use consumers, and the public; and

⁴ G. L. c. 10, § 76 (j)



- iii. May advocate for policies and testify before Legislative and Regulatory Committees in support of official Commission business (i.e. policies supported by a majority vote of Commissioners).
- iv. Provide periodic updates to their Appointing Authority(ies) regarding their work.

2. The Commission Chair:

- a. Exercises supervision and control over all affairs of the Commission by serving as presiding officer at all public meetings and hearings at which the chair is present, designating a commissioner to act as chair in the chair's absence, and making division or re-division of the work of the commission among the commissioners as the chair deems expedient;⁵
- b. Coordinates Commission work and project assignments amongst Commissioners;
- c. Works cooperatively with the Executive Director on, including but not limited to, policy matters, outreach, internal and external communications, Commissioner meeting preparation, agenda setting, work and project assignments of Commissioners, and accountability;
- d. Sets the agenda for public meetings⁶ that occur in the normal course of Commission activities, after obtaining input from the other Commissioners and in consultation with the Executive Director;
- e. Presides over public meetings and hearings and manages discussions and ascertains the votes of the Commissioners in accordance with Robert's Rules of Order;
- f. Designates a Commissioner to act as Chair for hearings and public meetings in the Chair's absence.⁷ The Secretary may serve as Chair if the Chair is absent and has not previously designated another Commissioner to act as Chair for a public meeting. If a Chair is removed or suspended by the appointing authority, the remaining Commissioners will elect an Acting Chair until the appointing authority designates the Chair;⁸
- g. Solicits interest among the Commissioners for the positions of Treasurer and Secretary at the Commission public meeting held prior to the January public meeting and takes nominations and presides over votes for those positions during the January public meeting;
- h. Monitors and tracks the work of the Treasurer and Secretary;
- i. Supports productive functioning of the Commissioners as a working board; and
- j. Testifies in support of the annual General Appropriations Act with the Executive Director and may designate additional participants in consultation with the Executive Director.

⁵ G. L. c. 10, § 76 (h) and (i)

⁶ G. L. c. 10, § 76 (e)

⁷ G. L. c. 10, § 76 (d) and (h)

⁸ G. L. c. 94G, § 4 (a) (i)



3. The Commission Treasurer:

- a. Is elected by the Commissioners⁹ at the first public meeting of the calendar year to serve a one-year term or until a successor is appointed;
- b. Participates in finance compliance and transparency, and develops an understanding of the financial reporting, structures, and procedures, of the Commission;¹⁰
- c. In collaboration with the Chief Financial and Accounting Officer (CFAO), through the Executive Director:
 - i. Serves as signatory for monthly expenditures authorized by the CFAO in a timely manner, consistent with reporting requirements;
 - ii. Conducts regular review meetings, through the Executive Director, with the CFAO and Fiscal staff to discuss budget execution, revenues, department resources, and fiscal issues, such as rate of spending or any unplanned costs;
 - iii. Monitors the status of the Commission's budget request in the state budget process, as reported by the Director of Government Affairs and Policy, through the Executive Director;
- d. In support of their testimony for the annual General Appropriations Act, the Chair and the Executive Director will collaborate with the Treasurer, CFAO, and other agency leadership as needed; and
- e. May opt to provide a Treasurer's report to the Commissioners, if placed on the agenda for a public meeting.

4. The Commission Secretary:

- a. Is elected by the Commissioners¹¹ at the first public meeting of the calendar year to serve a one-year term or until a successor is appointed;
- b. Coordinates with the General Counsel and Legal Staff to:
 - i. Prepare the public session minutes, in a timely manner¹², for approval at a public meeting of the Commissioners, consistent with reporting requirements;
 - ii. Review on a tri-annual basis, the minutes from executive sessions and determine if they may remain protected or may be presented for approval at a public meeting of the Commissioners;
 - iii. Serve as Keeper of the Records¹³ or delegate in writing to the General Counsel;

⁹ G. L. c. 10, § 76 (g) and (j)

¹⁰ G. L. c. 10, § 76 (j)

¹¹ G. L. c. 10, § 76 (g)

¹² 940 CMR 29:11(2)

¹³ G. L. c. 10, § 76 (g)



- iv. Review bi-annual updates on public records requests received by the Records Access Officer (RAO), including the Commission’s annual report to be filed with the Secretary of the Commonwealth’s (SOC) Supervisor of Public Records;
 - v. Consult with the RAO, through the Executive Director and/or General Counsel, regarding procedures to destroy records in accordance with the State’s records retention schedule¹⁴;
 - vi. Track promulgation timelines established by the SOC’s Regulations and Publications Division during policy and regulatory review processes; and
 - vii. In consultation with the Executive Director, Chair, General Counsel, and Chief People Officer, promotes compliance with all required Commissioner trainings;
- c. Works with the Executive Director, Legal Department, and appropriate staff to ensure that any legislatively required reports (annual activities report and tax rate) are submitted to the appropriate branches of government;
 - d. Is designated by the Chair to serve as Chair for a public meeting if the Chair is absent and has not previously designated another Commissioner to act as Chair for a public meeting; and
 - e. May opt to provide a Secretary’s report to the Commissioners, if placed on an agenda for a public meeting.

5. The Executive Director:

- a. Is the executive and administrative head of the Commission, responsible for administering and enforcing the Commonwealth’s cannabis laws and regulations and managing the agency’s administrative units;¹⁵
- b. Directs, manages, and coordinates all work and day to day activities of the Staff;
- c. Is hired by and serves at the will of the Commissioners;¹⁶
- d. Advises and counsels Commissioners on policy development;
- e. Works cooperatively with the Commissioners, in consultation with appropriate Staff, to carry out the Commission’s statutory mandates and mission;
- f. Alerts Commissioners of urgent public health, safety, and welfare incident(s) in a timely manner as soon as the circumstances reasonably permit;
- g. Serves and represents the Commission as a subject matter expert on a broad range of regional, national, and global platforms;

¹⁴ G. L. c. 30, § 42

¹⁵ G. L. c. 10, § 76 (j)

¹⁶ Id.



- h. Executes and implements Commission-delegated authorities and reports a summary of activities taken under delegated authority on a quarterly basis to the Commissioners;
- i. Administers and enforces Commission regulations and policies and applicable state and federal laws by, with, and through Department Heads and appropriate Staff;
- j. Either directly or through a designee:
 - i. Hires, disciplines, and terminates employees in consultation with the Chief People Officer and General Counsel or Legal department designee in accordance with Commission’s personnel policies and applicable laws;
 - ii. Negotiates contracts with union and non-union employees in consultation with the Chief People Officer and General Counsel or Legal department designee;
 - iii. Hires employee contractors in consultation with the Chief People Officer and Chief Finance and Accounting Officer as necessary;
 - iv. Enters into and executes contracts with suppliers and vendors in consultation with the Chief Finance and Accounting Officer and General Counsel or Legal department designee and in accordance with Standard Operating Procedure limits; and
 - v. Hires outside counsel, in consultation with the General Counsel and appropriate staff, as needed;
- k. Coordinates with the Commission Chair on the public meeting agenda;
- l. Attends public meetings of the Commission and provides updates, or with notification to the Chair, assigns a delegee as necessary;
- m. Proposes annual goals for Commissioners’ consideration and approval and seeks to achieve those goals through the work of the entire Commission;
- n. Coordinates with Commissioners, CFAO, Department Heads and other relevant Staff to develop budget proposals and prioritize initiatives;
- o. Works with the CFAO to develop FY and supplemental budgets based on priorities and assists with presenting the budget proposals to the Commissioners for final approval;
- p. Provides fiscal impact analysis information, with support from Staff, during the regulatory promulgation process to ensure Commissioners understand the costs and benefits of proposed regulations and regulatory changes;
- q. Provides information to Commissioners on potential fiscal impacts of amending the Executive Director’s annual goals;
- r. Testifies before Legislative and Regulatory Committees in support of the Commission;
- s. Serves as Chair of the Cannabis Advisory Board (CAB)¹⁷, annually solicits interest from Commissioners and based on their interests, appoints Commissioner liaisons to CAB subcommittees;

¹⁷ G. L. c. 10, § 77



- t. Coordinates responses to Commissioner requests for information and Staff support;
- u. As appropriate, informs, coordinates, and/or consults with the Commissioners and General Counsel on working with the Office of the Attorney General to seek representation and manage litigation strategy involving the Commission;
- v. Exercises emergency administrative powers to protect Staff and/or ensure public health and safety, if practicable, in collaboration with the Chair;
- w. Works cooperatively with the Chair on matters, including but not limited to, policy, outreach, internal and external communications, Commissioner meeting preparation, agenda setting, and work and project assignments of Commissioners;
- x. Works cooperatively with the Treasurer and the Secretary to fulfill their required roles; and
- y. Works with each Department to create relevant Commission Policies and Standard Operating Procedures (SOPs), consults with Commissioners for input and feedback, and the Executive Director approves all Policies and SOPs.

Interactions Between and Among Commissioners, Executive Director, and Staff

The Commissioners, Executive Director, and Staff function as a collaborative unit to accomplish the mission of the Commission. To that end, the following code of practice for interactions among them is established:

1. The Commissioners respect the position of the Executive Director in managing the Commission's staff and will follow the supervisory chain of accountability. The Commissioners also respect the ongoing work obligations of the Staff in performing their regular day to day functions.
2. The Executive Director respects the Commissioners' need for staff resources and information and will work with the Chair and Commissioners to identify appropriate staff resources and information, but is ultimately responsible for prioritizing all staff resources.
3. The Staff respects the roles of the Executive Director and the Commissioners in their co-governance of the Commission, including their priorities, procedures implemented by the Executive Director, and policies approved by the Commissioners, and Staff understand that they shall work through the appropriate chain of accountability (Staff->Manager->Director->Chief->ED) with the exception of any accountability protocols outlined below



4. Commissioner requests for information and data will be made through the Executive Director and approved by appropriate Department Heads following the appropriate chain of accountability (ED->Chief->Director->Manager->Staff). Commissioners and Staff are encouraged to mutually engage with each other in accordance with the Open Meeting Law and with respect for Staff and Commission work priorities.
5. Commissioner requests for staff resources will be made through the Executive Director and approved by appropriate Department Heads following the appropriate chain of accountability (ED->Chief->Director->Manager->Staff), to ensure proper triage of requests.
6. Commissioners may contact, through the Executive Director, a topic sponsor of a public meeting agenda item in preparation for a Commission public meeting. Sponsoring staff may also request time to brief Commissioners, through the Executive Director, in advance of a public meeting. If the sponsor is a Commissioner, the Open Meeting Law applies.
7. Urgent Commissioner policy or operational questions will be directed to the Executive Director.
8. A project charter, which must be reviewed, approved and overseen by the Executive Director, allows for Commissioner and staff interactions based on its project scope and staff resource allocations. Not all projects initiated with project charters may include Commissioner participation.
9. The Executive Director shall be responsible for developing protocols and procedures to execute the Commission's regulations and policies, and once approved by the ED, will notify the Chair and Commissioners.
10. Commissioners understand the requirements under M. G. L. c. 30A to adjudicate licensing and enforcement matters fairly and objectively. As such:
 - a. Commissioners may request from the Executive Director and the Chief of Investigations and Enforcement, information on an open due diligence review or investigation, limited to current status and an estimated timeline and consistent with the Commissioners' adjudicatory role.
 - b. A Commissioner, who receives a complaint alleging noncompliance of the Commission's laws or regulations, shall share that concern or complaint with the Executive Director and the Chief of Investigations and Enforcement.
 - c. With guidance from the Executive Director, the Chief of Investigations and Enforcement, and the General Counsel, subject to applicable laws regarding disclosure of confidential or



privileged information, Commissioners will be careful and cautious about public disclosure of information to protect the integrity of investigations.

- d. Commissioners and Executive Director will familiarize themselves with investigation and enforcement Policies and SOPs.
- e. Commissioners and Executive Director will be informed by the General Counsel or delegee in writing when an adjudicatory hearing subject to G. L. c. 30A is requested and will refrain from ex parte communications with any parties, or those identified as representing such parties in official or unofficial capacities, to that pending matter.
- f. Commissioners will inform the Executive Director and the Chief of Investigations and Enforcement of any invitation or plan to visit a licensee in their official capacity, prior to acceptance of such an invitation.
- g. Commissioners will serve their adjudicatory functions in accordance with G. L. c. 30A, Commission governing laws, applicable regulations, and established standards for the conduct of public officials serving on a Commission in the Commonwealth.¹⁸

11. The Executive Director and General Counsel will inform Commissioners of a material threat or pending litigation related to the Commission in accordance with Commission standard operating procedure. This provision shall not act to interfere with the Executive Director and General Counsel’s ability to act on an emergency basis if necessary to protect the Commission’s interests.

12. A Commissioner, who is informed of a human resources concern or complaint, will share that concern or complaint with the Chief People Officer and Executive Director. The Chief People Officer or delegee will assess that concern or complaint and report back to the Executive Director. In the event the Chief People Officer and/or the Executive Director is the subject of the complaint, the Commissioner will share that concern with the General Counsel.

13. The Commissioners, Executive Director, and staff are committed to compliance with the Massachusetts Open Meeting Laws, including restrictions on serial communications with or among more than two Commissioners, and will attend annual Open Meeting Law training sessions.

External Affairs

Commissioners and the Executive Director are considered cannabis subject matter experts by

¹⁸ See the most recent version of the Office of the Attorney General’s “Conducting Administrative Adjudicatory Proceedings,” particularly Chapter 7.



Legislative and Executive Branches of government and may engage with municipal, tribal, state, federal, and international government entities in accordance with approved Legislative and Executive Outreach policy.

1. In an effort to speak with one Commission voice, the Executive Director, in coordination with Staff, serves as strategic advisors for the Commissioners and manages press and media engagements, in collaboration with the Chair and the other Commissioners.
2. All Commissioners serve as official agency spokespersons, who may speak on behalf of the Commission on items that have been fully vetted and approved by an affirmative vote of 3 Commissioners. Upon approval of an item by Commissioners, the Executive Director may direct Staff to support Commissioners and prioritize that item.
3. The Chair is the acknowledged de facto spokesperson for long term strategic planning initiatives, urgent and exigent circumstances, and general Commission matters. The Executive Director is the de facto spokesperson on administrative, personnel, and operational matters. The Chair and Executive Director shall collaborate in determining the appropriate person to represent the Commission on communication matters as they arise.
4. If a Commissioner opposes a Commission decision that was approved by an affirmative vote of 3 Commissioners, they may share their reasons for doing so. In response to media inquiries, Commissioner(s) will be supported, through the Executive Director, by the Communications Department.
 - a. The Executive Director will work with the Chair or appropriate Commissioner to determine when the interests of the Commission and use of Commission resources and the interests of a Commissioner have diverged. When the Executive Director determines that such divergence exists, the Commissioner will be informed in a timely manner and may provide a personal statement. The Executive Director will determine if the Commissioner should release the personal statement on their own or if it will be distributed by the Commission. Staff may provide information to media outlets that represents the Commissioner(s)' position.
5. When Commissioners are discussing an issue for which there is no approved Commission policy or communicating in their individual capacity or in a capacity other than as a Commissioner, and there is a reasonable likelihood that their audience may assume or perceive that they are speaking on behalf of the Commission, Commissioners will preface their written or verbal communications with



the following disclaimer (modified as appropriate under the circumstances and to reflect verbal versus written communications):

I am speaking/writing today in my individual capacity and not on behalf of the Commission. All opinions expressed [herein or in my presentation] are strictly my own and do not necessarily reflect the official positions or views of the Commission.

6. Use of the Commission branding is reserved for initiatives that are deemed an agency priority by the Executive Director, in consultation with the Chair and in collaboration with Staff, or approved by an affirmative vote of 3 Commissioners. It is understood that external parties may display the logo to identify participation of particular Commissioners and/or Staff.

Accountability, Checks and Balances

1. As employees, Commissioners and staff are bound by federal and state employment and labor laws, the Commission's governing laws, Commission-approved policies, including the respectful work environment and other elements outlined in the Employee Handbook, and state ethics laws and its Enhanced Code of Ethics.¹⁹
2. Commissioners acknowledge that the Executive Director, as executive and administrative head of the Commission, has obligations to ensure that the Commission is complying with federal and state law and Commission governing laws and approved policies regarding conditions of employment.
3. By state law, Commissioners and staff are required to file disclosures with their respective appointing authorities.
4. If a complaint or allegation is made against a Commissioner and there is a concern that a Commissioner's conduct may be in violation of federal or state law, Commission governing laws, or Commission-approved policies, the Executive Director, General Counsel, and Chief People Officer will conduct an investigation and determine an appropriate course of action in accordance with the Employee Handbook. The Executive Director shall determine if the complaint or allegation holds merit and decide on notification of the appointing authority(ies), and will notify the Commissioner, whose conduct is at issue, and the Chair, if not the subject of the complaint.

¹⁹ G. L. c. 10, § 76 (k)



5. If a complaint or allegation is made against the Executive Director, or there is a concern that an Executive Director's conduct may be in violation of federal or state law, Commission governing laws, or Commission-approved policies, that matter will be referred to the Chief People Officer or the General Counsel. The Chief People Officer or General Counsel will conduct an evaluation in consultation with the Chair, and if necessary, will conduct an investigation and determine if the complaint or allegation holds merit and, if it is determined to hold merit, then refer the complaint or allegation to the full body of Commissioners to determine an appropriate course of action in accordance with the Employee Handbook.
6. If a complaint or allegation is made by or about a member of the Commission Staff or there is a concern that conduct may be in violation of federal or state law, Commission governing laws, or Commission-approved policies, that matter will be referred to the Chief People Officer. The Chief People Officer or delegee will assess that concern or complaint and report back to the Executive Director. In the event the Chief People Officer and/or the Executive Director is the subject of the complaint, the complaint shall be directed to the General Counsel.

Governance Charter Related Conflict Resolution

Conflicts may arise concerning the interpretation and implementation of this Charter.

1. When there is a lack of clarity in interpreting the Charter or a perceived violation of its terms that are raised by:
 - a. Staff, the issue(s) will be raised through their assigned chain of accountability (Staff->Manager->Director->Chief->ED) until it is discussed with the Executive Director. The Executive Director may choose to discuss the issue with the Chair or with other Commissioners to clarify or resolve the issue(s);
 - b. a Commissioner, then one or two Commissioners may speak with the Executive Director in an effort to clarify the issue(s) and seek resolution; or
 - c. the Executive Director, that issue will be brought to the Chair and/or another Commissioner, to clarify the issue(s) and seek resolution.
2. If additional effort is needed to clarify a Charter element or address a perceived Charter violation, Commissioners and the Executive Director may choose to discuss the issue in a public meeting to reach a shared interpretation of the issue and seek resolution. After deliberations, the Commissioners may put a proposed resolution to a vote.



3. Charter issues addressed through this conflict resolution section of this Charter will be placed on a list of agenda topics to be discussed during the next Charter review. These items will be tracked by the Executive Director or delegee.

Governance Charter Adoption and Review

1. This Charter will be approved by a majority of the Commissioners.
2. The Executive Director has indicated affirmative consent to this charter through signature on behalf of the administrative Staff.
3. The Charter will be reviewed at regular intervals by the Chair and Executive Director.
4. A review of the charter may be initiated by an affirmative vote of 3 Commissioners.
5. Prior to any review, the Chair will obtain input on agenda topics from the Commissioners and the Executive Director will solicit input from Leadership and Staff.

Ratified by the Commission (Yea ___ No ___ Abstain) on May 22, 2025

Effective this 22nd day of May 2025.



Travis Ahern
Executive Director

