



BUREAU OF
CANNABIS
CONTROL
CALIFORNIA



BUREAU OF CANNABIS CONTROL
STRATEGIC PLAN

2020-2022

TABLE OF CONTENTS

MESSAGE FROM THE BUREAU CHIEF.....	1
ABOUT THE BUREAU OF CANNABIS CONTROL	3
MISSION, VISION, AND VALUES	4
STRATEGIC GOAL AREAS.....	5
GOAL 1: Administration.....	5
GOAL 2: Legal.....	5
GOAL 3: Licensing.....	5
GOAL 4: Enforcement	5
GOAL 5: Laboratory	5
GOAL 6: Outreach.....	5
STRATEGIC PLANNING PROCESS	6

MESSAGE FROM THE BUREAU CHIEF



Welcome to the *2020–2022 Strategic Plan* of the Bureau of Cannabis Control (Bureau). This *Strategic Plan* is the first such plan created for the Bureau and is comprised of the values and goals that have shaped the Bureau’s development since its creation in 2016. This *Strategic Plan* highlights the Bureau’s primary goal of ensuring consumer safety and will serve as a guide for the Bureau as it continues to develop to meet the needs of the evolving commercial cannabis market.

I would like to thank the Bureau staff who have all in some way assisted and contributed to the development of this plan and the Bureau itself. The Bureau’s dedicated staff has responded to the demands of a new and emerging commercial market with diligence and enthusiasm. With the goals laid out in this *Strategic Plan*, the Bureau will continue to grow and learn as an organization.

Sincerely,

Lori Ajax
Bureau Chief

ABOUT THE BUREAU OF CANNABIS CONTROL

The laws related to commercial cannabis have evolved significantly over the last few years. Although medicinal cannabis was legalized when voters passed Proposition 215 in 1996, medicinal cannabis was primarily regulated at the local level and there was no statewide framework for the licensing, regulation, and enforcement of commercial medicinal cannabis activity.

In late 2015 and early 2016, the Medical Cannabis Regulation and Safety Act (MCRSA) was established through a series of bills passed by the Legislature, creating California's first regulatory system for cannabis at the state level. (Bus. and Prof. Code, § 19300 et seq.) The MCRSA established the Bureau (known in that legislation as the Bureau of Medicinal Cannabis Regulation) under the Department of Consumer Affairs (DCA) and created California's first framework for the licensing, regulation, and enforcement of commercial cannabis activity.

The Control, Regulate and Tax Adult Use of Marijuana Act (AUMA) was established with the passage of Proposition 64, a voter initiative, in November 2016. The AUMA legalized the nonmedicinal adult use of cannabis; established California's framework for the licensing, regulation, and enforcement of commercial nonmedicinal cannabis activity; and set a date of January 1, 2018, for the Bureau to start issuing licenses.

In June 2017, the California State Legislature passed a budget trailer bill, Senate Bill 94, that integrated MCRSA with AUMA and created the Medicinal and Adult-Use Cannabis Regulation and Safety Act (MAUCRSA). (Bus. and Prof. Code, § 2600 et seq.) Under MAUCRSA, a single regulatory system governs the cannabis industry, including both medicinal and adult-use, in California. Under MAUCRSA, the Bureau is charged with the licensing, regulation, and enforcement of the following types of commercial cannabis businesses: distributors, retailers, microbusinesses, temporary cannabis events, and testing laboratories. MAUCRSA mandated that the Bureau begin issuing licenses on January 1, 2018.

Despite the timing limitations posed by the new laws, which became effective in late June 2017, the Bureau began issuing licenses for medicinal and adult-use cannabis activities in December 2017, after the Bureau's emergency regulations went into effect on December 7, 2017.

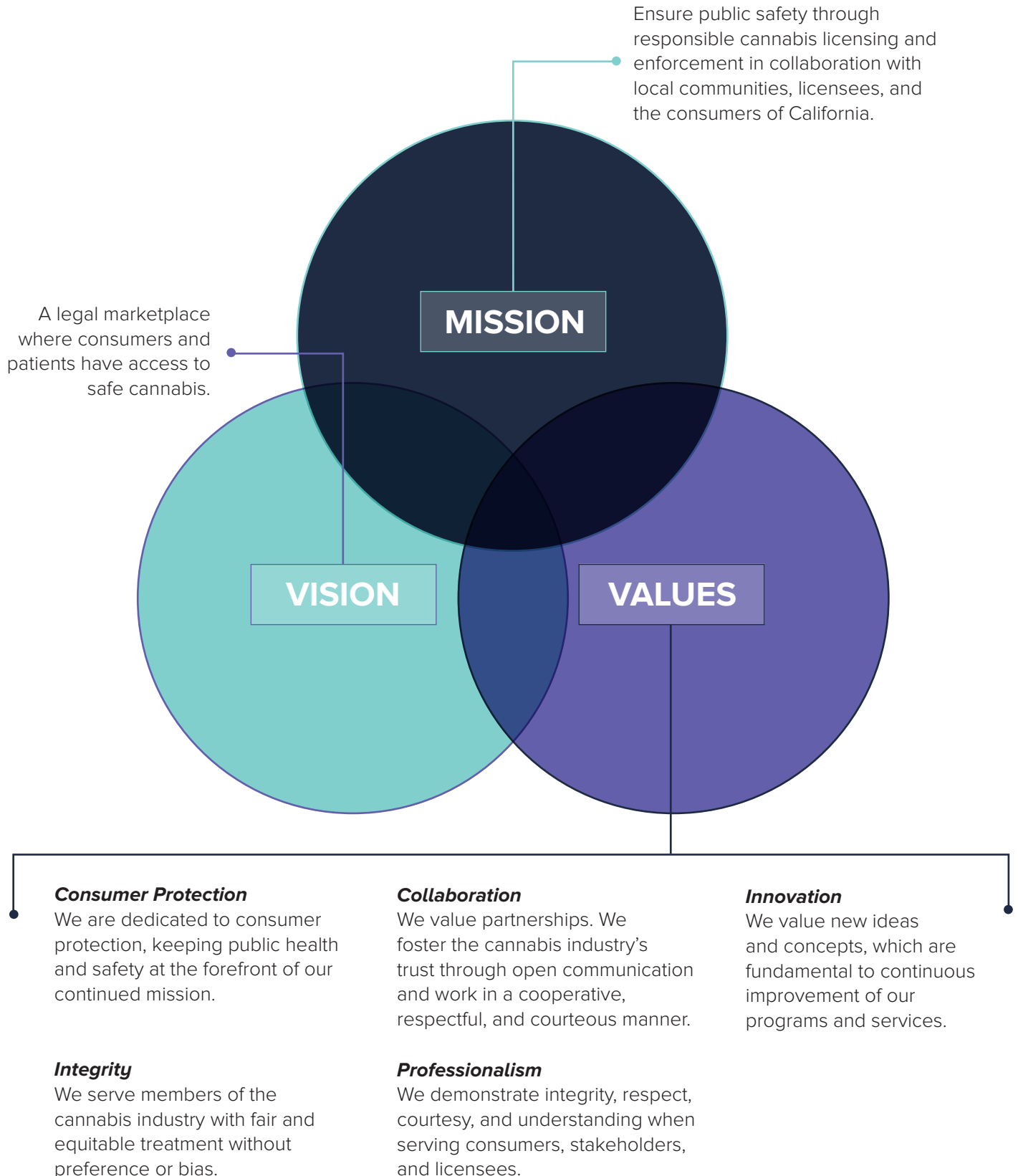
On June 6, 2018, the Bureau readopted its emergency regulations with modifications. On July 13, 2018, the Bureau issued a Notice of Proposed Rulemaking and began a 45-day comment period on the proposed regulations. After holding a series of public hearings during summer 2018, the Bureau submitted its proposed regulations for review by the Office of Administrative Law on December 3, 2018. The Bureau's regular rulemaking regulations were subsequently adopted on January 6, 2019.

The Bureau's organizational structure is intended to ensure that the mandates of MAUCRSA and its implementing governing regulations are appropriately implemented. The Bureau's headquarters, located in Rancho Cordova, is comprised of the following divisions:

- Executive
- Administration
- Enforcement
- Legal
- Licensing
- Laboratory

In addition, the Bureau has a regional office in Eureka.

MISSION, VISION, AND VALUES



STRATEGIC GOAL AREAS

GOAL 1: ADMINISTRATION

The Bureau efficiently uses resources and personnel to meet the Bureau's goals and objectives.

- 1.1 Establish a workforce development and succession plan to support the Bureau's organizational stability and sustainability.
- 1.2 Develop a Bureau-wide training plan to track and monitor position-specific training for all programs to ensure staff are meeting training requirements.
- 1.3 Partner with the DCA Office of Human Resources to determine methods to streamline recruitment efforts.

GOAL 2: LEGAL

The Bureau develops regulations that provide for the protection of consumer health and safety.

- 2.1 Identify and develop resource materials that will provide clarifying information regarding Bureau regulations to internal and external stakeholders to assist with compliance.
- 2.2 Amend Bureau regulations to accommodate new and evolving cannabis laws.

GOAL 3: LICENSING

The Bureau administers licensing standards to ensure applicants have satisfied the requirements to perform commercial cannabis activity in California.

- 3.1 Develop a performance measurement system that enables the Bureau to monitor and evaluate license application review processes and provide the public with estimated processing timeframes.
- 3.2 Update policies and procedures to include documentation of the analysis performed during application review and annually evaluate for consistency.

GOAL 4: ENFORCEMENT

The Bureau protects consumers through the enforcement of the laws and regulations governing the cannabis industry.

- 4.1 Evaluate enforcement complaints and investigations processes and document best practices and procedures consistent with the Bureau's mission to protect consumers.
- 4.2 Develop a performance measurement system that enables the Bureau to monitor and evaluate the enforcement complaints and investigations process.

GOAL 5: LABORATORY

The Bureau establishes standards for cannabis testing laboratories to ensure accurate and consistent testing of cannabis goods.

- 5.1 Establish a state reference testing laboratory to test cannabis goods for the Bureau.
- 5.2 Streamline the review process for testing laboratory standard operating procedures and test method validation reports.

GOAL 6: OUTREACH

The Bureau educates licensees, consumers, and stakeholders about cannabis laws and regulations.

- 6.1 Develop a communications plan that outlines the Bureau's planned outreach efforts to stakeholders.
- 6.2 Provide educational and informational outreach to stakeholders through various social media and communication platforms to promote the Bureau's efforts in support of its mission.
- 6.3 Provide licensing workshops in various locations throughout California to educate applicants on the requirements for licensure.

STRATEGIC PLANNING PROCESS

The Bureau employed DCA's SOLID Training and Planning Solutions (SOLID) to assist in the development of its *2020–2022 Strategic Plan*. To understand and identify factors that could impact the Bureau's success, SOLID conducted an environmental scan of internal and external environments by collecting information through the following methods:

- **A preliminary meeting** between SOLID and the Bureau's executive team to assess the challenges and opportunities the Bureau is currently facing or will face in the coming years, create a customized development plan, and determine dates for future focus groups.
- **A focus group** with the Bureau Chief and the management team (10 participants) to identify the Bureau's internal and external strengths and weaknesses through a tailored strength, weakness, opportunities, and threats (SWOT) analysis.
- **A focus group** with select staff and management (13 participants) to develop the Bureau's mission, vision, and values.

The Bureau's management team met internally to discuss the information provided by SOLID, including the most significant themes and trends identified from the environmental scan and SWOT analysis, along with recommendations provided as part of a Performance Audit conducted by the Department of Finance in 2019. This information guided the Bureau in development of its overall *2020–2022 Strategic Plan*.



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