



DCC 2026-31 Strategic Plan

Mission

The Department (DCC) advances and facilitates a well-regulated, legal market that benefits all Californians.

Vision

California has a safe, sustainable, and equitable cannabis market that serves as an example for the world.

Values

- **Integrity:** We work for the public benefit, and we safeguard the public trust. We honor the work we do and hold it in high regard.
- **Fairness:** We create standards and practices that are equitable, practical, and consistent.
- **Innovation:** We foster an environment of curiosity, creativity, and scientific understanding. We are bold, futuristic, and responsive to change.
- **Knowledge:** We value competency, professional excellence, and continuous learning.
- **Collaboration:** We are approachable and responsive. We value engagement and diversity of thought. We establish and maintain partnerships that balance our ideas and support our values.
- **Support:** We are resilient, kind, and respectful, both individually and as a community.

Strategic Priorities

1. Trusted and Safe Products

Description – DCC ensures that cannabis products in California are subject to testing and regulatory oversight designed to reduce risk and build confidence in the legal market.

Strategies

- Administer clear and accessible licensing programs that provide legitimate businesses the opportunity to operate in the regulated market and serve consumers responsibly.
- Maintain a comprehensive compliance program that oversees seed-to-sale activities, including minimum standards for production, handling, and labeling, to uphold product quality and integrity and support confidence in the legal market.



- Strengthen laboratory performance standards and oversight to promote accurate and reliable testing.
- Strengthen efforts to prevent inversion and diversion to ensure fidelity in the legal market and maintain trust in California's regulated cannabis system.

2. Sustained Pressure on the Illicit Market

Description – DCC is committed to protecting public health and safety, and the integrity of the legal cannabis market by actively disrupting the illicit market. Through coordinated enforcement, strategic resource allocation, and public education, DCC aims to reduce illegal activity and its harmful impacts on licensees and communities.

Strategies

- Apply sustained pressure on the illicit market through coordinated enforcement and regulatory efforts.
- Implement intelligence-led enforcement strategies to disrupt illegal operations effectively.
- Advocate for increased resources to support enforcement and compliance activities.
- Increase public awareness of the harms caused by the illicit market, including risks to health, safety, the environment, and community well-being.

3. Access and Awareness: Empowering Consumers and Communities

Description – DCC promotes responsible access to legal cannabis and empowers consumers with the knowledge to make informed choices. DCC educates consumers and works with local jurisdictions to expand access and reduce barriers to entry.

Strategies

- Increase consumer awareness of where and how to purchase legal cannabis products.
- Collaborate with local governments to responsibly expand retail access and address local permitting challenges.
- Highlight the negative impacts of limited retail access on public safety and the legal market.
- Educate consumers on the risks of illicit cannabis and the benefits of purchasing from licensed sources.
- Promote legal access, responsible consumption, and safe storage.



4. **Reduced Friction for Licensees Without Compromising Consumer Trust and Safety**

Description – DCC is committed to reducing unnecessary burdens on licensees while maintaining high standards for public health and safety. DCC seeks to streamline processes and lower costs to support the legal market.

Strategies

- Identify and implement opportunities to streamline regulatory processes and reduce administrative burdens.
- Advocate for policies that lower operational costs for licensees without compromising safety or compliance.
- Enhance digital tools and resources to support licensee compliance and improve service delivery.
- Foster a regulatory environment that is responsive, efficient, and supportive of innovation.
- Gather feedback from equity operators to identify barriers that limit participation in the cannabis industry. Continue efforts to support equity licensees, as outlined in DCC's [Equity Action Plan](#).

5. **Organizational Culture: A Value-Driven, High-Performing Workforce**

Description - DCC fosters a resilient, inclusive, and innovative organizational culture that supports its mission and values. DCC invests in its people to achieve excellence in public service and leadership.

Strategies

- Recruit and retain talent by supporting professional development, learning opportunities, and work-life balance.
- Cultivate an inclusive, diverse, and collaborative culture where employees feel valued and empowered to contribute.
- Encourage innovation by fostering curiosity, creativity, and appropriate risk-taking.
- Promote transparent, accountable communication to strengthen trust and alignment.
- Enhance performance and continuous improvement through effective resources, strong feedback loops, and consistent recognition of outstanding work.