



Cannabis Program

Strategic Plan Goals and Strategies

Implementation Action Plan Update

June 2020



Implementation Action Plan

The 2018 Cannabis Program Strategic Plan established the following four overarching goals for the three year period from 2018 through 2021.

- Goal A.** Support the lawful cannabis industry's efforts to generate economic development in Monterey County, while being mindful of other local industries important to the well-being of the county.
- Goal B.** Protect public safety, health, and the environment as the cannabis industry grows in Monterey County.
- Goal C.** Ensure a well-coordinated, responsibly managed program with effective and equitable compliance and enforcement, including an equity component, and continuously pursue grant opportunities to enhance the program.
- Goal D.** Generate revenue to support the program and services to the public.

An **Implementation Action Plan** was created in concert with the Strategic Plan. It has now been updated with the current status, including some revisions to the strategies to reflect existing practices and direction.

- For each of the strategies, a notation has been made to indicate whether it is underway.
- Additionally, based on interviews with the Board of Supervisors and Department Heads involved in the Cannabis Program, a column is provided to indicate whether the strategy is suggested as a priority for the next two fiscal years: FY 2020-21 and FY2021-22.
- A "comments" column is provided containing notes on some of the strategies.

ENFORCEMENT WORK GROUP	CANNABIS COMPLIANCE TEAM
Sherriff's Office (SO)	Cannabis Program (CP)
District Attorney's Office (DA)	Health Department, Environmental Health Bureau (EHB)
Department of Fish and Wildlife	Resource Management Agency (RMA)
	Agricultural Commissioner's Office (AG)
	Local Fire Districts/Agencies

Goals and Strategies	Lead Person or Department	Planned Fiscal Year for Implementation Per 2018 Strategic Plan			Underway (Yes/No)	Keep as a Priority for FY 2020-21 and FY 2021-22 (Yes/No)	Comments
		2018-19	2019-20	2020-21			
Goal A. Support the lawful cannabis industry’s efforts to generate economic development in Monterey County, while being mindful of other local industries important to the well-being of the county.							
A1. Coordinate the development and implementation of ordinances and policies to support cannabis activities and protect public health.	Cannabis Program Treasurer Tax Collector RMA County Counsel	X	X		Yes	Yes	Public Health is being further developed with the Board of State and Community Corrections (BSSC) for Proposition 64 grant (if awarded).
A2. Support networks of cannabis industry organizations and partnerships that will help foster productive and successful businesses.	Cannabis Program	X	X		Yes	Yes	
A3. Implement and sustain the outdoor cannabis cultivation pilot program in District 5	Cannabis Program RMA			X	No	Yes	Conducted an industry stakeholder session to gain input on why few (2) land use applications have been received to date. Ordinance approving outdoor cultivation was approved in the summer of 2019. RMA will gain policy direction from the Board of Supervisors regarding proposed amendments to Title 20 & 21. Based on direction, amendments will be presented to the BOS, Planning Commission, then to the Coastal Commission with the goal of being adopted by the end of the 2020 calendar year.
A4. Support diversification of cannabis industry into other types of products and services (such as marketing, research and development, manufacturing, testing and processing technology) and continued growth of successful cannabis industries.	Cannabis Program			X	Yes	Yes	Continue to expand all commercial cannabis business types. Limited manufacturing, retail and testing state licenses held in Monterey County.
A5. Establish a process for how the County responds to and updates the program based on new legislation affecting the cannabis industry.	Cannabis Program, County Legislative Program	X	X		Yes	Yes	Legislation only; this strategy previously included emerging market trends but there is no staffing for that effort, so it has been moved to the table below of deferred items.

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A6. Create information and facilitate the connections necessary to aid the local cannabis industry in meeting regulatory requirements necessary to be permitted in the County.	Cannabis Program, Cannabis Compliance staff that includes EHB, RMA, and local Fire Districts. Agricultural Commissioner's Office goal is to work in a collaborative manner with the cannabis compliance inspection team. Further development is required.	X	X		Yes	Yes	<p>Cannabis Compliance Inspections Multi-department/agency cannabis compliance inspections began in April 2019 and the process and procedures have continuously been improved. Accela Automation and the Cannabis Program SharePoint site are the single source data collection tools. Inspections are record and "resulted" in Accela under the Cannabis Business Permit (CNB) file. The SharePoint site stores data analysis in the form of "Trackers." Teams consist of a RMA Code Compliance Inspector, Environmental Health Specialist and respective Fire agency inspector. There are two types of inspections: Multi-Department which would inspect the entire operator premise and Incident Specific inspections which would inspect specific criteria such as progress on a stipulated agreement, code enforcement case, stop work order, suspension of a state license are examples.</p> <p>EHB also collaborates with the Cities and their respective Cannabis Programs to ensure compliance within the Cities.</p> <p>Over the past two years, the Ag Commissioner's Office has inspected 150 Cannabis businesses for compliance to CalCannabis licensing, pesticide use and weights and measures regulations.</p>
A7. Provide oversight of Cannabis business permit review and issuance.	Cannabis Program			X	Yes	Yes	The Cannabis Program has analyzed and worked to reduce potential bottlenecks by improving the consistency, efficiency, and tracking oversight of the review/issuance process.
A8. Track annual business licenses.	Treasurer Tax Collector			X	Yes	Yes	This strategy had previously included language about exploring potential to track job growth. There is no staff available for that and it has been removed.

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A9. Serve as one of the lead agencies for the Coastal Cannabis Program Forum	Cannabis Program (with other local jurisdictions)			X	Yes	Yes	The Central Coast Cannabis Program Forum (CCCPF) is a collaboration of county level jurisdictions formed in late 2018 to share best practices, discuss challenge areas, and learn from each other. This forum has grown to include 10 jurisdictions with meetings held quarterly by different hosts. The CCCPF offers insights into compliance, taxation, and enforcement of other jurisdictions which have similarities and differences in the types and proportions of commercial cannabis activities permitted.
Goal B. Protect public safety, health, and the environment as the cannabis industry grows in Monterey County.							
B1. Establish positive relationships with external stakeholders (i.e., public, cannabis industry) to reduce illegal cannabis operations and promote enforcement efforts.	Enforcement Work Group	X	X	X	Yes	Yes	DA and SO have solid work relationships with CDFA Enforcement, Department of Fish & Wildlife, State Water Board. Further discussion is needed to develop a process that the departments can agree to.
B2. Develop a proactive, coordinated enforcement strategy to support robust enforcement on the illegal cannabis market, and ensure that it is aligned with the necessary resources.	Enforcement Work Group	X	X	X	Yes	Yes	To date the Sheriff's Office initiated 31 cannabis investigations, which led to the following discoveries and seizures: 31,938 plants, 4,031 processed cannabis, \$102,836 in cash, 19 firearms. Further discussion is needed to develop a process that the departments can agree to.
B3. Establish a baseline and method of conducting ongoing surveillance and monitoring.	Cannabis Enforcement Task Force	X	X	X	Yes	Yes	SO, DA RMA and Program receive complaints. SO & DA investigates.
B4. Create community outreach programs focusing on agencies that serve youth and target the business community to educate people about cannabis use and consequences.	Health Department (Public Health)	X	X	X	Yes	Yes	Prop 64 grant would further develop outreach. Public Health (PH) currently collaborates with Sun Street Centers to provide drugged driving education in 10th grade classrooms throughout the County PH educates parents on cannabis and how to talk to their children about cannabis

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							PH collaborates with the Social Changers to provide social media on cannabis use and its consequences. PH educates pregnant and lactating women on consequences of cannabis use.
B5. Establish procedures to ensure that cannabis businesses are compliant with all environmental and safety regulations (e.g., water, solid waste, hazardous materials, other).	Environmental Health Resource Management Agency Agricultural Commissioner	X	X		Yes	Yes	EHB had existing regulations. Compliance Inspection created checklists for RMA, EHB and Fire Districts. Ag Commissioner ensures pesticide regulations for the protection of human health and the protection of the environment. EHB uses existing and current California Health and Safety Code Regulations to educate and ensure compliance in the County and its Cities.
B6. Establish a system to provide good coordination between the County, cities and other agencies regarding public safety, health and environmental issues.	Cannabis Program Resource Management Agency Health Department Environmental Health	X	X		Yes	Yes	Needs further development with cities. PH can help with public forums that can include the cities. This can be further assisted by prop 64 grant. EHB Inspects and Permits the Cannabis Industry in the County and its Cities.
B7. Develop a multi-year strategy to monitor and assess environmental impacts of cannabis businesses.	Cannabis Program Resource Management Agency Environmental Health		X		No	Yes	Contingent upon staff time availability
B8. Develop programs to support public health initiatives related to cannabis usage (e.g., prevent underage use, prevent poisonings, follow Center for Disease Control's stance on validity of health benefits, etc.).	Health Department		X	X	Yes	Yes	Part of Prop 64 Grant and ongoing efforts PH follows CDC guidance when creating educational materials.

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B9. Maintain criminal background check requirement records for cannabis business permit.	Cannabis Program			X	No	Yes	DOJ application was submitted in March 2020. Waiting for approval and OIR number. Will need to develop SOP and share with industry.
Goal C. Ensure a well-coordinated, responsibly managed program with effective and equitable compliance that is self-funded.							
C1. Proactively work with cannabis businesses to achieve compliance with State and County regulations.	Cannabis Compliance Inspection Team	X	X		Yes	Yes	
C2. Conduct compliance inspections to achieve compliance with County requirements for legally permitted cannabis operations.	Cannabis Compliance Inspection Team	X			Yes	Yes	
C3. Conduct an evaluation of the effectiveness of compliance with State and County regulations, identify improvements in processes needed and/or compliance efforts, and make recommendations for changes in any of these.	Cannabis Compliance Inspection Team	X			Yes	Yes	
C4. Establish processes to regularly provide the public with updates and relevant information through a central Monterey County cannabis website. Additional social media tools will be added if program resources are funded to support additional workload.	Cannabis Program	X	X		Yes	Yes	Hold regular stakeholder sessions twice a year based on staff availability. Create a simple customer service survey for inspection process. Webpage modifications in development.
C5. Engage relevant County departments, community groups, state agencies, and local governments to obtain feedback on the County's cannabis program so improvements can be made over time.	CAO-IGLA Community Engagement and Advocacy		X		Yes	Yes	Utilize SurveyMonkey. Develop a compliance inspection customer service survey.

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C6. In partnership with the departments involved in the Cannabis program, establish effective tracking and reporting systems for accountability on outcomes and use of assigned resources.	Cannabis Program	X	X		Yes	Yes	Need time for dedicated study and analysis
Goal D. Generate revenue to support the program and services to the public.							
D1. Track and report the use of cannabis tax revenues.	Cannabis Program		X		Yes	Yes	Priority for the Board Weekly Cannabis Assignment summary provided to the BOS prior to a Board meeting.
D2. Establish an integrated data sharing system (i.e., square footage, compliance status, permit status) so the Treasurer-Tax Collector can properly calculate and collect taxes.	Cannabis Program with support from Compliance Inspection Team	X	X		Yes	Yes	CDFA, Agricultural Commissioner measure canopy differently than the County Ordinance. Canopy definition differs.
D3. Consistently pursue grant funding opportunities to support the Cannabis Program, including: <ul style="list-style-type: none"> Equity grants Prop 64 grants (public health education, illegal market) Other available grant opportunities (regular activity) 	Cannabis Program District Attorney's Office Public Health Bureau County Strategic Grant Program			X	No	Yes	Program staff applied for Type 1 Funding from the Cannabis Equity Grants Program for Local Jurisdictions through the Governor's Office of Business and Economic Development. This type of application is for funding to conduct an equity assessment to inform the creation of a local equity program. The Program was awarded \$150,000, which will primarily be applied to subcontract the equity assessment with California State University, Monterey Bay. This study will rely on primary and secondary data collection to identify marginalized segments within Monterey County and present key stakeholders with the final report in early January 2021. Program staff plans to use findings to make an application for Type 2 Funding in the following year.

Appendix A. Deferred Priorities

The following items are recommended for deferral due to lack of staff capacity.

Goals and Strategies	Lead Person or Department	Planned Fiscal Year for Implementation Per 2018 Strategic Plan			In Progress (Yes/No)	Keep as a Priority for 2021 and 2022? (Yes/No)	Comments
		2018-19	2019-20	2020-21			
Goal A. Support the lawful cannabis industry’s efforts to generate economic development in Monterey County, while being mindful of other local industries important to the well-being of the county.							
Establish a process for how the County responds to and updates the program based on emerging market trends.	No assigned staff			X	No	No	Emerging markets not a priority due to lack of staff
Maintain and update data about economic activity and jobs resulting from the cannabis industry in Monterey County.	No assigned staff	X			No	No	Tracking job indicators is a challenge. Workforce Development Board is not allowed to track due to cannabis still being considered a Federal Schedule I drug. We are just now gathering employee data from our operators. Many operators use 3 rd party labor groups.
Assess the ways in which the cannabis industry complements and/or impacts other economic drivers within the County (e.g., recreation, tourism, agriculture, viticulture, aquaculture, and research and development) in order to understand the balance of economic interests.	Agricultural Commissioner			X	No	Yes	The Agricultural Commissioner will assess the ways in which the cannabis industry complements and/or impacts agriculture.
Goal B. Protect public safety, health and the environment as the cannabis industry grows in Monterey County.							
(None)							
Goal C. Ensure a well-coordinated, responsibly managed program with effective and equitable compliance that is self-funded.							
(None)							
Goal D. Generate revenue to support the program and services to the public.							
(None)							