

CEMETERY AND FUNERAL BUREAU

STRATEGIC PLAN 2024-2028



CEMETERY & FUNERAL
BUREAU

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About the Bureau

The Cemetery and Funeral Bureau (CFB or Bureau) regulates nearly every aspect of California's cemetery and funeral industries. The Bureau licenses and regulates 14 different licensing categories in California, totaling over 11,000 licensees. These licensing categories include funeral establishments, funeral directors, embalmers, apprentice embalmers, cemetery brokers and branches, cemetery salespersons, cremated remains disposers, crematories, crematory managers, hydrolysis facilities, cemetery managers, and private, nonreligious cemeteries established after September 1939 that collect endowment care funds (ECF).

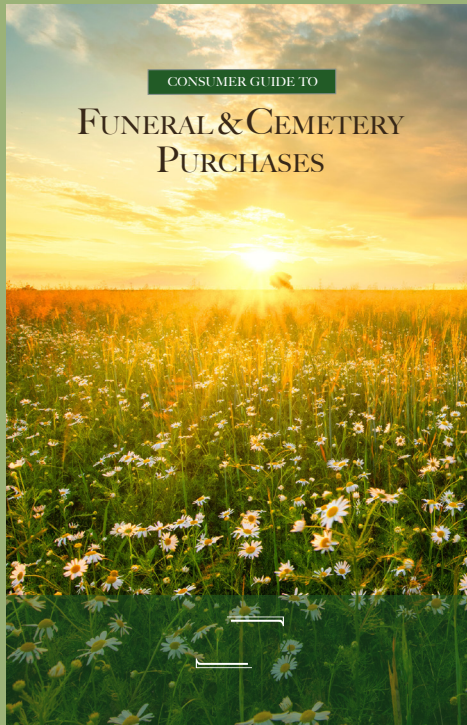
In addition to oversight of the operational activities within the death care industry, the Bureau also has fiduciary responsibility of consumer funded trust funds held and invested by licensed funeral establishments and cemeteries.

To carry out its duties and protect consumers, the Bureau has 28.5 authorized positions and a voluntarily established seven-member Advisory Committee that meets approximately two times per year. These Advisory Committee meetings encourage both consumers and licensees to provide input on funeral- and cemetery-related issues and assists the Bureau in addressing its regulatory obligations openly and transparently.

As the death of a loved one can be one of the most traumatic experiences consumers will face, the Bureau promotes the "**Consumer Guide to Funeral and Cemetery Purchases**," along with other pamphlets, to assist consumers in making the difficult end-of-life decisions for themselves or a loved one.

The information contained in the publications helps consumers ask the right questions and compare prices and services to make informed decisions. The publications, along with a wealth of other information, can be found on the Bureau’s website at www.cfb.ca.gov.

The Bureau has statutory authority to enforce the Cemetery and Funeral Act in the Business and Professions Code¹ (BPC) and its regulations relating to the funeral, cemetery, and crematory industries. The Bureau also has jurisdiction over specified sections of the Health and Safety Code (HSC) dealing with human remains, cemetery, and crematory provisions.²



1 Business and Professions Code Division 3, Chapter 12, Sections 7600-7746 and Title 16 of the California Code of Regulations Divisions 12 and 23.

2 Health and Safety Code Part 1 (commencing with Section 8100), Part 3, (commencing with Section 8250), and Part 5 (commencing with Section 9501) of Division 8.



Message from the Chief

On behalf of the Cemetery and Funeral Bureau, I am pleased to present the 2024–2028 Strategic Plan.

This plan highlights the areas that were identified by the environmental scan prepared by the California Department of Consumer Affairs' (DCA) SOLID Planning Solutions for the Bureau to improve its processes, continue business modernization efforts, and focus on outreach opportunities.

I am grateful to the individuals who participated in this process, including the consumers, licensees, Advisory Committee members, and Bureau staff who contributed to its development, as well as DCA who oversaw and supported this effort.

With the Bureau's dedicated staff, stakeholder partners, and this robust Strategic Plan, pursuing our goals together to protect California's consumers will be possible.

Gina Sanchez

Chief Cemetery and Funeral Bureau



Bureau Mission, Vision, and Values

MISSION

The Cemetery and Funeral Bureau safeguards consumers by licensing and regulating the death care industry through policies and practices that protect the health, safety, and general welfare of Californians.

VISION

California consumers are empowered to make informed end-of-life decisions in a fair and ethical marketplace.

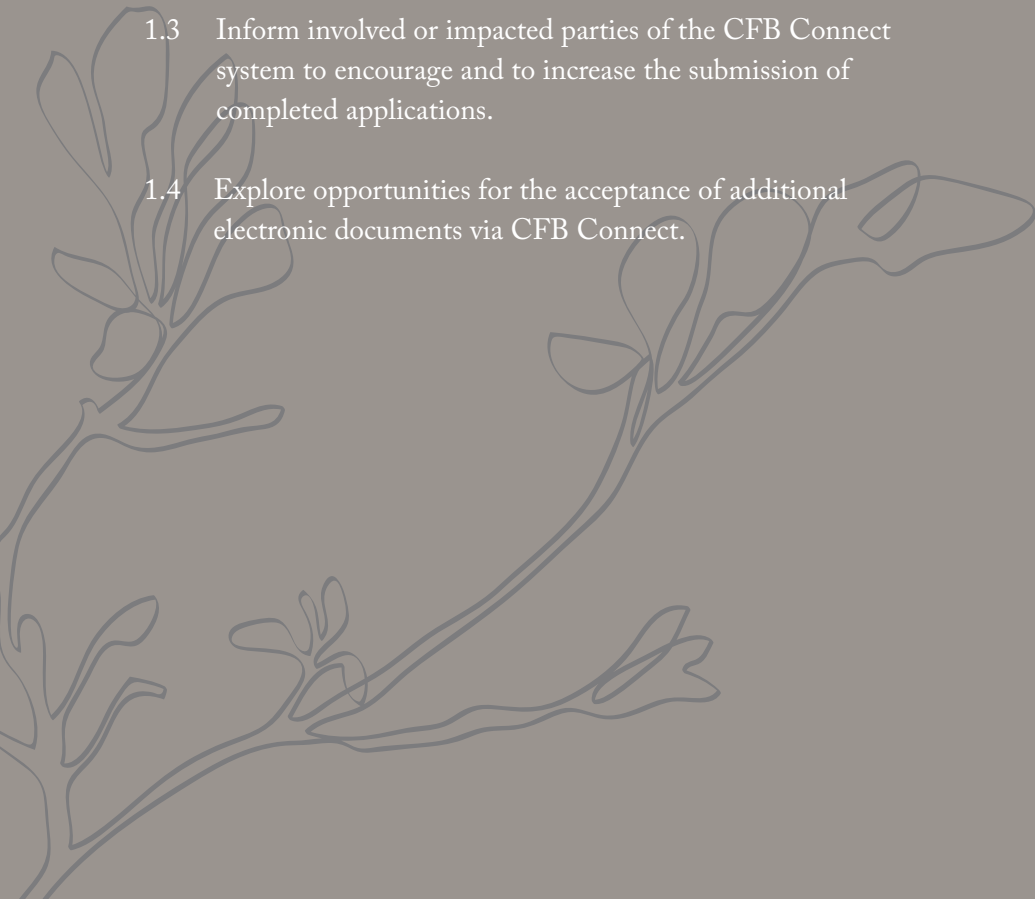
VALUES

Accessibility
Accountability
Collaboration
Compassion
Equity
Transparency

GOAL I: Licensing

The Bureau administers licensing standards to ensure only qualified applicants enter and maintain licensure within the profession.

- 1.1 Incorporate all initial license and license maintenance applications into CFB Connect for improved efficiency and greater accessibility.
- 1.2 Simplify and clarify application instructions to enhance understanding for all.
- 1.3 Inform involved or impacted parties of the CFB Connect system to encourage and to increase the submission of completed applications.
- 1.4 Explore opportunities for the acceptance of additional electronic documents via CFB Connect.



GOAL 2: Enforcement

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

- 2.1 Develop a dedicated webpage for the inspection process to increase transparency and assist in educating licensees in clear and plain language.
- 2.2 Prioritize resources for the Audit Unit to enhance performing its fiduciary duty of protecting cemetery and funeral trust funds.
- 2.3 Implement the enforcement, inspection, and audit modules into CFB Connect to establish consistency and create an efficient process for both consumers and licensees.
- 2.4 Expand licensee education by regularly providing information on common violations.



GOAL 3: Legislation and Regulations

The Bureau administers statutes and pursues regulations that strengthen and support its mission.

- 3.1 Create a specific outreach plan for licensees to improve awareness and compliance with new or amended laws and regulations.
- 3.2 Monitor the Federal Trade Commission Funeral Rule to ensure California laws and regulations are consistent with federal laws.
- 3.3 Educate stakeholders about the issues involving abandoned cemeteries and their impact on the communities in which they are situated.



GOAL 4: Outreach and Communication

The Bureau provides resources and educational information to stakeholders relating to the regulation and operation of the death care industry.

- 4.1 Expand consumer education efforts to increase access and consumer awareness including license verification.
- 4.2 Develop a communication plan to expand the Bureau's outreach.
- 4.3 Increase communications with stakeholders regarding CFB activities.
- 4.4 Modernize the Bureau's website and communication using plain and inclusive language.



GOAL 5: Administration

The Bureau builds an excellent organization through proper governance, effective leadership, and responsible management.

- 5.1 Update and implement staff succession plans to support a smooth transition and transfer of knowledge.
- 5.2 Refine internal workflows to promote timely communication and consistency across units.
- 5.3 Meet regularly with the DCA Budget Office to monitor the Cemetery and Funeral fund to ensure solvency.
- 5.4 Encourage staff to access both internal and external training opportunities.
- 5.5 Maximize opportunities for hybrid Advisory Committee meetings to sustain engagement and allow for diverse methods of participation from the public.



Strategic Planning Process

So understand the environment in which the Bureau operates as well as identify factors that could impact the Bureau's success in carrying out its regulatory duties, the California Department of Consumer Affairs' SOLID Planning Unit (SOLID) conducted an environmental scan of the Bureau's internal and external environments by collecting information through the following methods:

- **Phone/online interviews with advisory committee members and executive leadership** during October and November of 2023. One committee member chose to complete the online survey in lieu of an interview.
- **Online surveys** distributed to bureau management and staff, as well as external stakeholders, from September 20 through October 23, 2023.

The most significant themes and trends identified from the environmental scan were discussed by Bureau leadership during a strategic planning session facilitated by SOLID on January 22, 2024. This information guided the Bureau in the development of its strategic objectives outlined in this 2024–2029 strategic plan.



CEMETERY & FUNERAL
B U R E A U

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Strategic plan adopted on June 2, 2024.
This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the Cemetery and Funeral Bureau on January 22, 2024. Subsequent amendments may have been made after the adoption of this plan.

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