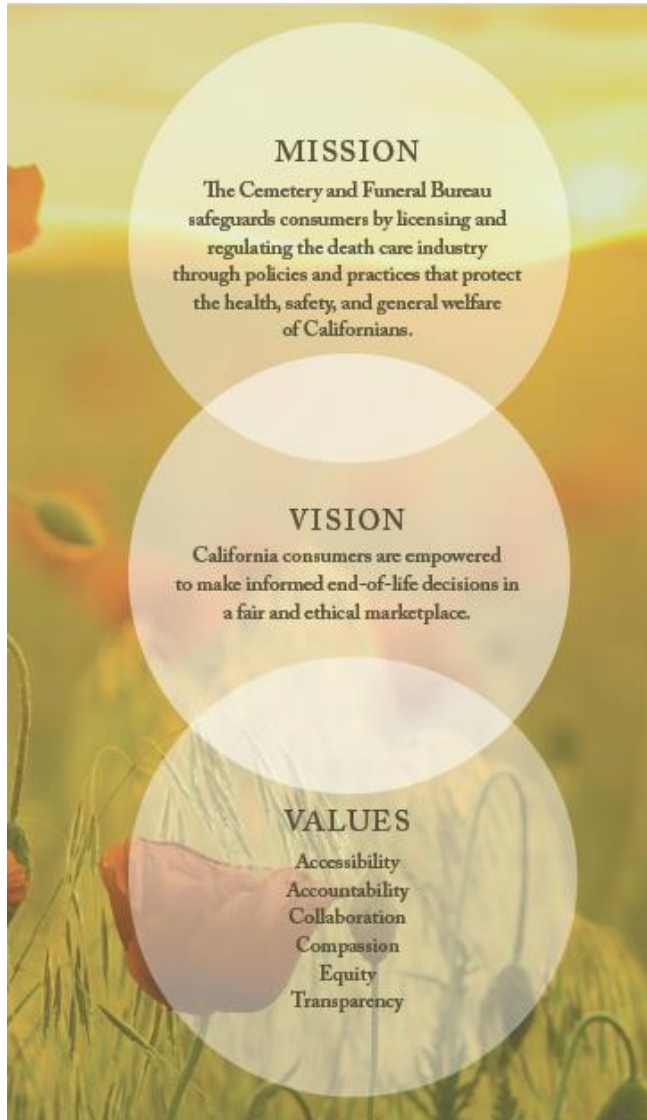




2024 – 2028 Strategic Plan



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

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 1 Licensing

GOAL 1: 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

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

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

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

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.