



Mission: The Marijuana Regulatory Agency will establish Michigan as the nation model for a regulatory program that stimulates business growth while preserving safe consumer access to marijuana.

Vision: The MRA will:

- Provide education to applicants, licensees, and all citizens on the mission and activities of the agency.
- Engage with all internal and external stakeholders in the development of policy, ensuring transparency and accountability.
- Commit to continuous quality improvement for all core business functions, using data as the driver for evaluation and decision-making.
- Provide opportunities for inclusion and professional development.

Goal 1: Communicate with and educate applicants and/or licensees on policies and best practices

Year One

FO: At every inspection and investigation, ensure applicants &/or licensees are provided with guidance and resources to promote compliance.

This goal has been met. During inspections RO's provide licensees with contact information for Metrc related issues, rule clarifications and bulletin resources.

OSS: Develop and conduct one-on-one onsite METRC training (**minimum of 12 per month**) for licensees to ensure adherence to promulgated rules. Provide clarification through bulletins on emerging issues/trends, **as warranted**

This goal was met (changes had to be made to the original goal to allow for virtual meetings rather than onsite) beginning in July 2020, analysts began conducting one-on-one virtual Metrc training and rule/bulletin clarification to licensees to ensure compliance.

Scientific: Conduct **quarterly**, topic-based educational sessions for SCFs

Provide clarification through bulletins on emerging issues/trends, **as warranted**

This goal was not met, scheduled education sessions had to be canceled due to Covid and virtual training sessions were not developed.

Legal: Provide **monthly** training to FO & OSS staff on the 10 topic-based rules

This goal was met. The legal analysts provided training and Question and Answer sessions for the division based on the new rule set and topics suggested by staff members.

Year Two

FO: Conduct compliance trainings with licensees on rules and common issues related to inspections and investigations **thrice a year**. The sessions will be conducted in each of the two F.O. areas.

Conduct virtual compliance trainings with licensees on rules and common issues related to inspections and investigations twice a year.

OSS: Continue to develop and conduct educational sessions as indicated in year one goals. (Identify areas of common issues and publish bulletins to address those common issues.)

Scientific: Continue to develop and conduct educational sessions as indicated in year one goals.

Conduct quarterly training sessions (virtual), Develop educational material for laboratories focused on quality control, oversight, and training. Develop quality control and oversight program for SCFs. Provide clarification through bulletins on emerging issues/trends, as warranted.

Legal: In partnership and coordination with FO & OSS staff, conduct **quarterly** trainings with licensees on the topic-based rules. Evaluate additional areas/issues that require legal guidance and provide the necessary training.

In partnership with FO and OSS staff, the legal section will release one FAQ educational Tips Bulletin for licensees on a monthly basis

Year Three

FO: Evaluate the benefits of the compliance trainings and determine need for and the frequency of this workgroup, if warranted. Identify gaps and need for additional workgroups and/or trainings to promote MRA's mission and vision.

OSS: Utilize METRC (user workgroup and) data to inform and conduct tailored/licensee-specific/advanced trainings. Identify gaps and need for additional trainings to promote MRA's mission and vision.

Scientific: Continue quarterly educational sessions for SCFs. Identify gaps and need for additional trainings.

Legal: In partnership and coordination with FO & OSS staff, conduct trainings with licensees on the topic-based rules. Evaluate additional areas/issues that require legal guidance and provide the necessary training.

Goal 2: Engage, consult and collaborate with stakeholders in the development of policies and standards

Year One

FO: Staff will engage in data collection to gather info (feedback, issues, etc.) from licensees, compile and analyze the data **monthly** to identify areas/topics/emerging trends that impact the industry. Adopt feedback/recommendations where feasible. Use recommendations to guide decision making.

This goal was partially completed. Information has been collected and used to provide recommendations however analysis and collection format need to be developed.

OSS: Develop and refine **weekly and monthly reports** to guide informed decision making. Collaborate with METRC in creating a User workgroup (comprised of representatives from the industry) that will meet **quarterly** to share and resolve common functionality issues/ideas. Adopt recommendations where feasible. Obtain access to and training for NCS Analytics tool – **by June 2020.**

This goal was completed with some changes. Metrc user workgroups will meet every other month. NCS has trained staff and meets with analysts regularly to discuss trends and suspicious data outliers.

Scientific: Scientific: Establish Scientific Advisory Workgroup (SAW) and meet **monthly (starting in April 2020)** to assist MRA with complex decisions on production concerns and challenges.

This goal was completed and continues as scheduled. The collaborative group effort has been utilized for recommendations and decision-making issues related to testing and sampling requirements.

Legal: Work with MOAHR, AGs and licensees on disciplinary actions, public investigative hearings, appeals, etc. (**look at scorecard metrics for data**). Complete boilerplate and other required reports **annually or as required.**

This goal was completed and work with the AGs office and MOAHR continues. Boilerplate reports were completed as needed and additional reporting needs have been identified.

Year Two

FO: Staff will engage in data collection to gather info (feedback, issues, etc.) from licensees, compile and analyze the data **quarterly** to identify areas/topics/emerging trends that impact the industry. Adopt feedback/recommendations where feasible. Use recommendations to guide decision making.

OSS: Use the workgroup recommendations to guide informed decision making. Use NCS data to forecast, chart trends, etc.

Scientific: Continue regular meetings with SAW. Establish the Physician Advisory Workgroup (PAW) **by April 2021** to assist MRA with learning (determine diagnosis, treatment protocol/dosing and alternate therapies); education (patient, industry and peer-to-peer); research (existing data, projects/studies underway) and provide recommendations

Continue regular meetings with SAW. Gauge interest to establish the Physician Advisory Workgroup (PAW) by March 2021 to assist MRA with learning (determine diagnosis, treatment protocol/dosing and alternate therapies); education (patient, industry and peer-to-peer); research (existing data, projects/studies underway) and provide recommendations.

Establish a Cannabis Research Workgroup by April 2021 to assist the MRA with learning (developing information and data on cannabis and cannabinoid systems); education (patient, industry and peer-to-peer); research (existing data, projects/studies underway) and provide recommendations based on cutting edge research to inform decisions.

Results of discussion and workgroup recommendations will be compiled and presented to Division and Executive Directors for informed decision making.

Legal: Continue to collaborate with stakeholders as indicated in year one goals.

Legal staff will continue to work with MOAHR, AGs, and Licensees to actively improve and refine processes and procedures. These improvements will be compiled in to a master document and will serve as a reference document for all existing and onboarding staff. Legal staff will identify redundancies in the process and remove them where appropriate in order to improve workflow and timeliness by 25%

Year Three

FO: Staff will engage in data collection to gather info (feedback, issues, etc.) from licensees, compile and analyze the data **quarterly** to identify areas/topics/emerging trends that impact the industry. Adopt feedback/recommendations where feasible. Use recommendations to guide decision making.

OSS: Evaluate the benefits of the workgroup, identify gaps/needs, and make well-informed decisions that are adaptive to evolving industry trends.

Scientific: Evaluate the benefits of the workgroups, identify gaps/needs, and make well-informed decisions that are adaptive to evolving industry trends.

Legal: Continue to collaborate with stakeholders as indicated in year one goals.

Goal 3: Utilize data/reports to improve service delivery

Year One

FO: Use Accela/AMO to assign inspections by licensee to ROs (serve as single point of contact and convenience) to ensure consistency in service delivery and communicate accurate MRA positions/stance on topics/issues. Develop data reports (work with MRA-IT) necessary to compile the issues – **June through September 2020.**

This goal has been completed, RO's are assigned to facilities to ensure single point of contact and consistency in inspections. Review of investigative report data determined the need for additional investigative assistance in first district and the need for additional assistance in delivery plan approvals.

OSS: Ensure staff are trained (SQL, PowerBI, METRC Advanced) by **June 2020** to create the necessary queries/reports to demonstrate current status, emerging trends, impact of MRA decisions on the industry, etc. Create a library/warehouse of adhoc &/or custom reports to facilitate informed decision making **(by September 2020)**

This goal was partially complete. Staff have been trained as identified and additional data reports were created by Metrc at the request of OSS. Those additional reports will be used to develop data analysis reporting but specific reporting has not been identified.

Scientific: Complete the LPI and business requirements to integrate the inspection process for SCFs and transition all quality control/oversight into Accela – by **June 2020.** Work with DTMB on implementation of the project.

This goal was partially completed. The LPI was completed and business requirements were developed however the business requirements do not meet the needs of MRA IT staff and need to be redone. It was determined that legal staff needs will be addressed as the first phase and scientific will be completed at a later date.

Legal: Complete the LPI and business requirements to integrate compliance process, PIH, hearings, etc. into Accela – by **June 2020.** Work with DTMB on implementation of the project.

This goal was partially completed. The LPI was completed and business requirements were developed however the business requirements do not meet the needs of MRA IT staff and need to be redone. Staff currently is working with MRA IT to complete the business requirements and will continue to work with IT to complete the various phases of the LPI.

Year Two

FO: Review and analyze data **monthly** to identify common issues with interpretation of statutes & rules including any correlation with external factors - districts, licensee type, geographic location, MRA staff, etc. Create baseline before establishing improvement goals – **target June 2021.** Implement action plan **(starting in July 2021)** based on identified issues including frequency of reporting.

OSS: Review and analyze data on a **monthly** basis to identify common issues of the licensees (need one-on-one METRC training, require clarification on rules, testing statuses, etc.) – what are the top 10% of the anomalies/outliers? Resolve **within 30 days** of identification of the issues/problems.

Scientific: Work with DTMB on completion of the project, which includes automation and integration of all LSS processes in to the Accela workflow **(June 2021).** Ensure staff are trained for utilization of Accela for tracking, reporting, and automatic notification **(September 2021).**

Legal: Work with DTMB on completion of the project. Ensure staff are trained for utilization of Accela for day-to-day operations **(June 2021).** Evaluate compliance processes and outcomes on a **biweekly** basis to inform decisions on MRA actions.

Year Three

FO: Evaluate implementation plan on a yearly basis; continue to revise and update, as warranted.

OSS: Use data/reports to share/inform/educate and obtain feedback from workgroups, industry associations, etc. Enhance transparency and accountability in all transactions.

Scientific: Use data/reports to share/inform/educate and obtain feedback from workgroups, industry associations, etc. Enhance transparency and accountability in all transactions.

Legal: Use data/reports to share/inform/educate and obtain feedback from workgroups, industry associations, etc. Enhance transparency and accountability in all transactions.

Goal 4: Develop and retain a knowledgeable and engaged workforce that is empowered to delivering high-quality work products.

Year One

All staff will complete **two** relevant professional development training (as discussed with and approved by Manager).

This goal was not met as 75% of staff completed two development trainings. The trainings will be completed by all staff prior to December 1, 2020.

25% of staff will participate in a process improvement activity to improve timeliness and quality of work product

This goal was completed with the staff participation in the LPI sessions that were conducted this year.

25% of staff will participate in some type of voluntary activity to manage work stress. Establish baseline.

More than 25% of staff participate in activities to manage stress including sports, exercise, and reading.

Year Two

All staff will complete a **minimum of two** relevant professional development training (as discussed with and approved by Manager).

35% of the staff will participate in a process improvement activity to improve timeliness and quality of work product

Measure stress management activity outcomes. Determine if there is a decrease in employee work-related stress levels (target – 5% reduction).

Year Three

All staff will complete **three** relevant professional development training (as discussed with and approved by Manager).

50% of the staff will participate in a process improvement activity to improve timeliness and quality of work product

40% of staff will participate in some type of voluntary activity to manage work stress. Measure outcomes including impact on work productivity, sick hours used, turnover, etc.