



COMMONWEALTH OF MASSACHUSETTS

Executive Director

Recruitment Placement Document

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Our Agency

Since its creation in 2017, the Cannabis Control Commission (Commission) has overseen the safe, effective, and equitable regulation of Massachusetts' licensed cannabis industry.

[Five, full-time Commissioners](#) lead our independent state agency based on appointments by the Governor, State Treasurer and Receiver General, and Attorney General for expertise in public health, public safety, social justice, regulated industries, and corporate management/finance/securities. Commissioners shape policies to build and maintain a marketplace which was first envisioned by voters who approved



legalization at the ballot in 2012 and 2016, then was marbled and reformed in [statute by the State Legislature](#) in 2017 and 2022. At monthly [public meetings](#) Commissioners vote to issue or renew licenses and approve certain business changes, certify workforce trainers, designate municipalities as [Areas of Disproportionate Impact](#), review and revise guidance and regulations, and make other critical policy decisions that guide the industry.

Commission leaders reflect on the agency's work after its first five years:

<https://youtu.be/3IC5u6dDJH4>

Watch a hybrid public meeting in action from April 2024:

https://youtu.be/meg9K_d0PfQ

More than 130 diverse and talented administrative staff report to the Commission's Executive Director to help advance and fulfill the agency's mandate and mission. That work includes the review of initial and renewal [license applications](#), conducting [investigations and other compliance activities](#), administering [equity programs](#) for individuals disproportionately harmed by previous marijuana prohibition and enforcement, publishing groundbreaking [research](#), providing [patient support](#), managing [public education campaigns](#), and many other functions.



Review one of our "More About Marijuana" public education campaign videos:

<https://youtu.be/L75eh9vxXD0>



Following the opening of the first Marijuana Retailers on the East Coast in 2018, the adult-use cannabis industry has generated [\\$6 billion in gross sales](#) through the operation of more than 350 stores, while more than 100 Medical Marijuana Treatment Centers and the Medical Use of Marijuana Program serve nearly 100,000 patients statewide. Today, regulated marijuana is a top cash crop for the Commonwealth, [surpassing even cranberries](#) in value as the \$7 billion-plus industry continues growing.



Marijuana in Massachusetts from seed to sale:

<https://youtu.be/ront6kYXW34>

Our Mission, Vision, and Values

Our mission is to honor the will of the voters of Massachusetts by safely, equitably, and effectively implementing and administering the laws enabling access to medical and adult-use marijuana in the Commonwealth.

The Commission will foster the creation of a safely regulated industry that will create entrepreneurial and employment opportunities and incremental tax revenues in and to communities across the state and which will be a best practice model for other states. The industry will be characterized by participation by small and larger participants and with full and robust participation by minorities, women, and veterans. We will develop policies and procedures to encourage and enable full participation in the marijuana industry by people from communities that have previously been disproportionately harmed by marijuana prohibition and enforcement and positively impact those communities.



Learn more about the Commission's equity mandate and mission.



Our Operating Principles

The Commission promises to:

- Conduct all of our processes openly and transparently; and
- Engage in regular two-way communication with all concerned citizens, patients, health care providers and caregivers, partners, and other constituencies.



Build a world-class state agency by:

- Committing to the highest level of constituent services using state-of-the-art technology and multiple media;
- Defining and publicly measuring our performance versus metrics regarding timely execution, accessibility, impact on public health and safety, impact on disproportionately harmed communities, and incremental tax revenue generation;
- Becoming self-funding and generating a revenue surplus; and
- Creating a great place to work.



Enhance and ensure public health and safety by:

- Developing and enforcing effective regulations;
- Developing and executing a program of continuing public education;
- Conducting and contributing to research on marijuana-related topics; and
- Using surplus funds to help address issues in these areas.



Our Industry

Massachusetts legalized cannabis for both medical (2012) and adult-use (2016), and Marijuana Retailers have been operational since November 2018. Massachusetts' current adult-use cannabis industry is competitive with some of the leading adult-use states, as you can see from the current industry metrics provided by the Commission's Research Department and as reported by other jurisdictions' regulatory and/or revenue agencies.

State	Adult-Use Sales Launch	2023 Total Sales	2023 Monthly Sales Average	2024 Total Sales	2024 Sales Through	2024 Monthly Sales Average
Arizona	January 2021	\$1,365,973,471	\$113,831,122	\$94,633,379	January 2024	\$94,633,379
California	January 2018	\$4,399,048,681	\$366,587,390	NA	NA	NA
Colorado	January 2014	\$1,529,324,553	\$127,443,712	\$229,790,636	February 2024	\$114,895,318
Connecticut	January 2023	\$273,966,356	\$22,830,529	\$73,334,548	March 2024	\$24,444,849
Illinois	January 2020	\$688,781,267	\$57,398,438	\$111,068,694	February 2024	\$55,534,347
Maine	October 2020	\$216,906,065	\$18,075,505	\$54,720,330	March 2024	\$18,240,110
Maryland	July 2023	\$367,158,208	\$91,789,552	\$177,056,549	February 2024	\$88,528,274
Massachusetts	November 2018	\$1,792,456,363	\$149,371,363	\$441,016,625	March 2024	\$147,005,542
Michigan	December 2019	\$3,057,161,286	\$254,763,440	\$503,849,084	February 2024	\$251,924,542
Missouri	February 2023	\$1,338,300,000	\$111,525,000	\$347,900,000	March 2024	\$115,966,666



Montana	January 2022	\$319,167,135	\$26,597,261	\$77,127,372	March 2024	\$25,709,124
Nevada	July 2017	\$825,125,047	\$68,760,420	\$62,462,103	January 2024	\$62,462,103
New Jersey	April 2022	\$800,279,300	\$66,689,941	NA	NA	NA
New Mexico	April 2022	\$557,019,800	\$46,418,316	\$146,770,352	March 2024	\$48,923,450
New York	December 2022	\$154,700,000	\$12,891,666	NA	NA	NA
Oregon	October 2015	\$903,861,906	\$75,321,825	\$222,525,575	March 2024	\$74,175,191
Rhode Island	December 2022	\$107,816,616	\$8,984,718	\$18,883,325	February 2024	\$9,441,662
Vermont	October 2022	\$107,800,000	\$8,983,333	\$10,220,000	January 2024	\$10,220,000
Washington	July 2014	\$1,225,938,000	\$102,161,500	NA	NA	NA

Our Geographic Location

Like many government agencies in 2024, the Commission follows a hybrid work schedule. However, the Commission’s physical headquarters are located in the [City of Worcester](#), affectionately known as “The Heart of the Commonwealth.” Agency offices and public meeting space are conveniently available to staff and constituents on the second floor of beautiful, historic [Union Station](#). Just one hour west of the state’s capital of Boston—where the agency also is committed to maintaining a satellite footprint—Worcester is considered Central Massachusetts’ principal and is the second largest municipality in New England.



Worcester is home to a host of regional employers, such as University of Massachusetts Memorial



Health Care, Hanover Insurance Group, Saint Vincent Hospital, and Polar Beverages—along with 12 accredited colleges and universities in the surrounding area, including [Clark University](#), [Worcester Polytechnic Institute](#), [Worcester State University](#), [College of the Holy Cross](#), and [University of Massachusetts Medical School](#).

An attractive place to live on the East Coast, the City of Worcester [touts](#) its affordable housing; quality public schools; many colleges and universities; access to diverse culture, sports, restaurants and entertainment; and reliable local and regional transportation.

For some quick facts about Worcester, visit:

<https://www.worcesterma.gov/quick-facts>

Learn more through Discover Central Massachusetts:

<https://www.youtube.com/watch?v=rqHEdRrGFik>

The Position

The Executive Director (ED) will provide leadership and oversight for the strategic functioning of the Cannabis Control Commission through collaboration with the Commission and the Agency’s Executive Team (ET). The ED will have a deep understanding and knowledge of the Cannabis industry and is responsible for the overall performance and longevity of the Agency. This includes delegating and directing productivity to achieve performance goals, driving profitability, managing company organizational structure, strategy, and communicating and reporting to the Agency’s Commission.



Overview of Responsibilities

Strategic Support

- Collaborates with the Agency’s Commission and Senior Leadership Team to develop and implement organizational strategies.
- Conduct research and analysis to weigh in on decisions and support problem-solving.

Operational Management

- Oversees Agency operations by working closely with the Commission and Senior Leadership Team to ensure the Agency operates at an optimum level.



- Establish, benchmark, and evaluate key industry performance indicators to drive decisions that advance the organization.

Communication and Liaison

- Serve as a point of contact between the Agency's Commission and identified internal/external stakeholders in collaboration with the Chief of Staff and Director of Government Affairs.
- Structure and facilitate internal communication flow within the organization, ensuring key messages are conveyed timely and effectively.

Leadership

- Manage and lead the Senior Leadership Team, providing appropriate guidance, mentorship, and support.
- Foster a positive and collaborative work environment.

Decision Support

- Provide analysis and recommendations to the Agency's Commission to ensure they make informed decisions.
- Anticipate industry challenges and proactively address issues.

Policy and Process Development

- Develop and implement policies and processes to enhance organizational efficiency.
- Identify areas for improvement and innovation.

Crisis Management

- Act as a point person during crises, coordinating responses and communication.
- Ensure the organization is prepared to handle unforeseen challenges.
- Excellent communication skills: written, verbal, and interpersonal, with the cultural competency to effectively communicate with and authentically engage broad audiences.
- Experience with establishing knowledge management systems in a large, fast-moving industry.

Personal Characteristics

- Unquestionable personal integrity, fairness, and credibility are necessary to gain the trust and



commitment of the Commission, leaders, and employees at all levels of the Agency.

- High level of comfort and experience navigating and implementing change.
- An in-depth understanding of work in a regulatory environment that encompasses the development, establishment, execution, and application of various federal, state, and local laws applicable to the Cannabis industry, as well as the Agency's obligation to educate the public.
- Excellent interpersonal skills, stamina, humility, compassion, situational sensitivity, and a good sense of humor.

Qualifications

- A bachelor's degree in public administration or business administration/management, or a related field, and three (3) to seven (7) years of relevant management experience. Cannabis industry experience or experience in a regulatory, enforcement and/or compliance environment a plus.
- In lieu of a bachelor's degree, five (5) to 10 (ten) years of relevant management experience may be substituted. Cannabis industry experience or experience in a regulatory, enforcement and/or compliance environment a plus.
- Understanding of the Massachusetts cannabis industry, as well as knowledge of national industry development and trends.
- Experience in organizational management including fiscal management, strategic planning, and management of executive level staff. Experience as an Executive Director, Chief Executive Officer (CEO), Chief Operating Officer (COO) or other head of organization/agency head title a plus.
- Understanding the application and utilization of software and technology to develop creative solutions to effectively solve problems and advance an agency's or organization's agenda.
- Experience collaborating with boards, commissions and/or senior-level executives.
- Experience working in or in collaboration with a public agency or government body such as municipal, state, or federal government a plus.

Application Process and Deadline

The Commission encourages interested candidates that meet the minimum requirements for experience and skills to apply for this position. Interested candidates should submit a cover letter and resume by



email no later than June 15, 2024. The application package should be submitted to:
ExecutiveDirectorSearch@cccmass.com

Please include the position title in the subject line: CCC – Executive Director

Submissions are due by 5:00 pm (email) on June 15, 2024, late submissions may be considered solely at the discretion of the Commission.

Executive Director Job Description:

https://massanf.taleo.net/careersection/ex/jobdetail.ftl?job=24000584&tz=GMT-04%3A00&tzname=America%2FNew_York

Learn more about careers through the Commonwealth of Massachusetts:

<https://www.mass.gov/find-your-career-at-the-commonwealth>

