



# Dental Board of California

## 2026-2029 Strategic Plan

Adopted: February 5, 2026

### Prepared by:

SOLID Planning Solutions

Department of Consumer Affairs

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## Board Members

Lilia Larin, DDS, President

Rosalinda Olague, PhD(c), RDA, Vice President

John Dierking, JD, Secretary

Steven Chan, DDS

Kevin Cheng, JD

Robert P. David

Alan L. Felsenfeld, MA, DDS

Joni Forge, DDS

Jaskiran K. Grewal, DDS

Angelita Medina, MHS

Yogita Thakur, MS, DDS

Ram M. Vaderhobli, MS, DDS

James Yu, MS, DDS

**Gavin Newsom, Governor**

**Tomiquia Moss, Secretary, Business, Consumer Services and Housing Agency**

**Christine Lally, Acting Director, Department of Consumer Affairs**

**Bryce W.A. Docherty, MPA, Executive Officer, Dental Board of California**

## About the Board

The Dental Board of California (Board) was created by the California State Legislature in 1885 and was originally established to regulate dentists. The Board licenses and regulates approximately 104,000 dental professionals. The Board licenses, monitors, and disciplines dentists, registered dental assistants (RDAs), and registered dental assistants in extended functions (RDAEFs). The Board issues many types of permits to administer general anesthesia and sedation, as well as orthodontic assistant and dental sedation assistant permits. The Board approves dental educational programs and courses required for practice, licensure, and continuing education, and sets the duties and functions of unlicensed dental assistants.

In carrying out this complex work, the Board's highest priority is the protection of the public. While working to enable dental professionals to practice in California, the Board licenses only those individuals who are qualified. The Board investigates complaints against licensed and unlicensed individuals and enforces the Dental Practice Act while addressing the needs and concerns of dentists and dental auxiliaries.

## **Message from the Board President**

The Dental Board of California's Strategic Plan serves as a forward-looking roadmap to protect the health and safety of the public while supporting a high standard of dental care across the state.

Grounded in the Board's mission of consumer protection, the Strategic Plan outlines clear priorities that strengthen licensing and examinations, consumer protection and enforcement, public policy decision-making, communication and customer service, and administrative operations. These priorities enhance organizational effectiveness and promote transparency and engagement with stakeholders. The Board reaffirms its commitment to regulatory excellence and continuous improvement in an evolving oral health landscape by setting measurable goals and aligning resources with long-term objectives.

Thank you,

[Board President Signature]

Lilia Larin, DDS, Board President

# **Board Mission, Vision, and Values**

## **Mission**

To protect and promote the oral health and safety of California consumers by ensuring the quality of dental health care within the state.

## **Vision**

A recognized leader in public protection and the promotion of quality oral health care.

## **Values**

- Consumer Protection
- Professionalism
- Accountability
- Efficiency
- Diversity
- Fairness

## Goal 1: Licensing and Examinations

**Provide an efficient licensing process for timely applicant access to the workforce without compromising consumer protection. Administer timely, fair, valid, comprehensive, and relevant licensing examinations.**

- 1.1 Review and pursue statutory and regulatory changes to dentist and dental auxiliary licensing and permit requirements to reflect current dental practice.
- 1.2 Evaluate dental assisting licensure requirements for any barriers to entry and license portability across states.
- 1.3 Review and update course provider statutes and regulations to improve clarity, reflect current practice standards and trends, and implement additional enforcement authority.
- 1.4 Assess examinations and factors potentially impacting pass rates to ensure fairness, validity, comprehensiveness, and relevance.

## Goal 2: Consumer Protection and Enforcement

**Provide timely and appropriate enforcement to ensure consumer protection.**

- 2.1 Evaluate and refine resources and processes to improve program efficiency and effectiveness.
- 2.2 Refine the Enforcement Unit onboarding process to promote effective and consistent communication, resources, and training.
- 2.3 Cross-train staff within the Enforcement Unit to promote collaboration and a comprehensive understanding of the enforcement process.
- 2.4 Explore subject matter expert (SME) compensation and recruitment to increase SME diversity and quality.

## Goal 3: Communication and Customer Service

**Provide current information and quality customer service to the Board's stakeholders.**

- 3.1 Review and update BreEZe functionality for an improved user experience.
- 3.2 Develop an Outreach and Communication Plan to promote transparency and increase stakeholder awareness of the Board's activities and processes.
- 3.3 Increase internal and external communication to improve transparency and knowledge of processes and provide better customer service.

## Goal 4: Administrative Services

**Build an excellent organization, with engaged employees, through effective leadership and responsible management.**

- 4.1 Create an onboarding process for Board members and staff that provides comprehensive Board information to promote effective decision making, improved staff retention, and alignment with the Board's goals.
- 4.2 Assess and reallocate Board committees and officer positions to promote efficient and effective Board actions.

## Strategic Planning Process

To understand the environment in which the Board operates as well as identify factors that could impact the Board's success in carrying out its regulatory duties, the Department of Consumer Affairs' SOLID Planning Unit (SOLID) conducted an environmental scan of the Board's internal and external environments. Information for the scan was collected through interviews and online surveys distributed to the listed stakeholder groups during June 2025:

- Internal staff<sup>1</sup>: interviews and online surveys.
- Board members: interviews.
- External stakeholders<sup>2</sup>: online survey link distributed and posted on the Board's website, social media accounts, interested parties' email subscription list, and the Department's website.

The most significant themes and trends identified from the environmental scan were discussed by board members, board leadership, and members of the public during a strategic planning session facilitated by SOLID on November 5, 2025. This information guided the Board in the development of its strategic objectives outlined in this 2026-2029 strategic plan.

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<sup>1</sup> Executive leadership, managers, and staff

<sup>2</sup> Licensees, individuals preparing to be licensed, individuals who work in a related profession, retired licensees, consumers or representatives of a consumer group, members of a professional association or group, representatives of a school, representatives of a government agency, and others.

**Dental Board of California**

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Subsequent amendments may have been made after the adoption of this plan.



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