



CALIFORNIA PRIVACY PROTECTION AGENCY

INTERNAL ENVIRONMENTAL SCAN
HIGH LEVEL FINDINGS

SEPTEMBER 2023

ENVIRONMENTAL SCAN APPROACH

- Four (4) individual Board Member Key Informant Interviews
- Ten (10) individual Executive Staff Key Informant Interviews
- Eleven (11) staff survey responses



HIGH LEVEL CATEGORIES

- Mission statement feedback
- Current culture
- Agency strengths
- Opportunities for improvement
- Trends on the horizon
- Top priorities for the next 3 years

FEEDBACK ON CPPA MISSION

Overall:

Board members, CPPA executives and staff believe the CCPA mission statement below accurately reflects the work of the agency:

“...protect consumer privacy, ensure that businesses and consumer are well-informed about their rights and obligations and vigorously enforce the law against businesses that violate consumers’ privacy rights.”

Source: Proposition 24, Sec 2. Paragraph L

ADDITIONAL FEEDBACK ON CPPA MISSION

There were also suggestions on minor revisions to better reflect CPPA's work - a few suggestions include:

- Include element about everyone being aware and informed – our agency, business, consumers, legislature, all stakeholders.
- Incorporate/define to what extent CPPA should consider business concerns and needs.
- Look at aligning with our three pillars (Education, Enforcement, Policy).
- Incorporate our rule-making function.

CPPA'S CULTURE

Overwhelmingly, the executive team and agency staff described a positive, collaborative organizational culture comprised of dedicated and hardworking individuals.

Some additional comments about the culture included:

- Concern about burnout
- 100% remote work has advantages and can also create some challenges (e.g., with communication)
- Mission-focused team
- Address mistakes quickly and directly

CPPA'S STRENGTHS



CALIBER & COMMITMENT OF TEAM
Expertise related to legal policy and technical in privacy domain.



POLITICAL SUPPORT
We are getting the political support we need.



AGENCY NIMBLENESS
We have a startup mentality and are able to work effectively in a virtual environment. We're not steeped in bureaucracy.



OPEN LINES OF COMMUNICATION
Within the agency and through partnerships with other agencies that we rely on.



AUTHORITIES WE HAVE WITHIN STATUTE
Strong law and mission. We have space to do significant work.

OPPORTUNITIES FOR IMPROVEMENT

1. Clarify Roles and Responsibilities

- Clearly define responsibilities between Board and Executive Staff.
- Allow leadership to step into their roles and allow ED to provide oversight, guidance.

2. Need Additional Staff

- Fill in vacancies, expand capabilities (bring in-house).

3. Mature Organizational Processes and Practices

- Clarify and streamline decision-making, reporting structures and workflow processes.
- Develop policies and procedures.



OPPORTUNITIES FOR IMPROVEMENT, CONT.

4. Communication

- Getting the word out on what we do (more awareness).
- Internal communication to ensure staff are aligned with leadership vision in this fast-paced environment.

5. Work-Life Balance

- Excellent work culture but start-up environment intensity can result in burnout.
- Need to balance and prioritize.

6. Build Relationships

- Build relationships and influence other jurisdictions (States, Counties) as they consider similar enforcement activities.

7. Establish Criteria for Supporting Legislative Bills

- For example, only take a position on those bills that directly impact the operations of CPPA.



TRENDS FACING THE AGENCY IN THE NEXT 3-5 YEARS

1. Changes at the federal level that may impact the agency's authority and work

"We are the State of CA but U.S. could have some federal laws or protections that could pre-empt some of our laws/decisions."

2. Increased awareness of privacy issues

"Individual people have become more concerned about their privacy and use of their personal information – particularly with AI and children's privacy. This will continue to expand in importance which is in line with our mandates."

3. Dynamic nature of privacy and technology

"There's so much going on in the space of privacy: new requirements, areas of focus."

4. Increased recognition from the State legislature

"Getting increased recognition and potential desire for responsibilities from the legislature (good trend)."

TOP PRIORITIES FOR NEXT 3 YEARS



California Privacy Protection Agency(CPPA) Strategic Planning Process ~ Preliminary Timeline

Updated 8/24/23

PHASE 1: DISCOVERY COMPLETE
 ✓ Board interviews.
 ✓ Exec team interviews
 ✓ Staff input survey
 ✓ Analyze and summarize feedback



PHASE 3: DEVELOP PRELIMINARY STRATEGIC PLAN
 • Draft Preliminary Strategic Plan
 • Solicit feedback from Execs, Staff and Board on preliminary Plan
BOARD MEETING: Nov 9
 • Refine goals & objectives; solicit feedback



PHASE 5: SOCIALIZE & PUBLISH PLAN
 • Develop and implement internal and external communications plan to support rollout of Strategic Plan
 • Develop strategic governance structure including strategic planning teams, decision-making, and meeting and reporting cadence and tools



PHASE 2: ENVIRONMENTAL SCAN
Exec Session – Part I: Aug 23 COMPLETE
 ✓ Review Discovery Phase analysis & findings
 ✓ Conduct SWOT analysis
 ✓ Identify preliminary Core Values list
ALL STAFF MEETING: SEPT TBD
 • Share findings
 • Refine Core Values list

BOARD MEETING: SEPT 8
 • Provide overview of effort
 • Walk thru Phase 1 Findings
PHASE 2: ENVIRONMENTAL SCAN, CONT.
Exec Session – Part II: Sept ##
 • Finalize goals & objectives
 • Prioritize goals
 • Prioritize objectives
 • Identify objective owners & key performance measures



PHASE 4: ENGAGEMENT & PLAN REFINEMENT
 • Working session
 • Revise Plan based on feedback



PHASE 6: IMPLEMENT THE PLAN
 • Stand up strategic governance structure
 • Measure, monitor, refine plan