December 27, 2017

John Laird, Secretary
California Natural Resources Agency
1416 Ninth Street, Suite 1311
Sacramento, CA 95814

Dear Mr. John Laird,

In accordance with the State Leadership Accountability Act (SLAA), the Exposition Park submits this report on the review of our internal control and monitoring systems for the biennial period ending December 31, 2017.

Should you have any questions please contact Ana M. Lasso, General Manager (Governor Appointee), at (213) 744-7659, ana.lasso@expositionpark.ca.gov.

BACKGROUND

Exposition Park is a 160-acre park just south of Downtown Los Angeles. The land primarily is owned by the State of California, with portions owned by the City of Los Angeles and other portions leased by the County of Los Angeles, the Los Angeles Unified School District and the University of Southern California.

Originally founded as an Agricultural Park in 1872 and subsequently renamed Exposition Park in 1913, the park has become one of Southern California’s premiere visitor destinations. Venues in the park hosted major competitions and events during the 1932 and 1984 Summer Olympic Games in Los Angeles. Exposition Park is home to celebrated museums, recreational, educational and cultural assets. Exposition Park as a premier state, regional and local asset encompassing the following resources:

- California Science Center, which includes the IMAX Theater -- a California state museum.
- Natural History Museum of Los Angeles County -- a Los Angeles County museum.
- The Dr. Theodore T. Alexander Jr. Science Center Charter School -- a Los Angeles Unified School District Elementary School in partnership with the California Science Center.
- The Los Angeles Memorial Coliseum -- University of Southern California
- The Banc of California Stadium—Los Angeles Football Club
- EXPO Center -- a City of Los Angeles Recreation and Parks
- The Rose Garden -- a City of Los Angeles Recreation and Parks amenity.

Governance

As a department of the State of California’s Natural Resources Agency, the Office of Exposition Park Management has a nine-member board of directors appointed by the Governor. The Office of Exposition Park Management is a program within the Sixth District Agricultural Association (Food and Agriculture Code Section 4101-4108) known as the California Science Center.

The Office of Exposition Park Management is responsible for public safety operations, parking services management and overall park beautification maintenance. In addition, Office of Exposition Park Management administers supervision and coordination of park-wide events, and facilitates communication efforts between state, city, and county entities represented within the park. Office of Exposition Park
Management is responsible for the negotiations of ground leases and agreements, which impact the state's interest, including development of park facilities and future infrastructure improvements.

**Office of Exposition Park Management/California Science Center Board of Directors**

- Fabian R. Wesson – Chair
- Billie C. Greer – Vice Chair
- Janis Berman
- William J. Chadwick
- Diane Hamwi
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- Mark Pulido
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OEPM currently employs thirty-nine (39) employees, thirty-three (33) who belong to OEPM’s Department of Public Safety (DPS). DPS is responsible for security services at Exposition Park. Research indicates DPS began as the Natural Sciences Police Department, under the authority of California Agricultural Code 4108.

The other positions in OEPM include the General Manager, who is appointed by the Governor, an Assistant General Manager (CEA), a Staff Services Manager I (SSMI); an AGPA, an Events Manager, an Events Supervisor, Events Coordinator, and Office Technician and through an interagency contract with the California Highway Patrol (CHP), a CHP Captain, three (3) CHP Sergeants, and two (2) CHP Office Technicians.

**ONGOING MONITORING**

As the head of Exposition Park, Ana M. Lasso, General Manager (Governor Appointee), is responsible for the overall establishment and maintenance of the internal control and monitoring systems.

**Executive Monitoring Sponsor(s)**

The executive monitoring sponsor responsibilities include facilitating and verifying that the Exposition Park internal control monitoring practices are implemented and functioning as intended. The responsibilities as the executive monitoring sponsor(s) have been given to: Vanessa Esparza, Assistant General Manager (CEA B).

**Monitoring Activities**

The Office of Exposition Park Management (OEPM) regularly discusses and addresses potential threats or risks associated with managing the Park on a 24/7, 365 day calendar. These risks include fiscal liabilities, personnel issues, infrastructure improvements, operations, special events, contracts and outside security threats, among others.

OEPM leadership meets weekly with its operations, event, and public safety staff as well as its onsite contractors to discuss past and future activities in and around the park. These meetings help identify and troubleshoot any urgent concerns or liabilities throughout the Park. Meeting notes are taken and tracked week to week to monitor progress toward meeting established goals.

On a bi-annual basis the OEPM’s senior management, which includes the General Manager, Assistant General Manager, Chief of Department of Public Safety, Event Services Staff and Budget and Administrative Staff, meet to evaluate current and future conditions that could pose potential risks and
liabilities to Exposition Park. During these meetings the leadership team also develops plans of action to address any identified issues. Given the dynamic nature of Exposition Park these conversation are critical to preserving the health, safety, sustainability and fiscal management of the Park.

On a bi-annual basis OEPM management meets with its contractors to conduct performance management audits to address progress toward meeting contract goals and address any shortcomings in the performance of the contractor. OEPM utilizes a Performance Management Sheet to track the progress of the contractor and track improvements or inadequacies over time. These performance Management Sheets are used in part to assess the renewal of the contract.

In addition, in Fall of 2017 the OEPM awarded a contract to Torti-Gallas + Partners to lead a 3 year Master Plan project that would result in a comprehensive plan that would chart of the course of the future of Exposition Park for the next 25 years. This plan will conduct a deep assessment on the programmatic, fiscal, and physical health of the Park as well as developing key strategies and solutions to ensure the Park remains a vibrant and fiscally solvent destination for all its visitors and tenants.

**Addressing Vulnerabilities**
During OEPM’s bi-weekly staff meetings and weekly operations meetings, the team discusses any vulnerabilities to the Parks operation, public safety, financial management and events. Comprehensive notes are taken and tracked to ensure issues are addressed in a timely manner.

OEPM General Manager, Assistant General Manager and Staff Services Manager I meet with the California Science Center Finance and Admin staff monthly to address any issues related to the financial health and administrative functions of the departments. As issues are raised, action plans with assigned tasks are developed and tracked during the monthly meetings.

**Communication**
The General Manager, Ana M. Lasso, is responsible for the macro oversite of the compliance with the risk monitoring for all of the Office of Exposition Park Management. Ms. Lasso delegates and monitors the long term progress of goals and performance measures established for the department. She then delegates to the Assistant General Manager the day-to-day monitoring and implementation of solutions to address any department deficiencies. The Assistant General Manager is responsible for the internal operations, programs, and performance management of OEPM staff and contractors. The Assistant General Manager meets regularly with program staff to track performance duties and troubleshoot any issues that may be pressing.

In addition, the Department of Public Safety Chief also reports up to the General Manager and communicates regularly on the status of the department and any risks or liabilities that have been identified throughout the Park. Once an issue is identified, the Chief works directly with the Sergeants on developing an appropriate and timely solution and reports regularly to the General Manager on the status of these solutions.

Lastly, the General Manager reports monthly to the Exposition Park/California Science Center Board of Directors on the progress of major initiatives, liabilities and risks. In addition, as a direct report to the Under Secretary of the Natural Resources Agency, Tom Gibson, Ms. Lasso has regular communication regarding major activity impacting the Park.

**Ongoing Monitoring Compliance**
The Exposition Park is in the process of implementing and documenting the ongoing monitoring processes.
as outlined in the monitoring requirements of California Government Code sections 13400-13407. These processes include reviews, evaluations, and improvements to the Exposition Park systems of controls and monitoring.

**RISK ASSESSMENT PROCESS**

The following personnel were involved in the Exposition Park risk assessment process: Executive Management, Middle Management, Front Line Management, and Staff.

**Risk Identification**

The General Manager of OEPM, Assistant General Manager, Chief of Department of Public Safety, command staff team, Budget and Operations Manager and Event Services team meet regularly to identify and discuss park-wide issues and risks. OEPM reviews all the risks involved with managing the park on a (24/7), 365 day calendar, especially during large-scale special events such as college football events, concerts, and other major events.

In late Fall 2017, the team met for a one day retreat to delve deeper into the short term and long terms goals of the Park, in addition to discussing any immediate risks or liabilities facing the Park. A list was developed that will help guide the priorities and resources of the Park to minimize risk, increase performance and improve the client, tenant and customer experience.

**Risk Ranking**

During regular checks and more specifically in the staff retreat, OEPM leadership led the staff in an activity to identify risks and liabilities throughout the Park. Guidelines were established to narrow the criteria for these liabilities in order to develop a manageable, realistic, time bound and achievable list of tasks. The list was finalized through rich discussion and discourse using these criteria.

**RISKS AND CONTROLS**

**Risk: Operations - Internal - Physical Resources—Maintenance, Upgrades, Replacements, Security**

The Visitor Parking Structure is located at the entrance of Exposition Park and is the most heavily used parking location within the Park. The parking structure was built in in the early 2000’s and houses approximately 2,120 parking spots. It is the primary parking area used for daily Park operations and special events. It is a four (4) story, below ground, open air structure. The top level (Level A) was built at street level with an open breezeways on the south and east side of the structure to allow for air circulation which was done to minimize ventilation costs. The design however can, and has, lead people to believe that the top deck is a continuous lot to the side walk. On two separate occasions an individual has fallen from the top deck down the breezeway causing severe injury– one resulting in a fatality. Following the most recent incident in early 2017, the OEPM worked with the States Office of Risk Management to conduct a risk assessment of the parking structure to identify all possible risks, liabilities and feasible solutions. The risk assessment identified all potential risks throughout the parking structure and solutions to mitigate these risks including and beyond just the concern with the open breezeway.

The cause of the risks include, inadequate signage notifying the public of the open breezeway, additional physical barriers, functional fire extinguishers, lack of traffic calming measures, among many others. In addition, when the parking structure was designed, the function, use and visitor population of the park was vastly different. With the growth of the Park tenants and increased use for music festivals, large scale
events, and increased daily attendance, the parking structure experiences much more foot and vehicular traffic than when it was first constructed in the early 2000’s.

If the recommendations are not implemented, the OEPM risks additional incidents that put in jeopardy the public’s safety including pedestrian falls, traffic collisions, or inadequate resources to deal with fires, life and safety issues within the structure.

**Control A**

The OEPM has commissioned a study in collaboration with the Office of Risk Management to assess all risks and provide recommended actions and improvements to address safety in and around the structure. In addition, the OEPM is working with the Department of General Services to develop an additional study to determine the costs and feasibility of the recommend solutions and has brought on a contractor who will be managing the efforts.

**Control B**

In the short term, the OEPM is working with the onsite Department of Public Safety and its parking contractor Classic Parking Inc. to increase patrols and walkthroughs of the structure to ensure we address short term risks and immediate concerns in a timely fashion.

**Risk: Operations - Internal - Physical Resources — Maintenance, Upgrades, Replacements, Security**

The Park has experienced significant growth over the last several years due to the arrival of two new Park tenants— the Los Angeles Football Club and the Lucas Museum of Narrative Art. Both tenants will bring with them a large investment into the park and its infrastructure as well as an increase in events, programs and visitors. Existing park tenants have also seen growth in their patronage which has increased the parks visibility and usage. With greater park use, there is an increased need for more sophisticated and effective security measures. As a result Exposition Park is at an increased risk of an outside public safety threat. These threats can come in the form of bomb threat, active shooters, vehicle attacks, physical assaults, theft, and vandalism, among other.

As stated above, the growth of the park has contributed to Exposition Park becoming a more visible target. In addition, the world has seen a shift in the types of threats it experiences with increased incidents of active shooters, vehicle attacks and use of explosive devises that seek out locations with with high concentrations of the general public. All these factors increase the public safety risks Exposition Park faces on a daily basis. Those who wish to cause harm to the public are seeking out locations that host large events such as concerts, festivals or museums such as those that Exposition Park frequently hosts. Exposition Park has experienced threats of active shooters and bomb scares in and around the Park. In addition to the Park tenants, its proximity to the University of Southern California also increases its risk to outside threats and/or impacts from activities happening around the park.

If a credible threat were to be identified or executed, the loss of life, property and assets could be detrimental. Without the implementation of increased safety mechanisms and technology, Exposition Park would be ill equipped to prevent and/or respond to large scale attacks. Even minor threats such as theft and vandalism would greatly decrease because of greater collaboration and monitoring among the Department of Public Safety and Park tenants.

**Control A**

Exposition Park will upgrade its security camera system to provide greater coverage in its camera monitoring throughout the park. The new system will also allow for more immediate response to
activities happening in real time. The implementation of the new camera system will allow for a proactive police monitoring approach. Public Safety officers will be able to see and address public safety concerns before any significant issues arise.

**Control B**
The Office of Exposition Park Management has also developed Park wide Emergency Procedures that will help prepare staff in the event of an emergency that would impact the whole Park. The implementation of these procedures would also help increase coordination and success during these types of events. By implementing this control strategy, all park entities would have succinct emergency procedures to support the efficient and prompt response to public safety threats and emergency incidents. The implementation of the Park wide Emergency Procedures also includes the implementation of a public text notification system that would help expedite urgent communication in the event of an emergency.

**Control C**
The Department of Homeland Security conducted an assessment of Exposition Park in 2007 and provided recommendations strategies to increase public safety during large scale events, specifically college and NFL football games at the Memorial Coliseum at Exposition Park. These recommendations included adjustments to policing strategies as well as infrastructure improvements. By implementing these strategies Exposition Park would improve its prevention of public safety threats during large events.

**Risk: Operations - Internal - Physical Resources—Maintenance, Upgrades, Replacements, Security**
Exposition Park faces ongoing risks of tree limb falls due to the concerns with maintenance and trimming of its trees. Uncontrollable weather conditions have also impacted the health and integrity of the trees. Abrupt changes between the hot and cold temperatures had also compromised the conditions of the trees. In addition because the Office of Exposition Park Management does not have long term records or tree counts it is difficult to determine the health and lifespan of the trees on site or develop a comprehensive tree maintenance plan. The current contract for Grounds and Landscaping services includes activities related to tree pruning and maintenance but it does not include a comprehensive assessment of existing conditions of all trees on site. Thus we are left with the potential of unexpected tree limbs falling putting the public’s safety at risk.

Exposition Park is home to hundreds of trees, many of which have been around since Exposition Park was established or just prior to the 1932 Olympics. Many of these trees were not native to the California climate or properly cared for over the decades and as such, are in poor health. This, in addition to poor record keeping, changes in Grounds and Landscaping contractors and leadership changes having created challenges in developing and maintaining a proper tree maintenance plan.

If we are unable to develop a comprehensive tree management plan, we risk additional tree limb falls, injuries and even possibly fatalities as we have seen in other tree limb incidents at nearby parks. The Office of Exposition Park Management is already in litigation for a tree limb that fell in 2013 nearly striking two LAPD officers during an onsite training. Most recently two large tree limb fell from a ficus tree on one of our most frequently travels sidewalks. Although no one was injured, if the limb had fallen just a few hours earlier the results could have been catastrophic.
**CONTROL A**
The development of a comprehensive tree count and assessment would help provide information on the life and condition of all trees on site. It would also help determine the appropriate maintenance and trimming plan to minimize the risk of unanticipated tree limb falls. Through this assessment we would also include a tree replacement plan that would provide a phasing timeline and costs for replacing trees in a manner that would ensure public safety and preserve the integrity of the Park’s landscape.

**CONTROL B**
The Office of Exposition Park Management will be releasing a new Request for Proposals for the Grounds and Landscaping contract that will more clearly delineate the tasks needed to prioritize tree care and maintenance. We will also be adding in a plan for an outside arborist to evaluate and audit the tree maintenance and trimming to ensure activities are being done to the highest safety standards. This will allow for a subject matter expert to assess the work of the contractor and help reduce the risk of improper pruning and tree care by the selected contractor.

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**CONCLUSION**

The Exposition Park strives to reduce the risks inherent in our work and accepts the responsibility to continuously improve by addressing newly recognized risks and revising controls to prevent those risks from happening. I certify our internal control and monitoring systems are adequate to identify and address current and potential risks facing the organization.

*Ana M. Lasso, General Manager (Governor Appointee)*

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CC: California Legislature [Senate (2), Assembly (1)]
California State Auditor
California State Library
California State Controller
Director of California Department of Finance
Secretary of California Government Operations Agency