

December 31, 2025

Wade Crowfoot, Secretary
California Natural Resources Agency
715 P Street, 20th Floor
Sacramento, CA 95814

Dear Secretary Wade Crowfoot,

In accordance with the State Leadership Accountability Act (Leadership Accountability), the Exposition Park submits this report on the review of our internal control and monitoring systems for the biennial period ending December 31, 2025.

Should you have any questions please contact Adriana Vasquez, Director of Operations, at (323) 428-3352, Adriana.vasquez@expositionpark.ca.gov.

GOVERNANCE

Mission and Strategic Plan

Mission Statement

The Office of Exposition Park Management protects, maintains, and advances Exposition Park as a safe, accessible, and vibrant State asset, serving millions of visitors each year through its partner institutions, public spaces, and major events. Through park-wide leadership and coordination, the Office of Exposition Park Management enhances equitable outdoor and cultural access for the community.

Background:

The Office of Exposition Park Management (OEPM) is responsible for the operations of Exposition Park and is governed by a General Manager who serves as the Executive Director of the nine-member Board of Directors for Exposition Park matters, appointed by the Governor. Welcoming nearly eight million annual visitors, Exposition Park in Los Angeles is one of California's most visited destinations. The Park is home to many of Southern California's most recognizable sports, entertainment, cultural, educational, and historic landmarks and will serve as a host site for the 2026 FIFA World Cup Fan Festival and the Los Angeles 2028 Olympic and Paralympic Games.

Established in 1872 as Agricultural Park and renamed in 1913, Exposition Park has evolved into one of Southern California's most significant civic, educational, and cultural destinations. Its legacy is exceptional, having hosted the 1932 and 1984 Olympic Games, the first Super Bowl,

multiple World Series games, and numerous iconic concerts in modern music history. Guests and presentations such as Martin Luther King, Jr., Pope John Paul II, the Rolling Stones, Bruce Springsteen and the E Street Band, U2, Van Halen, Metallica, and NASCAR have all appeared at Park venues, reinforcing Exposition Park's long-standing role as a regional landmark for sports, culture, and entertainment. Today, the more than 150 year old State property encompasses nine major institutions, including two State museums, the California African American Museum and the California Science Center; the City of Los Angeles EXPO Center, the Argue Swim Stadium, and the historic Rose Garden; the Theodore Alexander Jr. Science Center operated by LAUSD; BMO Stadium; the Los Angeles Memorial Coliseum; the Los Angeles County Natural History Museum; and the future Lucas Museum of Narrative Art. The near 160-acre State property also includes extensive public green space managed by OEPM, including the South Lawn, Expo Lawns, Christmas Tree Lane, Jesse Brewer Jr. Park, and Soboroff Playfield.

Strategic Goals:

OEPM is responsible for site management, public safety, parking services, beautification, maintenance, and infrastructure development throughout Exposition Park. The office provides park wide leadership and coordination among State, city, county, and private entities located within the Park. In addition to operational oversight, OEPM manages ground leases and agreements that protect the State's interests, promotes equitable access to open space, and guides park development. Strategic goals include planned infrastructure and operational improvements to support long-term environmental sustainability, accessibility, and public safety as visitation continues to grow.

OEPM also manages the Exposition Park Improvement Fund and seeks to enhance its revenue generating activities that support and enhance the Park, including the coordination of all park wide events. Through these efforts, Exposition Park upholds vital green space, recreational opportunities, and cultural experiences for the surrounding community. In partnership with its resident institutions, each dedicated to education and culture, OEPM ensures the Park remains a dynamic and inclusive destination for all Californians.

Exposition Park is the only major State property located in the urban core of Los Angeles and the only significant public green space within three miles for more than half a million nearby residents. The Park borders dense neighborhoods, serves more than two hundred local schools, and supports year-round activity ranging from school field trips to large scale international events. With anticipated annual attendance approaching ten million visitors by 2026, Exposition Park operates at a scale rarely matched by publicly managed State sites in California. In 2023 and 2024, the State committed \$366 million to Exposition Park, representing the largest investment in green infrastructure in South Los Angeles. This funding will support the development of a new public park built above an underground parking structure and a

community center designed to expand equitable access to open space in a park poor community.

This level of visitation, combined with the Park's layered roles as a historic site, municipal park, museum district, event destination, and global sports venue, creates operational demands unmatched by other State managed properties. When coupled with ongoing capital development and a rapidly expanding programming calendar, these demands necessitate strengthened governance structures, documented internal controls, and enhanced cross agency coordination to support operational resilience and long-term sustainability. Together, these factors position Exposition Park as one of the State's most exciting, yet complex, operationally intensive, and high-impact, visible public assets.

Control Environment

The Office of Exposition Park Management (OEPM) is a department within the State of California's Natural Resources Agency (CNRA). The Office of Exposition Park Management functions as a program under the authority of the Sixth District Agricultural Association, as established in Food and Agricultural Code Sections 4101–4109, commonly known as Exposition Park. OEPM is governed by a General Manager per statute, who serves as the Executive Director of the nine-member Board of Directors for Exposition Park matters, appointed by the Governor.

Exposition Park and California Science Center Board of Directors

Courtnei Pugh

Billie Greer

Alan Arkatov

Janis Berman

Jamie Callahan

Diane Hamwi

Jennifer Lin

Andrew Tavakoli

Georgia Zachary

The authorized positions under the General Manager within OEPM include a Deputy General Manager, a Gubernatorial-appointed role who helps oversee three branches of OEPM: Administration and Operations, Business and Public Affairs, and Department of Public Safety.

By statute, OEPM is charged with maintaining public safety across the Park campus and operates its own law enforcement agency, as authorized under California Food and Agriculture Code Section 4109. Through an interagency agreement with the California Highway Patrol, OEPM also receives law enforcement support from CHP leadership and officers.

How management establishes and demonstrates integrity and ethical values

OEPM managers/supervisors are required to complete ethics training and file financial disclosure (Form 700) reports on an annual basis. Additionally, managers are required to complete a Preventing Workplace Harassment training specifically tailored to supervisors. OEPM also reinforces ethical expectations through recurring reminders of reporting obligations, conflict-of-interest safeguards, and professional standards, ensuring staff maintain a culture of compliance and integrity.

How the internal control system is documented and communicated to staff

All internal control systems are communicated verbally to staff and documented in OEPM's Strategic Operating Procedure document. OEPM is also formalizing additional written procedures to ensure internal controls are consistently documented, reviewed annually, and accessible to staff in shared digital repositories to strengthen transparency and accountability.

Management's recruitment efforts, staff development and ensuring a competent workforce

Management places high value on employee competence and development. All staff are required to complete a series of trainings specific to OEPM's functions provided by the California Natural Resources Agency and the Department of General Services. Staff are also highly encouraged to participate in more general professional development trainings offered by CalHR. OEPM supports workforce readiness through cross-training, emergency-preparedness instruction, and basic cybersecurity awareness training to ensure staff are adequately equipped for the Park's complex operational environment. OEPM also works closely with CNRA, CalHR and its support human resources team within the California Science Center for these efforts.

How management evaluates staff performance is how accountability is enforced

Management evaluates staff performance both formally and informally. Formal evaluations entail a written performance evaluation coupled with an in-person meeting between manager, supervisor and employee. Written evaluations are shared with the employee and filed with human resources staff as appropriate. Informal evaluations take place via serial meetings such as weekly staff meetings and one-on-one check-ins. Individual work plans have also been developed to track productivity, provide peer or manager support and to complement the one-on-one check-ins. This structure ensures that management's

expectations are clearly and frequently communicated to staff and ensures that management can hold employees accountable for their goals.

Information and Communication

Internal Communication

The General Manager is responsible for the macro-oversight of the compliance with the risk monitoring for all the Office of Exposition Park Management. The General Manager monitors the long-term progress of goals and performance measures established for the department.

The General Manager delegates to the Deputy General Manager the monitoring and implementation of solutions to address any department needs. The Deputy General Manager is responsible for the internal operations, programs, and performance management of OEPM staff and contractors. The General Manager has weekly meetings with OEPM leadership and the CNRA Undersecretary to ensure that OEPM is following broader policy directions set forth by the Secretary and Governor's Office. Additionally, OEPM submits a written week-ahead report to flag issues to CNRA and the Governor's Office.

The General Manager meets weekly with all OEPM staff to communicate any direction from agency and provide direction for all issue areas. The Deputy General Manager holds weekly meetings with all program staff to ensure that executive direction is being followed and to ensure that staff can provide feedback to executives.

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

OEPM also maintains internal communication channels, including shared digital workspaces, operational calendars, and written SOP updates to ensure staff have consistent, timely access to directives, policy changes, and risk information. These tools support alignment and strengthen OEPM's capacity to monitor, document, and respond to emerging issues.

External Communication

OEPM hosts monthly "Parkwide" meetings to ensure open and frequent communication with the Exposition Park's multiple entities and stakeholders. At these meetings, OEPM staff updates park entities on all park and community activities, including but not limited to event coordination, public safety, parking operations, park maintenance, traffic management and fire, life, safety issues. The meetings also provide an opportunity for park entities to provide

feedback on ongoing priorities and to provide parkwide updates on emerging issues within the park and surrounding community.

In parallel, OEPM also convenes monthly Parkwide Construction Meetings with park partners to discuss active and upcoming construction projects, coordinate impacts, and provide timely project updates. Separately, the OEPM leadership convenes a Parkwide Leadership Meeting to provide high level updates to Park directors, address operational challenges, and foster collaboration and information sharing across institutions.

The General Manager reports regularly to the leadership of Exposition Park/California Science Center Board of Directors on the progress of major initiatives, liabilities, and risks. OEPM provides written reports on public safety, finance, and event coordination during board meetings to support informed oversight and decision making. OEPM also maintains regular communication with State oversight partners, including CNRA, DGS, the Office of Risk and Insurance Management, the State Fire Marshal, Cal OES, and the Department of Finance, to ensure alignment with State requirements and to receive timely guidance on regulatory, operational, and fiscal matters.

On an ongoing basis, and as part of preparations for major international events such as the 2026 FIFA Fan Fest and the 2028 Olympic and Paralympic Games, OEPM participates in regional coordination meetings with City, County, and Federal agencies. These meetings support emergency planning, public safety integration, and operational readiness across all jurisdictions.

MONITORING

The information included here discusses the entity-wide, continuous process to ensure internal control systems are working as intended. The role of the executive monitoring sponsor includes facilitating and verifying that the Exposition Park monitoring practices are implemented and functioning. The responsibilities as the executive monitoring sponsor(s) have been given to: Adriana Vasquez, Director of Operations; Andrea Ambriz, General Manager.

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 weekly to monitor progress toward meeting established goals.

On a bi-weekly basis, OEPM's senior management, which includes the General Manager, Deputy General Manager, and senior leaders overseeing the three branches of Administration and Operations, Business and Public Affairs, and Department of Public Safety 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 conversations 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 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.

Ongoing Monitoring Compliance

Exposition Park is in the process of implementing and documenting the ongoing monitoring processes as outlined in the 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.

The following methods were used to identify risks: brainstorming meetings, ongoing monitoring activities, audit/review results, other/prior risk assessments, external stakeholders, consideration of potential fraud, performance metrics, and other.

The following criteria were used to rank risks: likelihood of occurrence, potential impact to mission/goals/objectives, timing of potential event, potential impact of remediation efforts, and tolerance level for the type of risk.

OEPM is working to establish a review process for incident reports, maintenance logs, regulatory inspections, and attendance projections to detect trends indicating emerging risks or deteriorating conditions requiring intervention.

OEPM works with DGS and the Office of Risk Management to coordinate studies that assess potential infrastructure risks around the park. OEPM has sought to help identify risks, develop a scope to address such risks and pursue solutions or funding strategies that reduce and limit the State's liability.

RISKS AND CONTROLS

Risk: Infrastructure, Safety, and Compliance Risk

Exposition Park faces a high and escalating level of operational risk driven by deteriorating State-owned infrastructure, rapid visitation growth, and major events. Annual visitation is already substantial and is expected to rise sharply with major institutional expansions. The Lucas Museum of Narrative Art and the California Science Center's Samuel Oschin Air and Space Center are scheduled to open in 2026, increasing park patronage to grow to nearly ten million visitors annually. The Park will also serve as a central site for the 2026 FIFA World Cup Fan Fest and the 2028 Olympic and Paralympic Games, both of which will significantly intensify pedestrian and vehicular circulation and carry direct operational and financial implications for the State.

Critical infrastructure systems now require full modernization. DGS assessments show that the Park's electrical distribution, sewer and drainage networks, lighting, irrigation, and fire life safety systems have exceeded their useful lifespan. Deterioration is visible throughout vehicular and pedestrian circulation corridors, where uplifted sidewalks, fractured concrete, potholes, and uneven grades have created hazards. Accessibility deficiencies must be addressed to ensure pedestrian mobility, toward OEPM's ability to safely activate program areas for regular and special events such as the Paralympic Games.

Parking facilities represent some of the Park's highest risk assets. A main parking structure (Blue), built in 2004 and used daily by visitors and staff, requires extensive electrical, fire life safety, HVAC, signage, and painting upgrades, along with ongoing vandalism repair. A southern underground parking structure (South Orange), transferred to State ownership in 2019, and a northern underground structure (North Orange), scheduled to transfer in 2026, both require sustained investment in ventilation, communication lines, fire suppression systems, parking automation, and general structural maintenance. Without timely action, these facilities face the potential for operational shutdowns and costly emergency interventions.

The timing of required upgrades adds another layer of complexity. Construction improvements to infrastructure must occur between major events such as the 2026 summer FIFA World Cup Fan Fest and the summer 2028 Olympics.

Taken together, these conditions establish an acute, multifaceted risk profile for the State. The convergence of aging infrastructure, surging visitation, global event preparation, active litigation, unresolved regulatory findings, and time-sensitive construction timelines produces a high-risk environment that affects every operational and fiscal responsibility of the OEPM. Without immediate and comprehensive infrastructure investment, the State faces rising liability, accessibility violations, facility failures, and operational interruptions during a period of international attention.

Control: Fire, Life, and Safety

OEPM continues to prioritize immediate fire, life, and safety measures throughout Exposition Park's pedestrian circulation network and parking facilities. Current efforts include targeted operational and deferred maintenance investments to stabilize conditions while broader repairs are planned. A major electrical upgrade project is underway for the Blue Parking Structure, which will modernize fire and life safety systems, improve signage, restore paint, and replace HVAC units in both elevator shafts and the parking office. These upgrades represent meaningful progress but do not fully resolve the structure's long-term needs.

OEPM has implemented a Parkwide contract for fire extinguisher replacement in its parking structure, yet additional vandalism and need for replacement grows annually. OEPM is developing a formalized fire-life-safety inspection checklist and documentation process to ensure recurring certifications, hazard corrections, and compliance with State Fire Marshal requirements. OEPM also has assigned private security to these areas to support public safety and protect these assets.

Control: Roadway Repairs

Minor roadway and sidewalk repairs were completed in 2025 and will continue in 2026 in priority areas within the park's most hazardous locations. Additional support will be required to complete the full list of identified hazards beyond the highest priorities. OEPM is also working to establish recurring inspections of pedestrian pathways and vehicular routes to support proactive hazard detection and reduce future liability exposure.

Control: Elevator Repairs and Long-Term Accessibility Needs

To improve accessibility and strengthen protection against vandalism, OEPM procured a metal elevator shaft enclosure to replace the damaged glass shaft enclosure in the Blue Structure. A second project, composed of a hydraulic piston replacement will follow immediately afterward as shattered glass from the vandalized enclosure entered the pit, and piston assembly, scoring the piston, and forcing a shut down for safety. A dedicated funding source will be necessary to support ongoing maintenance and ensure continued compliance with accessibility standards once both new systems are in place.

OEPM is also evaluating enhanced monitoring technologies and preventive-maintenance contracts to ensure ADA-related infrastructure receives timely service.

Control: Vandalism

OEPM is also coordinating with local community partners to address widespread vandalism and graffiti along the exterior streets surrounding the Park. Within the parking structures, assigned contractors and vendors continue to support cleaning, repairs, and ongoing upkeep.

OEPM is assessing lighting expansion, surveillance enhancements, and anti-vandalism protective coatings for high-incidence areas to reduce damage frequency and severity.

Risk: Surveillance and Security Systems

Exposition Park has experienced substantial growth and an escalating number of high-profile events in recent years, driven by the opening of additional venues, and expanded interest and use of OEPM-managed green spaces for community events,

concerts and festivals. Attendance at the Park's institutions has also grown steadily, resulting in consistently high daily activity and greater regional visibility.

This concentration of visitors and events increases exposure to public safety risks, including active shooter incidents, bomb threats, vehicle attacks, assaults, theft, vandalism, and other criminal activity. The Park's proximity to the University of Southern California further elevates these risks due to the density of pedestrian traffic and the number of major venues within a compact area. Exposition Park commissioned a Security Assessment First Entry report, completed in 2024, by the United States Department of Homeland Security Cybersecurity and Infrastructure Security Agency; the report identified Exposition Park as one of the highest-risk locations in Los Angeles County for potential security threats.

Exposition Park in 2024 aggregated its public safety operations and developed a central dispatch center with surveillance cameras positioned in its main parking structure (Blue) to promote safety within high-traffic areas. Despite this effort, the Park's security infrastructure does not match the need and scale of its operations. Additional camera coverage is needed park-wide to survey the grounds, vehicular and pedestrian circulation routes, and parking structures. Any surveillance gaps limit deterrence, hinder the ability to detect emerging threats, slow response times, and impede post-incident investigations. They also increase liability exposure and reduce the effectiveness of both DPS and supplemental security personnel. The Park also requires and is working to ensure monitored controlled points of entry.

To meet current demands and prepare for upcoming global events, the Park requires a comprehensive expansion and modernization of its surveillance network. Upgraded camera systems, paired with improved communication infrastructure and coordinated monitoring protocols, are essential to reduce the likelihood and impact of both major public safety incidents and recurring issues such as vandalism and theft.

Additionally, OEPM's current surveillance system needs centralized monitoring capabilities, and modern analytics tools to support situational awareness during high-attendance events and emergencies.

Control: Construction and Implementation of Upgraded Security Systems

OEPM completed an Exposition Park Surveillance System Feasibility Study and presented it to the Board of Directors in 2018. The study proposed a full operational framework for a Parkwide camera system, including system architecture, an implementation strategy, and a rough order of magnitude cost estimate. While the study remains a viable foundation, the expected cost will be significantly higher today given the time elapsed and current technology standards.

OEPM will continue to pursue funding to implement the study's recommendations. Full deployment will require a dedicated investment, as current resources cannot support improvements of this scale.

OEPM has also submitted a Federal Department of Homeland Security FIFA World Cup Grant Program grant application to install temporary cameras for the 2026 FIFA World Cup Fan Fest and will seek all viable funding sources to transition from temporary to permanent monitoring. If installed, the temporary system will substantially enhance situational awareness throughout the Park and strengthen proactive public safety operations for the duration of its use.

Risk: ADA Accessibility and Compliance

Exposition Park faces a significant and ongoing need related to compliance with the Americans with Disabilities Act (ADA) and related State accessibility requirements due to the age, scale, and complexity of its infrastructure. The Park includes a diverse mix of pedestrian pathways, parking facilities, public restrooms, event venues, museums, and open spaces, many of which were constructed prior to current accessibility standards or have experienced deterioration over time.

Aging sidewalks, uneven surfaces, uplifted concrete, outdated curb ramps, noncompliant slopes, limited accessible routes, elevator outages, and inconsistent

wayfinding create barriers for individuals with disabilities and increase the risk of hazards. These challenges are compounded by high daily visitation, frequent large-scale events, and extensive pedestrian circulation across the campus.

Accessibility risks are further heightened by vandalism and deferred maintenance, particularly within parking structures, which can result in sudden loss of accessible features such as elevators, lighting, or signage.

This risk carries increased significance as Exposition Park prepares to host the 2028 Olympic and Paralympic Games, where accessibility expectations will be heightened and subject to international scrutiny. Failure to address accessibility deficiencies in a systematic manner could impede public access, limit program activation, and undermine the State's obligation to provide inclusive public facilities.

Control: ADA Monitoring and Accessibility Improvements

OEPM addresses ADA compliance through a combination of capital planning, operational controls, and coordination with State partners. OEPM works closely with the Department of General Services (DGS) to identify, prioritize, and incorporate accessibility improvements into infrastructure repair and capital improvement projects.

Accessibility considerations are integrated into the planning and design phases of construction, renovation, and deferred-maintenance projects to ensure new and modified facilities meet current ADA standards. Where full corrective action cannot be implemented immediately due to funding or construction sequencing, OEPM applies interim measures to mitigate access barriers and reduce risk.

OEPM conducts ongoing visual inspections and responds to reported accessibility concerns related to walkways, parking facilities, elevators, and public-access routes. Identified deficiencies are tracked alongside other safety and infrastructure risks and escalated as appropriate for corrective action.

OEPM also coordinates with park partners, event operators, and contractors to ensure accessibility requirements are considered during event planning, temporary installations, and construction activities. This coordination helps

minimize disruptions to accessible routes and ensures compliance during periods of increased public use.

As part of its broader internal-control framework, OEPM continues to strengthen documentation of ADA-related risks, corrective actions, and monitoring activities to support compliance with State and federal requirements and demonstrate due diligence in providing accessible public facilities.

Risk: Department of Public Safety (DPS) Staffing

The Office of Exposition Park Management (OEPM) has law enforcement jurisdiction and is responsible for public safety on State-controlled land in Exposition Park, under Food and Agriculture Code (FAC) § 4108. The Exposition Park Campus houses numerous high-profile assets, with millions of annual visitors, school children, and event attendees. The opening of the new Lucas Museum of Narrative Art (LMNA) and the expansion of the California Science Center is expected to grow annual park patrons to 10 million by 2026. Additionally, large-scale events like the 2026 FIFA World Cup Fan Festival and the 2028 Olympic Games will expand visitors.

Exposition Park is located in a dense residential neighborhood with historically higher crime rates, surrounded by major thoroughfares and freeways, adjoining a large university (the University of Southern California), and next two Metro Rail stops.

These factors create a significant need for law enforcement and public safety services at Exposition Park. Public Safety officers are a critical and necessary presence at Exposition Park to protect not only the safety of the public while visiting, but the extensive collection of unique and irreplaceable artifacts contained within park museums as well as the protection of historic, unique State property.

DPS staffing continues to be a major risk factor, and OEPM currently supplements enforcement with the California Highway Patrol through an Inter-Agency Agreement, and a private security team. Legislative changes under AB 483 (2021) required new DPS officers to be POST certified. Since 2022 there has been a significant departure of DPS officers and a lack of qualified applicants for new positions, largely due to salary pay scales out of alignment with local agencies.

Although DPS remains the primary public safety authority for the Park, current staffing levels do not allow for continuous patrol coverage. This gap has created a significant and growing security vulnerability.

Staff challenges limit OEPM's ability to support major events, maintain proactive patrols, coordinate emergency response, and implement modern security protocols aligned with federal guidance for large venues.

Control: Supplement Staffing Levels through Inter Agency Agreement with California Highway Patrol

In order to ensure adequate public safety during high-trafficked periods within Exposition Park, OEPM shares an interagency agreement with the California Highway Patrol (CHP) to augment onsite peace officer patrols. This not only ensures a peace officer presence but has the added benefit of building strong working relationships with CHP management, and has been useful when major incidents (homicide, assault, theft) have needed investigative resources beyond the scope of DPS staff abilities.

OEPM will continue to evaluate long-term staffing models and work with CalHR on retention and recruitment efforts.

Control: Non-law enforcement coverage

To augment the presence of our sworn law enforcement staff, we have retained Inter-Con security through a State master service agreement. While these guards are unarmed and unable to arrest, they provide a visible deterrence and observation, especially during shifts that are difficult to staff with overtime law enforcement.

Risk: Operational Needs

Exposition Park faces increasing operational and legal risk due to rapid growth in visitation, expanded park partners, and contractual obligations that require corresponding increases in baseline staffing, budget, and resources. The Park has experienced significant expansion in recent years with the addition of new stadiums and museums, and will see further operational needs with the opening of the Lucas Museum of Narrative Art and the California Science Center Samuel Oschin Air and Space Center in 2026. These additions are expected to substantially increase annual visitation, further compounded by additional visitors associated with the 2026 FIFA World Cup and 2028 Olympic and Paralympic Games.

This growth places increasing pressure on OEPM's ability to meet statutory responsibilities, lease obligations, and service expectations related to core parkwide operations, including parking operations, public safety, grounds maintenance and upkeep, and electronic payment systems. As visitation and event activity increases year over year, OEPM must proactively adjust operational baselines to sustain day to day operations, while also planning for long term recurring costs and repair and restoration needs following major global events anticipated at the park.

Failure to adequately resource these operational needs presents significant risk. Insufficient support may hinder OEPM's ability to meet contractual requirements, including obligations to provide parking services during both daily operations and special events. Shortfalls could result in challenges to fulfill legal agreements, reduced public access to Park Institutions, limited operational budget capacity. These impacts may affect the financial sustainability of the Exposition Park Improvement Fund and OEPM's ability to support future park improvements and long-term operational needs.

In addition, the increasing complexity and volume of leases, operating agreements, non-disturbance agreements, claims, and litigation exceed OEPM's current internal capacity for legal oversight.

Control: Baseline Assessments

To mitigate the operational, financial and legal risks associated with expanding contractual obligations, OEPM is implementing controls focused on strengthening operational capacity, financial sustainability, and legal oversight.

OEPM will explore baseline budget assessments to align funding with increased visitation and operations seen year over year. These adjustments will support core operations, including parking operations, public safety, grounds maintenance and upkeep, and electronic payment systems. Additionally, it may support continued compliance with lease agreements, support daily and special event operations, and protect revenue generation through effective parking fee collection.

Control: Staff Capacity

To address growing contractual complexity and legal needs, OEPM will address staffing capacity to provide ongoing legal oversight and risk management support. This may support Office of Exposition Park Management to provide necessary legal guidance needed for contracts, negotiations, legal claims and settlements, litigation, and risk management. This work will be critical to safeguarding State interests as the Park prepares for both large scale international events and significant capital improvement projects.

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 risk mitigation strategies as appropriate. I certify our internal control and monitoring systems are adequate to identify and address current and potential risks facing the organization.

OEPM remains committed to strengthening its internal-control framework by enhancing documentation, formalizing monitoring practices, and improving communication across operational units and State oversight partners. These efforts support the Park's ability to safely operate aging infrastructure, maintain public safety, ensure regulatory and ADA compliance, and provide equitable access to all visitors.

As part of this commitment, OEPM will continue refining its risk-assessment processes, evaluating the effectiveness of existing controls, and prioritizing corrective actions that advance life safety, accessibility, and operational continuity. Leadership will also work to secure the resources necessary to modernize infrastructure, address ADA accessibility deficiencies, strengthen security systems, and support adequate staff capacity, all while ensuring a communal and safe environment at the Park

These actions are especially critical as Exposition Park prepares for major capital projects, institutional expansions, and internationally attended events, including the 2026 FIFA World Cup Fan Fest and the 2028 Olympic and Paralympic Games—where safety, accessibility, and operational readiness will be subject to heightened public visibility. Exposition Park looks forward to working in partnership toward improved operations, building expanded green park space, and enhancing the visitor experience at the Park.

Andrea Ambriz, General Manager

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