

December 31, 2023

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 (SLAA), the California Science Center submits this report on the review of our internal control and monitoring systems for the biennial period ending December 31, 2023.

Should you have any questions please contact Patricia Marquez, Deputy Director of Administration, at (213) 744-2328, Pmarquez@californiasciencecenter.ca.gov.

GOVERNANCE

Mission and Strategic Plan

MISSION

The California Science Center's (Science Center) mission is to stimulate curiosity and inspire science learning in everyone by creating fun, memorable experiences because we value science as an indispensable tool for understanding our world, accessibility and inclusiveness, and enriching people's lives.

The Science Center achieves its mission through three primary program areas:

- Exhibit-Based Education Programming
- Educator Professional Development - Center for Science Learning; and
- Model K-5 Charter Elementary School

VISION

The vision statement describes the desired future state of the organization. Our strategic plan guides us towards achieving this vision. The Science Center's vision is to be the premier leader in innovative science learning.

VALUES

Values are the shared beliefs that are the basis of the Science Center's culture. The values provide the framework for how we make decisions, determine priorities, and work together to perform our mission.

- **Innovation**
 - Create a safe environment for risk taking.
 - Attract and retain creative people and good leaders.
 - Pioneer leadership in the science museum field.
 - Promote collaboration.

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- **Appreciation for Science Center Community**
 - Treat everyone with respect and a courteous manner.
 - Listen and respond to constructive criticism.
 - Communicate proactively with staff and stakeholders.
 - **Continuous Improvement**
 - Evaluate and improve exhibits, programs and operations.
 - Embrace a commitment to change.
 - Promote staff training and development.
 - Continue to promote a diverse and equitable environment.
 - **Credibility**
 - Adhere to high ethical standards.
 - Deliver on promises/commitments.
 - Pursue accuracy in all activities.
 - **Environmental Stewardship**
 - Engage in personal and institutional responsibility.
 - Anticipate new trends and be adaptable.
 - Communicate progress to stakeholders.

DIVERSITY, EQUITY, AND INCLUSION

The Science Center submitted an Equity Action Plan for 2023 with the following Equity Action Plan Priorities:

1. Continue to maintain and retain a diverse workforce representative of our surrounding community by conducting employment opportunities to increase diverse candidate pool and encourage current staff to participate in the Upward Mobility Program.
2. Maintain and strengthen education program partnerships among diverse local communities by engaging with community-based organizations that work with youth ages 5 - 13.
3. Assess and expand language services for Science Center guests by ensuring all new exhibitions are fully bilingual - English/Spanish.
4. Create a sense of stewardship by providing opportunities for employee involvement in addressing Diversity, Equity, and Inclusion concerns and access to DEI training.
5. Align Board member demographics with demographics of our diverse community by working with CNRA and Governor's Office to promote the appointment of members of Board of Directors with diverse demographic backgrounds reflective of the Sixth Agricultural District.

In 2020, the California Science Center established a Justice, Equity, Diversity and Inclusion (JEDI) committee. JEDI's mission is to provide an open forum and a safe space to discuss workplace issues pertaining to diversity, equity and inclusion. JEDI meets monthly and has featured multiple guest speakers. JEDI supports the Science Center's mission and values by maintaining an inclusive workplace as a direct line of communication for employees.

SCIENCE CENTER SERVICES

Averaging over two-million guests annually, prior to the pandemic, the Science Center represents one of California's premier educational and family destinations. The Science Center is open to the public three hundred and sixty-two (362) days per year.

The organization's principal services are as follows:

- **Exhibits** The Science Center develops and features award-winning exhibits and internationally renowned education programs focused on science, math, technology, and conservation.
- **Hands-on Lessons** The Hands-on Summer Camp and Hands-on Field Trip Programs give students the opportunity to roll up their sleeves and engage in a custom learning experience as they work side-by-side with our incredible team of talented educators.
- **IMAX Theater** is a state-of-the-art theater, specially designed to create an immersive experience. The IMAX movies featured support our mission to stimulate curiosity and inspire science learning in everyone.
- **Educator Professional Development** The Science Center is committed to helping educators grow in awareness and implementation of the Next Generation Science Standards through workshops that cultivate innovative ideas and strategies to engage students in science learning.
- **Field Trip Programs** The Science Center offers self-guided experiences of Permanent and Special Exhibit galleries and IMAX Movies at discounted prices for Field Trips and Groups of 15 or more.
- **Classroom Programs** School groups can also experience the Science Center and interact with our educators online through our Virtual Field Trips.
- **Events Venue** The California Science Center offers space for intimate gatherings of 40 and up to 4,000 guests in the various event spaces located throughout the facility.
- **K-5 Charter School** The Science Center School is a K-5 science, math, engineering, and technology focused neighborhood charter school. As a Title 1 school, it serves one of the more underserved and economically challenged communities in South Los Angeles. The school's instructional programs and teacher training meet California science standards.

STATE GOVERNMENT

The California Science Center is a program within the Sixth District Agricultural Association (Food and Agriculture Code Section 4101-4108) located at Exposition Park, in Los Angeles, along with two other state departments, Office of Exposition Park Management (OEPM); including the park's law enforcement agency, Department of Public Safety (DPS), and the California African American Museum (CAAM). As a department of the State of California's Natural Resources Agency (CNRA) the Science Center is administered by a nine-member board of directors appointed by the Governor.

The Science Center maintains a longstanding and successful partnership with the California Science Center Foundation, a non-profit auxiliary of the organization. While the original charge of the Foundation was to raise funds for exhibit development, today the Foundation not only supports exhibit development, operations, and science education programming, but raises significant funds for state capital outlay projects.

The State's primary areas of responsibility are as follows:

Administrative Services

The Administrative Services department is led by a Career Executive Administrator (CEA), Level A, Deputy Director of Administration, who leads *Accounting and Business Services* unit and the *State Human Resources* unit. The Administrative Services department also provides human resources, personnel management, and fiscal services to OEPM (41 PYs), including payroll and benefit transactions, recruitment and hiring, labor relations, equal employment opportunity

consultation, workers compensation and return-to-work. Accounting services include management of FI\$Cal and SCO transactions and reimbursements. While the OEPM is included within the Science Center's purchase authority, the Science Center does not manage the OEPM budget nor does it have approval or oversight over their purchases. CAAM (19 PYs) has a separate unit and procurement authority, but also receives human resources and personnel services.

The one hundred and twenty-one (121) State positions (PYs) at the Science Center include CEA, managers, supervisors, analysts, a full complement of building trades, and a few unique classifications related to exhibit development and maintenance. Plant operations and building trade staff represent approximately seventy percent (70%) of the Science Center's employees, and cover a seven-day per week operation. There are eight collective bargaining units between the Science Center, OEPM and CAAM (1, 4, 7, 12, 13, 14, 15 and 21).

Operations

The Operations department is led by an exempt Deputy Director, Operations, and a Staff Services Manager II (SSM II), Assistant Deputy Director, Operations, who lead the *Plant Operations* and *Building Maintenance* units. The Science Center, OEPM and CAAM occupy eight (8) building spaces at Exposition Park, totaling over 1.3 million square feet, including public space, exhibit galleries, office space, trade shops, animal care, quarantine and life support systems, and back-of-house spaces. The Science Center's Operations department supports the building maintenance, repair, and cleaning for all 10 buildings.

Educational Exhibit Development

The Educational and Exhibit Development Department is led by a CEA, Level C, Deputy Director of Exhibits (DDE), responsible for a high-level of authority over all aspects of existing and new exhibitions in support of the museum's mission goals and target audience. The DDE is responsible for the accuracy of all exhibit science content, policy review, updates, and implementation of policy related to the design, development, fabrication, and evaluation of all the museum's exhibits. The Educational Exhibit Development department includes a team of PhD-educated Administrators (Curators) who specialize in specific branches of science, an Exhibit Designer/Coordinator, and a Graphic Designer III. The team regularly works closely with outside vendors and contractors to ensure that exhibits are fully operational, that they appropriately address sensitive and potentially controversial issues, that they address appropriate educational messages, and that they effectively impact educational, political, and civic communities. The DDE is the media spokesperson representing the exhibits and science content. Positions within this department are generally difficult to fill due to the specialized education, experience, and skill requirements. Our Succession Plan and Strategic Plan is in the process of being updated to address recruitment difficulties within the department.

GOALS AND OBJECTIVES

The Science Center's strategic goals and objectives were created and structured in a way that allows for an enterprise-wide perspective to be the framework of the strategic plan. Through this structure the progress made is not limited to a single service we provide, but rather the progress supports multiple goals and better supports the Science Center's core vision, mission, and values. Enterprise-wide efforts are prioritized in a separate Science Center Strategic Planning Framework (SPF). The SPF is governed by the Science Center's Executive Team.

The Science Center's Strategic Goals are:

Operate in a world class manner. Through planning processes and daily interactions with museum guests and business partners we have determined that our customers value timely and accurate responses to their requests. Our customers also expect professional, knowledgeable, friendly, and courteous treatment.

Enhance, optimize, and balance resources. Our vision of being the premier leader in science learning relies heavily on the expertise of our employees and is critical to the services we provide. Our employees are essential to our organization and to be successful we must invest in their ongoing development. Our team of experts must also be empowered to collaborate and think creatively to resolve problems. We recognize that through encouraging cross functional communication and collaboration we can break down workplace silos and offer organic methods of professional development.

Build outstanding communications. It is important that we are responsible stewards of the precious state resources that we manage. Efforts to achieve operational excellence include identifying more efficient ways to conduct business. We also understand the role that health and wellbeing plays in maintaining a productive workforce and we lead and support efforts to sustain a strong, balanced workforce.

Continue master plan vision. We continually evaluate and update internal processes to maximize our ability to be responsive to the needs of internal and external customers. The design of our organization and framework of program procedures needs to be efficient in a way that aligns our limited resources to those operational needs that best support the department's mission.

CONTROL ENVIRONMENT

The Science Center consists of a Board of Directors, an Executive Director, four (4) Deputy Directors, and one-hundred and thirteen (116) full-time state employees; managers, supervisors, and rank-and-file staff. The Exposition Park and California Science Center Board of Directors has nine (9) governor-appointed members. The board meets six (6) times per year. The Executive Director consults regularly with the executive management team, which includes executive leaders from both State and Foundation, to discuss significant agency-wide decisions as well as day-to-day departmental operations and updates the Board at each meeting.

The Science Center's management team includes both State and Foundation employees. State managers include the Executive Director, four (4) Deputy Directors, one (1) Assistant Deputy Director, five (5) Administrators (Curators), one (1) Fiscal Officer, one (1) Human Resources Director, one (1) Equal Employment Opportunity Officer, and one (1) Health and Safety Officer. The monthly meetings of the management team are a forum to discuss and make decisions regarding agency-wide issues requiring input from or affecting the organization and for all leaders to provide updates from their respective areas of responsibility. The management team establishes and demonstrates integrity and ethical values.

The Science Center is in the process of updating its Workforce and Succession Plan. Maintaining a competent workforce is a focus of all managers at the Science Center. In addition to external training, such as CalHR trainings and Fi\$Cal Academy, the Science Center provides regular in-house training to develop skills and share knowledge among staff. Probation reports are completed for all new hires by the appropriate due dates and annual performance reviews are performed for all staff annually in November. All staff are invited to complete Individual Development Plans, review their duty statements for accuracy, and update their telework agreement, during the annual performance appraisal review timeframe.

INFORMATION AND COMMUNICATION

The internal control system is communicated to all staff through their direct supervisor and from senior management. The management team (supervisors and senior management) are responsible for design, implementation, and operating effectiveness of the internal control system. Managers' responsibilities are tailored to their functions in the organizational structure. The internal control system is documented in a variety of ways, including written standard operating procedures, step-by-step instructions, internal forms that require documented approval, templates, and training.

Each work unit also holds regular meetings, which include the head of the department and the staff in the department to provide information to their staff and to solicit input on current and upcoming issues. These meetings serve as an opportunity for leaders to convey guidance from the management team and for staff to provide project updates and raise concerns or issues. In addition, there are weekly unit meetings, as needed. Quarterly All Staff Meetings, which include both State and Foundation employees, are held to provide a forum for the Executive Director to provide information of agency-wide interest, for managers to announce major staff accomplishments, and for staff to ask questions, express concerns, or to make additional announcements from their respective working groups. Internal control systems are documented through various forms, written procedures and guidelines, and memos to staff. Decisions or changes to procedure are communicated at staff meetings, at unit, or workgroup meetings, via emails, and occasionally through staff training sessions. Decisions are documented in memos or changes to internal control forms, depending on the nature of the issue. The Science Center conducts quarterly "Toolbox Talks" meetings, with rank-and-file staff representing all bargaining units, to discuss health and safety best practices, updates, and concerns.

The California Science Center Employee Handbook, provided to all new employees and available on the public drive, is a detailed overview of codes of conduct which all state employees are expected to adhere to.

All managers are readily accessible to all staff. This open communication allows decisions to be made with the contribution of staff at all levels. All Science Center staff have a voice within the organization to raise an issue/concern; the chain of command often provides informal resolution. However, resolutions requiring further discussion, consent, procedural or other changes and follow-up, are brought to the Deputy Director, Administration for calendaring for discussion with the Human Resources Director, Executive Manager, depending on the situation. If the matter is urgent and cannot wait, a meeting is convened with appropriate staff to discuss and resolve a matter.

External communication to the public is disseminated via the Science Center's public-facing website www.californiasciencecenter.ca.gov, where guests can learn information about the Science Center's featured exhibits, coming attractions and the various programs available through the Science Center such as Science Camp and Professional Development initiatives designed to further the Department's objectives.

The Science Center utilizes several information systems to record pertinent operational, programmatic, and financial data. These systems include, but are not limited to, the Inspired Learning Management System (iLMS), Fi\$Cal, CalATERS Global, Concur and Microsoft Office.

The Science Center adheres to the established regulations of the control agencies; CalHR, State Controller's Office, State Personnel Board, Department of General Services, and Department of Finance. All new hires complete harassment prevention training and internet security awareness training on their first day. All state employees at the Science Center must comply with rules and regulations pertaining to conflicts of interest, which include mandatory ethics training every two years via the Fair Political Practices Commission (FPPC).

Science Center staff must also annually submit an *Outside Employment Statement and Request for Approval* in compliance with the statement of incompatible activities.

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 California Science Center monitoring practices are implemented and functioning. The responsibilities as the executive monitoring sponsor(s) have been given to:

Alfred Konuwa, EEO & Training Program Manager.

The Science Center's oversight is led by President and CEO Jeffrey Rudolph. In addition to executive staff, the Science Center is also governed by a nine-member Board of Directors.

Executive Monitoring Sponsor(s)

The executive monitoring sponsor responsibilities include facilitating and verifying that the Science Center's internal control monitoring practices are implemented and functioning as intended. The responsibilities as the executive monitoring sponsor have been given to Patricia Marquez, Deputy Director for Administration.

Monitoring Activities

The monitoring of internal controls is the responsibility of all members of the executive team - each deputy director is responsible for the overall establishment and maintenance of the monitoring systems. The Science Center's strategic values and principles guide our leadership in making principled- centered decisions. This includes striving for quality and continuous improvement. Monitoring activities and soliciting feedback occurs at several levels within the organization.

Ongoing Monitoring

As the head of the Science Center, Jeffrey Rudolph, President and CEO, is responsible for the overall establishment and maintenance of the internal control and monitoring systems.

Addressing Vulnerabilities

Each Department within the Science Center conducts Departmental meetings. Managers meet monthly to discuss any potential vulnerabilities. The Executive team meets on a weekly basis. In addition, the President and CEO conducts one-on-one meetings with direct reports. Certain departments also rely on monitoring and feedback via external solicitations to monitor outward facing services including programmatic evaluations, surveys, mystery shopper services, and guest comments.

Ongoing Monitoring Compliance

The Science Center has implemented and documented 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 Science Center's systems of controls and monitoring.

RISK ASSESSMENT PROCESS

The following personnel were involved in the California Science Center risk assessment process: executive management, middle management, front line management, and staff.

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

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.

RISKS AND CONTROLS

Risk: Leave Balances

CalHR requires all state employers and employees to adhere to a maximum cap of vacation/annual leave (VA/AL) in accordance with Memorandums of Understanding and California Code of Regulations. The maximum cap of VA/AL hours for all California Science Center employees is 640 hours.

The 2020 pandemic impacted leave balances in many ways, for example, bargaining unit (BU) 12 Memorandum of Understanding (MOU) side letter stipulated that its members had an increased cap of one hundred seventy-six (176) hours. Employees directed to telework during the pandemic, and later through the established telework program, used leave less often because of the flexibility offered by telework. This, along with the extra work caused by managing organizational priorities through a pandemic, created the need for closely monitoring and process improvement of the department's Excess Leave Reduction policy and procedures. Employees who have accumulated significant leave hours create an unfunded liability for department budgets. The value of this liability increases with each passing promotion and salary increase. Any significant payout for staff upon retirement will also have negative impacts on future funding levels, creating a financial burden on the agency. Accordingly, leave balances in excess of the maximum cap need to be addressed immediately.

Control A: Leave Reduction Plan

Effective April 2022, the California Science Center published and distributed an Excess Leave Reduction Policy (SHR 1008). The policy statement requires employees, within their monthly earn rate of 640 hours of VA/AL, to submit a reduction plan every December for the following calendar year when their November leave balance is within their earn rate of 640 hours. The Science Center's leave reduction policy creates awareness and transparency of leave balance requirements and is shared with all state employees annually. Employee and supervisor responsibilities are outlined as follows:

Employee Responsibilities

- When VA/AL hours are within the 640-hour cap, develop a reduction plan annually using SHR 105 and submit it to their supervisor for approval.
- Adhere to the VA/AL Reduction Plan and provide a revised plan if there are changes.
- Monitor VA/AL leave balances monthly and request time-off to avoid excess leave.

Supervisor Responsibilities

- Require the completion of the SRH 105 form for staff with excess leave balances.
- Supervisors shall retain a copy of each employee's approved SHR 105 and provide a copy to Human Resources.
- It is the supervisor's responsibility to ensure that employees with excess leave balances meet the reduction requirements and adhere to the leave requested on

the SHR 105 form.

- Monitor all employees' VA/AL balances for excess time monthly.

Control B: Leave Reduction Policy

Each November, the Human Resources director pulls a Benefit Over Max (BOM) report from the State Controller's Office system to track employees who have vacation/annual leave (VA/AL) balance over the established cap. Per CalHR Manual Section 2124, each fiscal year, all state employees with a leave balance in excess of 640 hours are required to submit a leave reduction plan to their supervisor. The plan serves to bring their balance down below 640 hours by the end of the year. Employees identified with a leave balance in excess of 640 hours are identified by the Human Resources Director and required by their supervisor to submit a leave reduction plan (SHR 105) and given the option to participate in a leave cash-out program, or the recently announced enhanced leave buy-back program, for excluded employees.

Between December 2021 through October 2023, five thousand seven hundred and one (5,701) hours of VA/AL hours were reduced as a result of the departments excess leave reduction efforts.

Risk: Pandemic-Related Response

On March 11, 2020, the World Health Organization declared the novel coronavirus (COVID-19) a public health emergency. COVID-19 was declared a national emergency on March 13, 2020, leading to nationwide stay-at-home orders.

Employees working in the office risked encountering COVID-19, and therefore spreading it to their co-workers and family at home. Contracting COVID-19 could lead to absences due to a myriad of health-related issues including death. The pandemic disruption brought about unforeseen difficulties to day-to-day operations in-office, affecting productivity, IT security, childcare, recruitment and retention, morale and employee health and safety.

Control: Telework Program and Policy, Hybrid Workforce

The California Science Center implemented a department-wide telework policy encouraging "the use of telework where it's a viable option and clearly defines the benefits to the employee and management." The policy was based on management's assessment of State staff and their needs in a remote working environment. The policy helped the agency quickly adapt to the rapidly changing climate brought about by COVID-19 and allowed for an easy transition to a hybrid work environment.

The following benefits were highlighted in the Telework Policy:

1. Improve program effectiveness, employee productivity and morale.
2. Reduce absenteeism.
3. Promote employee health and wellness.
4. Improve air quality and reduce traffic congestion.
5. Improve employee recruitment and retention.
6. Enhance the working life and opportunities of persons with disabilities.
7. Effectively continue business as a part of a disaster recovery or emergency plan.

The telework policy also outlined expectations for employees, management and the telework coordinator.

Teleworking employees signed a telework agreement (STD. 200), which also included a telework safety checklist, telework policy checklist, guidance on setting up a home office and a supervisor telework information checklist to ensure the employee has completed the necessary steps prior to working remotely.

The department's EEO and Training Program Manager was assigned as the telework coordinator, who maintained a log of teleworking staff and ensured they signed the necessary documents prior to working remotely.

Any state assets to be used at a remote work location were tracked with a tag number and listed as part of a signed telework agreement. The policy mandated that "teleworkers apply the state policies, standards, and procedures-including applicable sections of the California Department of Technology Remote Access Security Standard-to all state information assets, software, and information used within the Emergency Telework Program." To ensure this process is improving our operations, teleworking agreements are monitored and reviewed annually. Telework agreements may be cancelled at any time at the discretion of management due to operational needs or employee non-satisfactory performance.

The telework coordinator also submitted monthly teleworking stats (days teleworking, gas saved based on commute, etc.) to the Department of General Services (DGS) relating to the telework program.

Teleworking staff received annual training which discussed "Activities to Improve your Success Working from Home," "Managing Time When Working from Home," "Setting Expectations for Remote Employees" and "What to Expect when Managing Remotely."

Risk: Outside Employment, Incompatible Activities

The Science Center updated its Conflict of Interest Code in 2022 to reflect current positions and designated filers. While assessing risks related to conflicts of interest, the agency identified certain risks related to outside employment among staff. Employees outside jobs may be a conflict with their state employment, therefore putting sensitive information and resources at risk. Any outside employment that conflicts with an employee's duties as a state officer could violate the department's conflict of interest code, in conjunction with the FPPC, while compromising the confidentiality of state information. Participating in incompatible activities can also result in penalties, fines, and litigation.

Section 19990 of the California Government Code notes "a state officer or employee shall not engage in any employment, activity, or enterprise which is clearly inconsistent, incompatible, in conflict with, or inimical to his or her duties as a state officer or employee."

Control: Annual Statement of Incompatible Activities

The California Science Center published a *Statement of Incompatible Activities* (SHR 1003) on February 22, 2023, to ensure staff with outside employment was not in conflict with their duties as state officials. By publishing this document and ensuring compliance from all State employees, the Science Center can better monitor any possible conflicts of interest throughout the entire agency. The policy statement submits "standards of conduct with which state employees are-required to comply are set forth in the law and, in addition, each appointing power is authorized to issue a determination of acts or activities that are in conflict with employee job duties."

Though the Science Center utilizes the Form 700, *Statement of Economic Interests*, to monitor conflicts of interests among designated filers, the *Statement of Incompatible Activities* expands on these safeguards by requiring all staff to submit information about outside employment. By

doing so, this increases the Science Center's awareness of potential conflicts among every employee. Each year, the policy requires all State employees to complete an *Outside Employment Statement and Request for Approval* (SHR 102) and report outside employment where an employee is, or will, participate in employment outside of their state position.

The SHR 102 is signed by the employee, approved or denied by the employee's supervisor, with final review by the Human Resources Director. All employees must submit a signed Employee Acknowledgment Receipt of Statement of Incompatible Activities (SHR 1003a) annually. The *Statement of Incompatible Activities* strengthens the California Science Center's operations by establishing controls throughout the agency so that employees do not participate in outside employment that conflicts with their duties as a state employee.

CONCLUSION

The California Science Center 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.

Jeffrey N. Rudolph, CEO

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