Appendix L

Security Risk Assessment Memorandum

MEMO

To: Stephanie Odenheimer – LACMA

From: Justin C. Boberg, CPP

Date: May 19, 2017

Re: **Security Risk Assessment Memo**

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The purpose of this memo is to assess security risks and mitigation measures through design and operation for the proposed Los Angeles County Museum of Art Building for the Permanent Collection. This presents the Museum in the context of the City and the region through analysis of local crime data and comparable buildings/institutions. It summarizes physical, operational and electronic security measures that would be implemented for the Proposed Facility and also describes the response strategies to security events in collaboration with the Los Angeles Police Department (LAPD).

- Proposed Facilities
  - The Proposed Los Angeles County Museum Building for the Permanent Collection (Museum Building) will replace four of LACMA's original buildings (Ahmanson, Hammer, Bing Center and Art of the Americas). Designed by architect Peter Zumthor, the Building will consist of seven semi-transparent structures at the ground level (referred to as Pavilions), that would support an elevated, continuous, transparent main exhibition level. The Building would extend over Wilshire Boulevard, from the existing site of the museum on Hancock Park, to occupy a surface parking lot at the corner of Wilshire Boulevard and Spaulding Avenue referred to as the Spaulding Lot.

  - The Museum Building would comprise one building of approximately 387,500 gross square feet, a slight reduction in the gross square footage from the existing buildings and will include galleries, conservation labs, study centers, education studios, a three hundred seat theater/auditorium, restaurants and retail spaces.

  - The Museum Building is characterized by a main exhibition level elevated approximately twenty to thirty feet above ground level, which crosses over Wilshire Blvd. The building's design would open up more than 2.5 acres of new public outdoor space on the LACMA Campus.

  - The Museum Building would be a slight reduction in gross square footage compared to the four buildings it replaces and will house the Museum's permanent collection. As such, the programming for the new Museum Building would be similar to the existing facilities, although projections have conservatively estimated a short-term increase in visitors due to the novelty inherent with a new facility.

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- The Project also includes a new parking facility (referred to as the Ogden Parking Structure) to be developed on the west side of Ogden Drive, southwest of the intersection of Ogden Drive and Wilshire Boulevard. The Ogden Parking Structure would provide approximately 260 parking spaces (replacing the 260 spaces in the Spaulding Parking Lot) in two subterranean levels and five levels above ground.

Local and Regional Context

- Crime and Proximity Analysis
  - Local Crime Statistics
    - LACMA staff has identified vandalism and loitering as primary sources of existing crime.

    - An analysis of a Crime Mapping Report for zip code 90036 during the period of August 2016 through December 2016, which was provided by LAPD, indicated the majority of crime in the area is larceny followed by vehicle break-in/theft and burglary.

  - FBI Uniform Crime Report (UCR) Data
    - Following is a summary of a CAPIndex CrimeCast Report (dated February 24, 2017) containing 2014 UCR Data, which represents historical crime counts voluntarily provided to the FBI by most police departments in the United States based on the county or state in which the current site is located.

(Values above 1.0 exceed the national average.)

Crime Type	Los Angeles County v. National Comparison
Murder	1.1
Rape	0.6
Robbery	1.6
Aggravated Assault	1.0
Total Crimes Against Persons	1.1
Burglary	0.8
Larceny	0.7
Motor Vehicle Theft	1.7
Total Crimes Against Property	0.8
Total All Crimes	0.9

- Comparison to National, State and County Crime Statistics
  - Following is a summary of a CAPIndex CrimeCast Report (dated February 24, 2017) which compares crime within a 1 and 3-mile radius of the site against national, state and county crime statistics.

(Scores are based on a scale of 0 to 2000, with 0 representing the lowest risk and 2000 the highest - 100 is average. A score of 179 is 1.79 times higher than average. A score of 150 is 1.50 times higher than average. A score of 115 is 1.15 times higher than average.)

Crime Type	National	California	LA County
CAP Index	179	150	115
Homicide	136	146	111
Rape	89	81	81
Robbery	203	165	122
Aggravated Assault	114	105	100
Total Crimes Against Persons	137	123	107
Burglary	69	94	135
Larceny	79	116	175
Motor Vehicle Theft	343	166	127
Total Crimes Against Property	98	118	144

- Proximity Analysis
  - Following is a summary of a CAPIndex CrimeCast Report Proximity Analysis (dated February 24, 2017) which identifies potential targets, threats or other points of interest (POI) in a site's vicinity.

POI Category	Distance in Miles
Courthouse	2.8
Fire Station	.8
Hospital	.3
Nuclear Plant	>50
Police Station	1.1
Port	8.7
Bridge/Tunnel	4.8
Bus Station	1.8
Ferry Terminal	22.1
Train Station	1.3
Marina	6.9
Shopping	.6
Sports Complex	3.2
Conference Center	3.3
Future Metro Station	>.1
Future LA Rams Stadium	10

- Comparison to other Local Cultural Institutions and Targets
  - Per discoverlosangeles.com, Los Angeles has more museums and theatres than any other city in the U.S. A list of the many institutions and other comparable soft targets in the area follows:

- Los Angeles is home to more than 105 museums, 225 theaters, 55 magnificent structures by the world's top architects and 16 of the world's most beautiful gardens. It also boasts more than 1,500 theatrical productions annually.

- Los Angeles offers 997 hotels with more than 98,000 hotel rooms.

- Some of the world's best-known and most iconic landmarks and attractions call Los Angeles home: the Hollywood Sign; Griffith Observatory; the Getty Center; the Walt Disney Concert Hall at the Music Center in Downtown L.A.; the Hollywood Walk of Fame; the TCL Chinese Theatre; Space Shuttle Endeavour at the California Science Center; the Battleship USS Iowa located at the Port of Los Angeles in San Pedro; Air Force One at the Ronald Regan Library; and Universal Studios Hollywood.

- Staples Center at L.A. LIVE, home to the NBA's Los Angeles Lakers and Los Angeles Clippers, NHL's L.A. Kings, and Dodger's Stadium.

- Los Angeles is home to several esteemed universities that have large sports followings such as USC and UCLA.

- The Los Angeles Convention Center (LACC), located in Downtown Los Angeles, is a world class Convention and exhibition facility. As of 2014, the Downtown Los Angeles Central Business District offers 8,700 hotel rooms and additional hotel meeting space near the Convention Center.

- Future LA Rams Stadium, home of the NFL's Rams, to be completed 2019-2020.

Overview of Security Measures and Response Strategies

The following section provides a summary of the physical, operational and electronic security measures proposed for the facility. Some of these measures are already in place on the existing LACMA campus and will remain in place with the new building, while others are new design features that are part of the proposed project.

- Physical Security Measures – The use of Crime Prevention Through Environmental Design (CPTED) and/or Design Out Crime methods to create a physical environment that reduces undesirable activity.
    - The Project will incorporate the following physical design features to facilitate security:
        - Maximized natural surveillance whereby entrances, exits, open spaces around buildings, and pedestrian walkways are easily viewable from public areas and surrounding sites.

        - Lighting at night around the new building and adjacent Hancock Park to avoid areas of concealment and discourage homeless encampments.

        - Wayfinding signage, landscaping and pedestrian walkway illumination to provide for pedestrian orientation and identify a secure route between parking areas and points of entry into building.

- Site fencing, similar to existing conditions around Hancock Park and Spaulding Lot, for securing the perimeter of the grounds after hours on both North and South side of the street to include Hancock Park and the Spaulding Lot.

- Security gates and access controlled doors at the Ogden Parking Structure will prevent unauthorized access and use outside of public hours.

- Lighting at the Ogden Parking Structure and motion sensor video monitoring will aid in securing possible areas of concealment.

- A planted buffer would be provided on the southern portion of the Spaulding Lot as part of the landscaping design to prevent visual and physical access to the neighborhood.

- LACMA also intends to address safety and security in the public right of way. These proposals include but are not limited to:
    - The project intends to have metered (or public) parking eliminated under the building as it crosses Wilshire, pending further discussions with LADOT. This will prevent vehicles from loitering. The concrete construction of the facility coupled with the height (approximately 20 feet above roadway at its lowest point) should mitigate the impact of any vehicle related incidents beneath.

    - As is typical of buildings crossing public right of way in Los Angeles, the portion of the building that crosses the public right of way will be fully outfitted with fire sprinklers. This will mitigate impacts of fire below the building, and enhance safety for the public.

    - Proposed landscape buffers between sidewalk and museum fence to prevent pedestrian loitering and homeless encampments on the streetscape under the building as it crosses Wilshire Blvd. The exact design of this area is subject to discussion with the Bureau of Engineering.

    - Proposed shortening of the existing drop off area on the north side of Wilshire Blvd to reduce the crosswalk travel time and eliminate the portion of the drop off area that is in an intersection, and therefore improve safety for pedestrians. The exact design of this area is subject to discussions with LADOT.

    - The horizontal concrete construction over Wilshire is fire rated for over 4 hours. Furthermore there are no suspended elements ie fixtures and ceiling tiles in this construction that might be dislodged and fall during an event.

    - The double concrete walls in the vertical structure of the building will also offer resistance and minimize the impact of an incident to prevent the whole structure from collapsing.

- Operational Security Measures – The use of security policies and procedures and personnel to deter, detect, delay and respond to incidents.

    - LACMA has a substantial number of staffing methodologies and security policies and procedures in place for the existing buildings and property. Additional standard operating procedures and policies will be developed and implemented to address the safety and security requirements for the new building and property footprint. Existing security measures that will be incorporated into the new facility include:
        - Oversight of the Security Department is the responsibility of the LACMA Security Operations Manager and Manager of Security Technical Systems.
            - Security personnel provided via a contract security company, licensed by the State of California and must meet all annual and recurring state training requirements.

        - Security contract staff will include the following roles and positions:
            - On-site Manager and Assistant Manager
            - Security Supervisors
            - Security Officers
            - Control Room Operators

        - Security staff will be on site 24-hours, 7-days per week.

        - Security staff will be present during all public hours, special events and public programs to provide crowd control, monitor access and assist with the overall management and flow of the museum visitors and event attendees.

        - The Security Control Room Operators will dispatch LAPD or LAFD as needed and will generate incident reports as deemed necessary for site records.

        - Current and future operation of loading dock screening includes the following: Security officers at the gate to verify authorized deliveries. Additionally, a dock manager validates all deliveries are pre scheduled to further minimize the risk of unauthorized vehicles gaining access through the loading dock.

        - Theater café off of Wilshire and park area will be patrolled during the day and the gate off of Wilshire will be monitored by security staff for nighttime events.

        - LAPD deemed the number of LACMA security personnel adequate for proper security coverage.

    - Adjacent Facilities/Properties
        - With risks of the new facility being comparable to the existing museum, current practices will continue forward to the new facility.

        - Hancock Park
            - During public hours, security officers will continue the practice of patrolling the perimeter of LACMA buildings.

- After Hancock Park is closed to the public each evening at 10pm, security officers extend the patrol to the edges of the gated Hancock Park.

- Spaulding Lot
  - All Museum Building and adjacent public areas on the Spaulding lot will be patrolled during and after public hours.

  - The gates will close at 10:30pm, as there will be events in the theater until 10pm. Patrols of the park and outdoor areas on Spaulding Lot would continue throughout the night.

- Odgen Parking Lot
  - Future Odgen Parking Structure (west side of the street and currently being used by the Metro for a staging area): There will be security patrols as well as parking management company monitoring of this structure during public hours.

- Electronic Systems Security – The use of security systems to augment physical and operational security measures.

  - As in current practice, LACMA will implement security access control and intrusion detection hardware and software, panic alarms, as well as a video surveillance system(s) to aide in the control and monitoring of the entire site, interior and exterior.

  - LACMA will continue to collaborate with LAPD during development of video surveillance layout to ensure coverage is provided (particularly on the park side) for quick and adequate detection and response to incidents.

  - Security and essential staff will utilize a radio communications system will communicate emergency and non-emergency information.

  - The Security Command Center will monitor and have access to all security access, close-circuit-television (CCTV), fire-life-safety, and communication systems. The Security Command Center will be staffed 24-hours, seven-days per week.

  - Keys and master keys will be stored and tracked in a Security Key Dispenser. This security key system allows for the programming, tracking, and report generation of all building related keys.

  - In order to meet insurance and lender requirements the installation of a variety of collection protection systems will assist in ensuring the safety and security of the collections. Systems will include wireless and/or hard-wired systems, plus local interior audible alarms. All alarm points report to the Security Command Center and connect to activate the CCTV video management system in real-time.

  - Vehicle barrier systems in the form of fencing and landscaping will be installed around loading docks to prevent unauthorized access and create a safe perimeter of protection.

  - Critical front-line staff, including security, building operations, on-site services and special event staff utilize radios on a daily basis to communicate important

information and aid in crowd control management as well as emergency incident response.

- Adjacent Facilities/Properties
  - Hancock Park
    - There are currently no cameras in Hancock Park connected to LACMA's existing CCTV system. The new project would include CCTV coverage of all areas of the new building, including outdoor areas covered by the elevated Exhibition Level. There would also be CCTV coverage of any exhibits and installations that might be located in Hancock Park.

  - Spaulding Lot
    - The security systems and measures implemented in the building and site on the North side of Wilshire will continue through the building and site on the Spaulding Lot.

  - Odgen Parking Lot
    - Future Odgen Parking Structure: There will be CCTV coverage to monitor this structure.

- Construction Security
  - LACMA is in the process of vetting security providers during the construction process. The site will be fully secured at all times during construction.

- Event Response
  - Coordination with Los Angeles County, LAPD and LAFD
    - LACMA is currently involved with all LA County emergency response programs and organizations to ensure all county disaster and emergency response requirements are met, including training and annual drills.

    - LAPD and LAFD work closely with LACMA as it relates to the overall safety and security of the Museum staff, visitors and buildings. Both agencies are reviewing security and fire-life-safety recommendations and initiatives for the overall Project.

      This coordination/collaboration will result in additional information regarding crime, crowd management, traffic flow, communication and command operations, natural disasters, and the potential for extreme incidents.

      During introductory conversations with LAPD, LAPD agreed that the approach of sprinklering the underside of the building, removing parking from under the building along Wilshire Boulevard and fencing off, gating, and patrolling the site were all sensible approaches that LAPD would support.

    - LACMA is actively collaborating with a LAPD Terrorism Liason Officer (TLO). These officers are responsible for providing guidance on protecting facilities such as LACMA, including oversite of security site assessments within their specific districts. LACMA has met with the TLO at great length. The officer provided input on how they would anticipate incidents on the site and reviewed all the procedures LACMA intends to implement. LACMA will continue to work closely with the LAPD to

ensure the facility is planned proactively in the approach to site safety ensuring the most efficient use of the local police force as possible.

- LACMA and LAPD agreed on implementation of an incident command structure to enable LAPD to get information quickly and efficiently when they arrive onsite during an incident.

- LAPD has indicated that historically LACMA had shown great communication between officers onsite and the ability to act quickly and efficiently during incidents.

- LAPD was satisfied with the level of security provided over the years at LACMA as they feel it continues to deter incidents and potential threatening behavior.

o Extreme Event Mitigation
  - The design team and LACMA have been studying the possibility of extreme event incidents at or near the facility. LACMA is also in the process of ongoing collaboration with the LAPD on this subject. LAPD indicated there are two parts of protection against 'Extreme Events': Hardening the Target and Response Effort.

  - Close coordination is anticipated to continue between LACMA staff, the design team and LAPD, in order to develop mitigation techniques and procedures that will lessen the impact of an extreme event.

  - The facility design will be developed in a way that reacts to these findings and mitigates risks associated with more common extreme events, including natural disasters, malicious or accidental incidents, as well as vehicle or pedestrian events near the facility perimeter and/or under the part of the building that crosses Wilshire Boulevard.

  - Natural Disasters
    - Los Angeles is susceptible to natural disasters such as earthquakes, wildfires, floods, and severe weather, as well as human induced events such as chemical spills, etc.

    - Given appropriate policy and procedure planning by LACMA, coordination with LAPD and incorporation of project design features, the impact of natural and human induced disasters on the facility, visitors and the need for police protection would be minimized.

  - Extreme Events of a malicious nature
    - Based on risk analysis, the likelihood of experiencing an event of a malicious nature seems low. However, like any public facility, LACMA could be susceptible to a variety of extreme events of a malicious nature such as vehicle borne explosives, person borne explosives, direct fire weapons, active shooter incidents, chemical/biological attacks, and cyber attacks, etc.

    - The most likely event is that of an accidental vehicle incident (car fire) under the portion of the building that crosses Wilshire Boulevard. A less likely risk is a malicious vehicle incident (e.g., vehicle borne explosives). As noted above, the concrete construction of the facility coupled with the height (at least twenty

feet above roadway), the elimination of parking under the facility, and planned security patrols should mitigate the impact of any vehicle related incidents.

- Given appropriate policy and procedure planning by LACMA, coordination with LAPD, the number of similar soft targets in the area and incorporation of project design features, the impact of an extreme event of a malicious nature on the facility, occupants and the need for police protection would be minimized.

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