

**DISASTER AND EMERGENCY PREPAREDNESS**

**SONOMA STATE UNIVERSITY**

**Audit Report 06-37**

**October 25, 2006**

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## **ABBREVIATIONS**

CSU	California State University
DEP	Disaster and Emergency Preparedness
DRII	Disaster Recovery Institute International
EO	Executive Order
EOC	Emergency Operations Center(s)
GC	Government Code
NIMS	National Incident Management System
OES	(California) Office of Emergency Services
SEMS	Standardized Emergency Management System
SSU	Sonoma State University
SWEPT	Systemwide Emergency Preparedness Taskforce

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## **EXECUTIVE SUMMARY**

As a result of a systemwide risk assessment conducted by the Office of the University Auditor during the last quarter of 2005, the Board of Trustees, at its January 2006 meeting, directed that *Disaster and Emergency Preparedness* be reviewed. Similar audits of Disaster and Contingency Planning were conducted in 2003.

We visited the Sonoma State University campus from May 16, 2006, through June 22, 2006, and audited the procedures in effect at that time.

In our opinion, internal administrative and operational controls governing disaster and emergency preparedness were, for the most part, effective. However, we found no evidence that budgetary needs for disaster and emergency planning activities had been documented. Additionally, controls over emergency training, documentation of procedures for building marshals, updating and distribution of emergency plans, and testing of business continuity plans needed improvement.

The following summary provides management with an overview of conditions requiring attention. Areas of review not mentioned in this section were found to be satisfactory. Numbers in brackets [ ] refer to page numbers in the report.

### **GENERAL ENVIRONMENT [6]**

At the time of our review, the emergency operations center (EOC) was not sufficiently stocked with emergency food supplies for the minimum requirement of three days for each EOC team member.

### **EMERGENCY MANAGEMENT PLAN [6]**

The campus did not consistently review, update, and communicate its emergency plan. It was noted that formal reviews and updates of the plan had not occurred in 2004 and 2005, the emergency plan had not been communicated to the campus community as a whole, and copies of the emergency plan were not maintained in multiple locations and different formats. Further, the campus building marshal program had not been documented, and specialized training was not always provided to personnel acting as building marshals. Lastly, the campus roster of emergency resources did not include food and water.

### **COMMUNICATIONS AND TRAINING [10]**

The campus was unable to provide sufficient documentation to support overview training for new hires. In addition, alternate emergency assignments were not designated for all key emergency positions and timely communicated.

### **TESTING AND DRILLS [11]**

Most business continuity plans had not been tested. Although the campus had business continuity plans in various critical areas, only the university computer operations plan had been tested.

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## INTRODUCTION

### **BACKGROUND**

The National Safety Council ([www.nsc.org](http://www.nsc.org)) has provided guidance showing that disasters and emergencies are inevitable. These events include personal injuries, fires, explosions, chemical spills, toxic gas releases, natural disasters such as earthquakes, tornadoes, floods, and epidemics, and man-made disasters such as terrorist activities and riots. Anticipating emergencies and planning for an appropriate response can greatly lessen the extent of injuries and health concerns. Emergency preparedness can also limit damage to property, equipment, and materials. Experience tells us that when disasters and emergencies occur, the emergency response based on emergency preparedness and crisis training programs, will significantly affect the extent of damages and injuries sustained. The president of each of the 23 California State University (CSU) campuses has been delegated the responsibility for the implementation and maintenance of an emergency management system program.

There is no single definition of what constitutes a disaster. A disaster can develop quickly, hitting full-force, with little or no warning. Other times, a disaster can loom on the horizon for weeks until it becomes large enough to be a threat. Government Code (GC) §8680.3 defines disaster to mean:

A fire, flood, storm, tidal wave, earthquake, terrorism, epidemic, or other similar public calamity that the governor determines presents a threat to public safety.

In California Code of Regulations, Title 19, §2402, Standardized Emergency Management System (SEMS) Regulations, emergency is defined to mean:

A condition of disaster or of extreme peril to the safety of persons and property caused by such conditions as air pollution, fire, flood, hazardous material incident, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestations or disease, the governor's warning of an earthquake or volcanic prediction, or an earthquake or other conditions, other than conditions resulting from a labor controversy.

Executive Order 921, *California State University Emergency Management Program*, dated November 21, 2004, requires maintenance of an emergency management system on each campus that will be activated when a hazardous condition or natural disaster reaches or has the potential for reaching proportions beyond the capacity of routine operations. The campus shall write each emergency plan in accordance with and as described in SEMS regulations developed by the California Office of Emergency Services (OES). Additionally, the campuses shall support the Systemwide Emergency Preparedness Taskforce (SWEPT) assigned oversight responsibility for CSU systemwide emergency management. SWEPT is a multi-discipline committee charged with improving communication between police chiefs, emergency coordinators, risk managers, and environmental health and occupational safety directors. It proposes and establishes mechanisms/systems for coordinating a response to emergencies; and studies and proposes solutions to systemwide issues such as emergency communications, mutual assistance protocols, and training. Further, business continuity planning is an integral part of a comprehensive emergency management model, and it is recommended that each campus form a Business Continuity Planning Committee.

After the initial emergency response, restoration of business (“business continuity”) is of paramount importance. Two sources of industry guidance on standards and terminology are *Glossary of Terms* from the Disaster Recovery Institute International (DRII), and *Business Continuity: Best Practices* as defined by the Business Continuity Institute. The DRII *Glossary of Terms* describes business continuity as “the ability of an organization to ensure continuity of service and support for its customers and to maintain its viability before, after, and during an event.” In *Best Practices*, a disaster recovery plan is defined as “a plan to resume a specific essential operation, function, or process of an enterprise.”

Business continuity is frequently considered a broader term than emergency preparedness. The goal of emergency preparedness is to address the immediate impacts of the disaster and to respond as needed to bring the emergency to closure. Business continuity is a continuing cycle of preparation that includes the broader perspectives of disaster, response, recovery, mitigation, risk reduction, prevention, and preparedness, as depicted below:



Disaster recovery/emergency preparedness plans are required of state agencies by GC §8607(a), which states:

The OES, in coordination with all interested state agencies with designated response roles in the state emergency plan and interested local emergency management agencies shall jointly establish by regulation a SEMS for use by all emergency response agencies.

SEMS is the system required by GC §8607(a) for managing response to multi-agency and multi-jurisdiction emergencies in California. As a result of the 1991 East Bay Hills fire in Oakland, Senate Bill 1841 was passed and made effective January 1, 1993. The intent of this law is to improve the

coordination of state and local emergency response in California, and it implemented SEMS. SEMS regulations took effect in September 1994. SEMS consists of five organizational levels, which are activated as necessary: field response, local government, operational area, regional, and state. By standardizing key elements of the emergency management system, SEMS is intended to facilitate the flow of information within and between levels of the system and facilitate coordination among all responding agencies. SEMS incorporates the use of five essential Incident Command System functions: command (management), operations, planning/intelligence, logistics, and finance/administration. All CSU campuses are required to formally adopt and implement SEMS.

## **PURPOSE**

Our overall audit objective was to ascertain the effectiveness of existing policies and procedures related to the administration of *Disaster and Emergency Preparedness* (DEP) activity and to determine the adequacy of controls that ensure compliance with relevant governmental regulations, Trustee policy, Office of the Chancellor directives, and campus procedures.

Within the overall audit objective, specific goals included determining whether:

- ▶ Administration of DEP incorporates a defined mission, stated goals and objectives, and clear lines of organizational authority and responsibility; and is adequately funded.
- ▶ Plans and procedures address general and campus specific incidents; include recordkeeping systems for effective planning, administration, and reporting; maximize DEP resources; and are adequately communicated to emergency management personnel.
- ▶ An emergency operations center (EOC) provisioned with sufficient equipment, supplies, and other critical resources exists; and a roster of resources for materials and services that may be needed in an emergency situation is maintained.
- ▶ The emergency management plan is compliant with SEMS, including the use of the modular incident command system organization methodology and incident action plans; inclusive of an effective building marshal program for evacuation; and reviewed/updated at a minimum every year.
- ▶ The emergency management plan has been adequately communicated to the campus community, a roster of emergency management personnel is annually communicated to the chancellor's office, and support is provided to the SWEPT.
- ▶ Emergency management activities are effectively coordinated with appropriate city, county, operational area, state, federal, and private agencies; and include adequate mutual aid and assistance agreements.
- ▶ Specialized and/or general training has been provided to the emergency management team, building marshals, and all employees.

- ▶ Emergency plan testing, drills, and/or evacuations are adequately planned, conducted, and documented; and include periodic testing of mutual aid and assistance agreements.
- ▶ Generators, communications devices, and other equipment and supplies are functional, tested currently, and the related responsibility is appropriately assigned.
- ▶ The campus has a business continuity plan and if that plan is tested.

## **SCOPE AND METHODOLOGY**

The proposed scope of the audit, as presented in Attachment B, Audit Item 2 of the January 31 through February 1, 2006, meeting of the Committee on Audit, stated that DEP includes review of compliance with Trustee policy and systemwide directives, contingency and disaster recovery planning, backup communications, building safety and emergency egress including provisions for individuals with disabilities, the extent of plan testing, and relationships with state and federal emergency management agencies. DEP includes program and facility readiness and resource planning for actions related to natural and man-made disasters and the recovery therefrom.

Our study and evaluation were conducted in accordance with the *International Standards for the Professional Practice of Internal Auditing* issued by the Institute of Internal Auditors, and included the audit tests we considered necessary in determining that operational and administrative controls are in place and operative. This review emphasized, but was not limited to, compliance with state and federal laws, Board of Trustees policies, and Office of the Chancellor and campus policies, letters, and directives. The audit review focused on procedures in effect from January 2005 through March 2006. In instances wherein it was necessary to review annualized data, fiscal year 2005/06 was the primary period reviewed.

We focused primarily upon the internal administrative, compliance, and operational controls over the campuswide emergency operations plan and related management activities. Specifically, we reviewed and tested:

- ▶ The emergency management organization.
- ▶ Emergency management and business continuity plans.
- ▶ Emergency management plan guidelines, policies, procedures, and recordkeeping.
- ▶ The building marshal program, emergency action plans, and the campus emergency hotline.
- ▶ The EOC, emergency equipment, and related emergency supplies.
- ▶ Coordination with other agencies and mutual aid and assistance agreements.
- ▶ Funding and budgetary controls for emergency management activities.
- ▶ Communication of the emergency management plan.
- ▶ Training for emergency management activities.
- ▶ Evacuation drills and emergency management and business continuity plan testing.

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# **OBSERVATIONS, RECOMMENDATIONS, AND CAMPUS RESPONSES**

## **GENERAL ENVIRONMENT**

The Emergency Operations Center (EOC) was not sufficiently stocked with food.

Inspection of the primary and alternate EOC disclosed that they were not sufficiently stocked with emergency food supplies for the minimum requirement of three days for each EOC team member. During our fieldwork, the campus initiated ordering of the necessary EOC food supplies for receipt in July.

Executive Order (EO) 921, *California State University Emergency Management Program*, dated November 12, 2004, states that the campus should establish and equip a functional campus EOC consistent with Standardized Emergency Management System (SEMS) guidelines. Attachment A provides minimum equipment and supplies guidelines, which include food and water (minimum three-day supply for each member of the EOC team).

The captain of police and parking services stated that it was the campus' belief that the overall meal serving supply plan for the entire campus also included the EOC and was deemed adequate.

Failure to properly stock an EOC with food and water increases the risk that the campus would be unable to support emergency operations for an extended period of time.

### **Recommendation 1**

We recommend that the campus establish procedures to ensure that the EOC is stocked with emergency food supplies for a minimum of three days for each EOC team member.

### **Campus Response**

We concur. Food supplies ordered during the audit fieldwork were received and stored specifically for EOC team members. The recommendation has been implemented.

## **EMERGENCY MANAGEMENT PLAN**

### **EMERGENCY PLAN UPDATES AND DISTRIBUTION**

The campus did not consistently review, update, and communicate its emergency plan.

Our review of the campus emergency plan disclosed that:

- ▶ Although the plan was reviewed in May 2006 and was in process of further review for National Incident Management System (NIMS) compliance, the updated version had not yet been

published for campus use. The version of the plan currently used on campus was dated April 2003.

- ▶ Formal reviews and updates of the plan had not occurred in 2004 and 2005.
- ▶ The emergency plan had not been communicated to the campus community as a whole.
- ▶ Some of the campus emergency team members interviewed did not have the emergency plan in multiple formats (i.e., hard copy, CD copy, web version, etc.), nor did they keep the plan in more than one location, which would be invaluable in the event that team members could not access their one copy.

EO 921, *California State University Emergency Management Program*, dated November 12, 2004, states, in part, that each campus president is delegated the responsibility for the implementation and maintenance of an emergency management system on the campus. The campus should develop an emergency management plan and review/update it at a minimum of every year. Further, the campus should communicate the emergency plan to the campus community in a variety of methods and on a continuous basis through public education such as web posting of the plan or through other mechanisms for regular dissemination of hazard planning.

Government Code (GC) §13402 states that management is responsible for establishing and maintaining a system of internal administrative controls, which includes documenting the system, communicating system requirements to employees, and assuring that the system is functioning as prescribed and is modified, as appropriate, for changes in conditions.

The senior director/chief of police at police and parking services stated that the campus had reviewed and updated the emergency plan annually, but the plan was not published and printed due to uncertainty over new federal requirements such as the NIMS. He further acknowledged that the plan had not been communicated on a regular basis and added that future plans included CD and web-based dissemination efforts.

Failure to timely review/update the campus emergency plan, communicate it to the campus community, and ensure its availability to emergency team members limits the campus' ability to effectively respond to emergencies.

## **Recommendation 2**

We recommend that the campus:

- a. Establish procedures to ensure that the campus emergency plan is reviewed and updated annually and distributed campuswide.
- b. Develop and maintain an alternate version of its emergency plan for distribution to all emergency team members, including guidelines for maintaining copies in more than one location.

### **Campus Response**

- a. We concur. The emergency plan is being revised to reflect new federal requirements, updated campus resources, and plans. Future updates and distributions of the plan will comply with the latest EO. Distribution of the revised Sonoma State University (SSU) plan will be completed by January 31, 2007.
- b. We concur. Future versions of the SSU emergency plan will be produced in various formats including hard copy, CD format, and available on the departmental website. The campus will establish guidelines that key EOC team members retain copies in a variety of locations. This will be completed by January 31, 2007.

### **BUILDING MARSHAL PROGRAM**

The campus building marshal program had not been documented, and specialized training was not always provided.

Our review showed that the campus had building marshals campuswide, but a building marshal program or similar procedures for building marshals had not been documented, and specialized training was not always provided for building marshals.

EO 921, *California State University Emergency Management Program*, dated November 12, 2004, states that emergency management activities are to include, but not be limited, to development of a building marshal program for evacuation. Further, campus training includes specialized training for employees who will operate as building marshals, and training attendance records shall be kept for a minimum of seven years.

The captain of police and parking services stated that the building marshal program existed, but had not been systematically integrated into a single document. He further stated that formal training had been provided to building marshals, but had been only partially documented.

Failure to provide written procedures or plans and specialized training for building marshals increases the risk their response during an emergency would not be not optimized.

### **Recommendation 3**

We recommend that the campus:

- a. Document existing procedures for its building marshal program.
- b. Review its emergency training programs and ensure that adequate specialized training is provided for individuals operating as building marshals.

### **Campus Response**

- a. We concur. Written guidelines and procedures for the building marshal program will be completed by January 31, 2007.
- b. We concur. Written guidelines will reflect titles of actual training courses and/or training alternatives for building marshals. The guidelines will include training offered by the Red Cross, community emergency response training, SEMS, and NIMS provisions and evacuation procedures. This will be completed by January 31, 2007.

### **CAMPUS ROSTER OF EMERGENCY RESOURCES**

The campus roster of emergency resources was not updated and complete.

At the time of our review, the campus roster of emergency resources had not been updated to include food and water for an estimated 2,500 campus residents.

EO 921, *California State University Emergency Management Program*, dated November 12, 2004, states that the campus should develop a roster of campus resources and memoranda of understanding for materials and services that may be needed in an emergency situation, including equipment, emergency power, communications, food and water, and update at least annually. The “updated as of date” should appear on each roster.

The senior director/chief of police at police and parking services stated that the 2006 roster of campus general campus resources was deemed adequate even though the amount of food resources had not been fully documented. He added that the campus acknowledged that the maintenance of an adequate campus roster of emergency resources was an ongoing process and further stated that the roster would be updated periodically in compliance with EO 921.

Failure to update the campus roster of emergency resources annually increases the risk that delays in locating critical resources could occur during an emergency.

**During our fieldwork, the campus completed its dining services emergency response plan, including locations and quantities of food. This addressed the emergency resource need of food and water for the 2,500 campus residents.**

## COMMUNICATIONS AND TRAINING

### OVERVIEW TRAINING

Documentation to support overview emergency management plan training for new hires needed improvement.

The campus was unable to provide sufficient documentation to support overview training, including documentation to support emergency/safety overview training for new employees showing type of training, dates of training, or names of individuals trained and evidence of a course syllabus or an agenda showing topics covered in the training.

EO 921, *California State University Emergency Management Program*, dated November 12, 2004, states that the campus community is to be trained on the SEMS compliant plan to include, at a minimum, overview training of every employee within one year of employment. Training attendance records shall be kept for a minimum of seven years.

GC §13401 states that each state agency must maintain effective systems of administrative control as an integral part of its management practices.

The senior director/chief of police at police and parking services stated that due to a lack of coordination between involved departments, overview training had not been fully formalized.

Lack of overview training for new hires regarding the emergency management plan increases the likelihood that emergency response would be inadequate.

### Recommendation 4

We recommend that the campus ensure that documentation to support overview emergency management plan training for new hires is developed and maintained on file.

### Campus Response

We concur. The emergency management training program for new hires will be integrated into the human services' faculty and staff benefits orientation session. Written procedures will be completed by January 31, 2007.

## EMERGENCY ASSIGNMENTS AND REPORTING

Alternate emergency response assignments were not designated for all key emergency positions and timely communicated.

Our review of campus documentation showed that it had not designated alternate assignments for all key emergency positions, nor had the campus reported alternate emergency staff to the chancellor's office.

EO 921, *California State University Emergency Management Program*, dated November 12, 2004, states that on an annual basis, by December 1, campuses should provide the Office of Risk Management and the systemwide Office of Human Resources at the chancellor's office with a roster of personnel as well as their designated back-up staff essential to the operation of the emergency management plan.

*SEMS Guidelines, Part 3 (action planning)* states that action planning identifies objectives, priorities, and assignments related to emergency response or recovery actions, and plans which document the priorities, objectives, tasks, and personnel assignments associated with meeting the objectives.

The senior director/chief of police at police and parking services stated that alternate emergency response assignments had been identified, but not sent in by the December 1 deadline.

Failure to identify alternate emergency assignments in an emergency organization increases the risk that emergency response time could be delayed.

**During our fieldwork, on June 12, 2006, the campus designated alternate emergency response assignments and provided the list to the systemwide Office of Risk Management.**

## TESTING AND DRILLS

Most business continuity plans had not been tested.

Our review disclosed that the campus had a pandemic flu business continuity plan and departmental plans for the student health center, residential life, the library, financial aid, disability resources, information technology, and academic affairs. However, only the university computer operations plan had been tested.

EO 921, *California State University Emergency Management Program*, dated November 12, 2004, states that each campus shall develop a business continuity plan. Further, almost all business continuity plans contain certain common elements including testing and auditing the plans to determine the effectiveness of the overall business continuity and incident recovery program. This includes a review and documentation of test results and lessons learned. The review should occur annually, with testing occurring every two years at a minimum.

The senior director/chief of police at police and parking services stated that the campus had recently formed a business continuity committee, but had not yet had the opportunity to develop test plans for the existing business continuity plans.

Inadequate testing of the business continuity plans increases the risk of ineffective preparedness and unavailability of essential services.

**Recommendation 5**

We recommend that the campus develop and exercise test plans sufficiently to ensure the effectiveness of campus business continuity activities, including a review and documentation of test results and lessons learned.

**Campus Response**

We concur. The campus will develop, exercise, document plans, and evaluate test results for the business continuity plans identified. This will be completed by March 31, 2007.

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## **APPENDIX A: PERSONNEL CONTACTED**

<b><u>Name</u></b>	<b><u>Title</u></b>
Ruben Armiñana	President
Letitia Coate	Associate Vice President, Administration and Finance
George Ellington	Captain, Police and Parking Services
Laurence Furukawa-Schlereth	Vice President, Administration and Finance
Ian Hannah	Administrative Project Manager, Administration and Finance
Tyson Hill	Physical Security Specialist, Police and Parking Services
Nate Johnson	Senior Director/Chief of Police, Police and Parking Services
Susan Kashack	Associate Vice President, Communications and Marketing
Kurt Koehle	Director, Internal Operations, Analysis and Review
Richard Ludmerer	Senior Director, Risk Management
Richard Marker	Senior Director, Facilities Services
Edna Nakamoto	Senior Director, Human Services
Tim Tiemens	Director, Housing



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OFFICE OF THE CHIEF FINANCIAL OFFICER AND  
VICE PRESIDENT FOR ADMINISTRATION AND FINANCE

707.664.2035 • Fax 707.664.2080

December 8, 2006

Larry Mandel  
University Auditor  
401 Golden Shore, 4<sup>th</sup> Floor  
Long Beach, California 90802-4200

Dear Mr. Mandel: *Larry*

RECEIVED  
UNIVERSITY AUDITOR

DEC 14 2006

THE CALIFORNIA STATE  
UNIVERSITY

On behalf of President Armiñana, I am submitting the campus response to the recommendations of the University Auditor Report Number 06-37, Disaster and Emergency Preparedness at Sonoma State University.

Documentation demonstrating implementation of recommendations already completed will be forwarded to you separately.

Sincerely,

*LA*

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Laurence Furukawa-Schlereth  
Chief Financial Officer and  
Vice President for Administration and Finance

Encl.

c: President Ruben Armiñana  
Letitia Coate, Associate Vice President for Administration and Finance  
Nate Johnson, Chief of Police and Senior Director, Police and Parking Services  
Kurt Koehle, Director, Internal Operations, Administration and Finance

THE CALIFORNIA STATE UNIVERSITY

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## DISASTER AND EMERGENCY PREPAREDNESS

### SONOMA STATE UNIVERSITY

Report Number 06-37  
October 25, 2006

#### GENERAL ENVIRONMENT

##### Recommendation 1

We recommend that the campus establish procedures to ensure that the EOC is stocked with emergency food supplies for a minimum of three days for each EOC member.

##### Campus Response

We concur. Food supplies ordered during the audit fieldwork, were received and stored specifically for EOC team members. The recommendation has been implemented.

#### EMERGENCY MANAGEMENT PLAN

##### EMERGENCY PLAN UPDATES AND DISTRIBUTION

##### Recommendation 2

We recommend that the campus:

- a. Establish procedures to ensure that the campus emergency plan is reviewed and updated annually and distributed campuswide.
- b. Develop and maintain an alternate version of its emergency plan for distribution to all emergency team members, including guidelines for maintaining copies in more than one location.

##### Campus Response

- a. We concur. The emergency plan is being revised to reflect new federal requirements, updated campus resources and plans. Future updates and distributions of the Plan will comply with the latest Executive Order. Distribution of the revised SSU plan will be completed by January 31, 2007.
- b. We concur. Future versions of the SSU Emergency Plan will be produced in various formats including hard copy, CD format and available on the departmental website. The campus will establish guidelines that key EOC team members retain copies in a variety of locations. To be completed by January 31, 2007.

**DISASTER AND EMERGENCY PREPAREDNESS  
SONOMA STATE UNIVERSITY  
Report Number 06-37  
October 25, 2006**

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## **BUILDING MARSHAL PROGRAM**

### **Recommendation 3**

We recommend that the campus:

- a. Document existing procedures for its building marshal program.
- b. Review its emergency training programs and ensure that adequate specialized training is provided for individuals operating as building marshals.

### **Campus Response**

- a. We concur. Written guidelines and procedures for the building marshal program will be completed by January 31, 2007.
- b. We concur. Written guidelines will reflect titles of actual training courses and/or training alternatives for building marshals. The guidelines will include training offered by the Red Cross, Community Emergency Response Training, SEMS and NIMS provisions and evacuation procedures. To be completed by January 31, 2007.

## **COMMUNICATIONS AND TRAINING**

### **OVERVIEW TRAINING**

#### **Recommendation 4**

We recommend that the campus ensure that documentation to support overview emergency management plan training for new hires is developed and maintained on file.

#### **Campus Response**

We concur. The Emergency Management training program for new hires will be integrated into the Human Services' faculty and staff benefits orientation session. Written procedures will be completed by January 31, 2007.

**DISASTER AND EMERGENCY PREPAREDNESS  
SONOMA STATE UNIVERSITY  
Report Number 06-37  
October 25, 2006**

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**TESTING AND DRILLS**

**Recommendation 5**

We recommend that the campus develop and exercise test plans sufficiently to ensure the effectiveness of campus business continuity activities, including a review and documentation of test results and lessons learned.

**Campus Response**

We concur. The campus will develop, exercise, document plans and evaluate test results for the business continuity plans identified. To be completed by March 31, 2007.



THE CALIFORNIA STATE UNIVERSITY  
OFFICE OF THE CHANCELLOR

BAKERSFIELD

January 17, 2007

CHANNEL ISLANDS

CHICO

**MEMORANDUM**

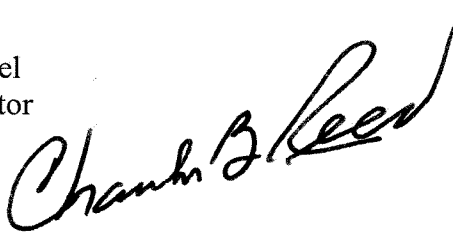
DOMINGUEZ HILLS

EAST BAY

FRESNO

TO: Mr. Larry Mandel  
University Auditor

FULLERTON

FROM: Charles B. Reed  
Chancellor


HUMBOLDT

LONG BEACH

SUBJECT: Draft Final Audit Report 06-37 on *Disaster and Emergency Preparedness*, Sonoma State University

LOS ANGELES

MARITIME ACADEMY

In response to your memorandum of January 17, 2007, I accept the response as submitted with the draft final report on *Disaster and Emergency Preparedness*, Sonoma State University.

MONTEREY BAY

NORTHRIDGE

POMONA

CBR/jt

SACRAMENTO

Enclosure

SAN BERNARDINO

cc: Dr. Ruben Armiñana, President  
Mr. Laurence Furukawa-Schlereth, Vice President, Administration and Finance

SAN DIEGO

SAN FRANCISCO

SAN JOSÉ

SAN LUIS OBISPO

SAN MARCOS

SONOMA

STANISLAUS