

DISASTER AND EMERGENCY PREPAREDNESS

**CALIFORNIA STATE UNIVERSITY,
SAN BERNARDINO**

**Audit Report 06-43
January 12, 2007**

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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
IRT	Information Resources and Technology
OES	(California) Office of Emergency Services
SEMS	Standardized Emergency Management System
SWEPT	Systemwide Emergency Preparedness Taskforce

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* (DEP) be reviewed. Similar audits of Disaster and Contingency Planning were conducted in 2003.

We visited the California State University, San Bernardino campus from September 25, 2006, through October 31, 2006, and audited the procedures in effect at that time.

In our opinion, internal administrative and operational controls governing DEP were, for the most part, effective. However, food provisions for the emergency operations center (EOC), the campus roster of emergency resources, emergency plan updates and distribution, specialized emergency training, training and after action report documentation, and information resources technology (IRT) business continuity plan testing 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]

Emergency food supplies at both the primary and alternate EOC contained expiration dates more than one year old.

EMERGENCY MANAGEMENT PLAN [6]

The campus had not developed a complete and adequate roster of resources for materials and services needed for use in an emergency. Further, the campus did not review, update, and republish its emergency plan annually.

COMMUNICATIONS AND TRAINING [8]

Specialized training and documentation for emergency preparedness was neither timely nor complete. Emergency team members were not properly trained at the primary and/or alternate EOC. In addition, the majority of the health center staff had not received specialized DEP training, and the emergency plan did not include a provision for DEP training and assignment of student health center staff. Further, training for building marshals was not current. Lastly, a review of training records for members of the campus emergency management team disclosed that documentation to support Standardized Emergency Management System and Incident Command System training was not always prepared and maintained.

TESTING AND DRILLS [10]

After action reports had not been prepared to document residence hall evacuation drills. In addition, the IRT business continuity plan had not been formally tested.

INTRODUCTION

BACKGROUND

The National Safety Council (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 (EO) 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 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.

OBSERVATIONS, RECOMMENDATIONS, AND CAMPUS RESPONSES

GENERAL ENVIRONMENT

Emergency food supplies at both the primary and alternate emergency operations centers (EOC) contained expiration dates more than one year old.

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 EOC coordinator stated that the food supplies on hand in the EOC had expired due to oversight. The vice president of administration and finance stated that the campus maintains a three- to five-day supply of fresh food in the dining services operation. He further stated that, on several occasions, the campus EOC was activated and the food supplies in the Commons were used successfully.

Failure to properly stock an EOC with usable 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 within the manufacturer's recommended shelf life guidelines.

Campus Response

The campus concurs with the recommendation. By February 28, 2007, the university police department will stock its EOC with emergency food supplies based on recommended shelf life, and will establish written procedures for university police staff to inventory food supplies annually.

EMERGENCY MANAGEMENT PLAN

CAMPUS ROSTER OF EMERGENCY RESOURCES

The campus had not developed a complete and adequate roster of resources for materials and services needed for use in an emergency.

We found that a list of equipment, emergency power sources, communication devices, and food and water that are necessary for disaster and emergency preparedness (DEP), as well as the locations of supplies and equipment, were not documented in an officially dated roster of campus resources.

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 chief of police stated that the campus had individual listings of resources, which he considered sufficient documentation.

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

Recommendation 2

We recommend that the campus develop a complete and adequate campus roster of resources to include all emergency equipment, locations of the supplies including food and water, food expiration dates, responsible persons, and the last date that the roster was reviewed and updated.

Campus Response

The campus concurs with the recommendation. By February 15, 2007, the university police department will consolidate existing campus rosters of resources into a single document, which will be reviewed annually by the disaster preparedness coordinator.

EMERGENCY PLAN UPDATES AND DISTRIBUTION

The campus did not review, update, and republish its emergency plan annually.

Our review of the campus emergency plan disclosed that it was reviewed and updated in September 2004 and November 2006, however the plan was not reviewed in 2005. In addition, the versions prior to 2004 were not dated to evidence the timeliness of review.

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 chief of police stated that the emergency plan was not republished annually because the campus was in the process of recruiting a primary person with responsibility for DEP.

Failure to timely review and 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 3

We recommend that the campus establish procedures to ensure that the campus emergency plan is reviewed and updated annually and distributed campuswide.

Campus Response

The campus concurs with the recommendation. Procedures have been developed and implemented to ensure that the emergency plan is reviewed and updated annually. The annual revision of the emergency plan will be distributed campuswide by the disaster preparedness coordinator.

COMMUNICATIONS AND TRAINING

Specialized training and documentation for emergency preparedness was neither timely nor complete.

We found that:

- ▶ Three of the six EOC team members interviewed had not been properly trained at the primary EOC and the alternate EOC. Additionally, one of the six EOC team members had been trained at the primary EOC, but not at the alternate EOC.
- ▶ Most of the health center staff had not received any specialized training for DEP. In addition, the emergency plan did not include a provision for emergency preparedness training and assignment of student health center staff in disasters that may require emergency medical services.
- ▶ Training for building marshals was not current.
- ▶ Documentation to support SEMS and Incident Command System training for members of the emergency management team were not always prepared and maintained.

SEMS Guidelines, Planning and Developing SEMS, Operational Area, dated December 23, 1994, advises that all personnel who will be staffing positions in the operational area EOC must maintain minimum training competencies pursuant to the approved course of instruction. The training should be provided to primary and alternate EOC staff. Training should be initiated as soon as feasible after

EOC staff are designated. Provisions should be made for an ongoing training program to accommodate personnel changes.

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, specialized training for employees who will operate as building marshals and for those designated as members of the campus emergency management team. Training attendance records shall be kept for a minimum of seven years.

EO 943, *Policy on University Health Services*, dated April 28, 2005, states that the president or designee shall be responsible for ensuring that campus emergency plans include provision for the training and assignment of student health center staff in disasters that may require emergency medical services.

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

The chief of police stated that members of the EOC did not receive specialized training and building marshal training was not current because the campus had been recruiting a primary person with responsibility for DEP. He further stated that most of the health center staff had not received specialized training because many were new employees. In addition, he stated that training records were not retained due to oversight. The EOC coordinator stated that the campus emergency management plan was not updated to include a specific provision for the training of student health center staff due to staff turnover in the university police department.

Failure to provide for the emergency training and assignment of the student health center staff, emergency management team, and building marshals and to maintain documentation of the specialized training increases the likelihood that emergency response would be inadequate.

Recommendation 4

We recommend that the campus ensure that:

- a. All EOC team members are properly trained at the primary and the alternate EOC.
- b. Specialized training is provided for the health center staff, and include a provision in the emergency plan for DEP training and assignment of student health center staff in disasters that may require emergency medical services.
- c. Specialized training is provided for all building marshals.
- d. Documentation to support specialized training for building marshals and emergency management team members is maintained on file for a minimum of seven years.

Campus Response

The campus concurs with the recommendation. Procedures have been developed and implemented to ensure compliance with the following:

- a. Proper training procedures for EOC members at the primary and alternate EOC locations have been established. All agendas and training rosters will be submitted to reflect training is current.
- b. Specialized training and DEP training provision in the emergency plan for the student health center will be implemented by July 31, 2007.
- c. Specialized training for building marshals has been implemented. All agendas and training rosters will be submitted to reflect training is current.
- d. Procedures to maintain documentation to support specialized training for building marshals and emergency management team have been established.

TESTING AND DRILLS

AFTER ACTION REPORTS

After action reports had not been prepared to document residence hall evacuation drills.

EO 921, *California State University Emergency Management Program*, dated November 12, 2004, instructs the campus to conduct periodic testing of simulated emergency incidents, and emergency communications including the periodic testing of mutual aid and assistance agreements. Administrative review of the campus emergency plan shall be conducted annually by members of the emergency management organization. Testing shall be conducted utilizing one of the following formats and varying the type of event: orientation/seminar, tabletop, drill, functional, full scale. Further, at the completion of each exercise or simulated emergency incident, full documentation of test results and lessons learned shall be reviewed with the campus emergency planning team and maintained by the emergency planner for a period of not less than five years.

The chief of police stated that he was told by the assistant director of housing that records documenting evacuation/fire drills, which were regularly conducted in student housing, were not maintained due to oversight.

Failure to prepare, maintain, and evaluate after action reports increases the risk that the same or similar errors will be made in response to an actual emergency.

Recommendation 5

We recommend that the campus prepare and maintain after action reports for residence hall evacuation drills for a period of no less than five years, and use them to evaluate test results and lessons learned.

Campus Response

The campus concurs with the recommendation. Procedures have been developed and implemented to ensure that after action reports are prepared following residence hall evacuation drills. All documentation will be maintained for a period of not less than five years.

BUSINESS CONTINUITY PLAN TESTING

The information resources and technology (IRT) business continuity plan had not been formally 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 vice president of IRT stated that she recognized the deficiencies in the IRT business continuity plan related to testing and drills. She further stated that although the recovery procedures had been exercised during real-time situations, this did not replace a planned test. She added that an IRT staff member had been assigned to develop scenarios, but a planned test was not conducted.

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

Recommendation 6

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

Campus Response

The campus concurs with the recommendation. By June 30, 2007, the IRT division will exercise test plans of campus business continuity activities, including a review and documentation of test results and lessons learned.

APPENDIX A: PERSONNEL CONTACTED

<u>Name</u>	<u>Title</u>
Albert K. Karnig	President
Hamid Azhand	Associate Director, Capital Planning, Design and Construction
Tito Calderon	Associate Director, Dining Services/Commons and Catering
David DeMauro	Vice President, Administration and Finance
Roy Diaz	Coordinator, Emergency Operations Center
Lorraine Frost	Vice President, Information Resources and Technology
Scott Kovach	Support Services Supervisor, University Police Department
Bob Miller	Chief of Police, University Police Department
Jon Mohoroski	Manager, Office of Environmental Health and Safety
Linda Pella-Hartley	Executive Assistant, Administration and Finance
Patricia Smith	Director, Health and Psychological Counseling Center
William Takehara	Associate Vice President, Administration and Finance
Dale West	Director, Human Resources

State of California

California State University, San Bernardino
5500 University Parkway
San Bernardino, California 92407-2397

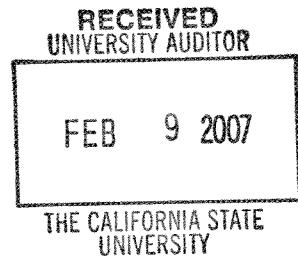
MEMORANDUM

DATE : February 8, 2007

TO : Larry Mandel
University Auditor
The California State University

FROM : David DeMauro, Vice President
for Administration and Finance

SUBJECT: **Campus Responses**
Disaster and Emergency Preparedness Audit Report No. 06-43
California State University, San Bernardino



Enclosed per your letter to President Karnig dated January 18, 2007, are the campus responses to recommendations presented in the *Disaster and Emergency Preparedness Audit Report No. 06-43*.

c: Albert K. Karnig, President
Roy Diaz, Disaster Preparedness Coordinator
Lorraine Frost, Interim Vice President, Information Resources and Technology
Robert Miller, Chief, University Police Department

Enclosure

DISASTER AND EMERGENCY PREPAREDNESS

CALIFORNIA STATE UNIVERSITY, SAN BERNARDINO

**Audit Report 06-43
January 12, 2007**

GENERAL ENVIRONMENT

Recommendation 1

We recommend that the campus establish procedures to ensure that the EOC is stocked with emergency food supplies within the manufacturer's recommended shelf life guidelines.

Campus Response

The campus concurs with the recommendation. By February 28, 2007, the University Police Department will stock its EOC with emergency food supplies based on recommended shelf life, and will establish written procedures for University Police staff to inventory food supplies annually.

EMERGENCY MANAGEMENT PLAN

CAMPUS ROSTER OF EMERGENCY RESOURCES

Recommendation 2

We recommend that the campus develop a complete and adequate campus roster of resources to include all emergency equipment, locations of the supplies including food and water, food expiration dates, responsible persons, and the last date that the roster was reviewed and updated.

Campus Response

The campus concurs with the recommendation. By February 15, 2007, the University Police Department will consolidate existing campus rosters of resources into a single document, which will be reviewed annually by the Disaster Preparedness Coordinator.

EMERGENCY PLAN UPDATES AND DISTRIBUTION

Recommendation 3

We recommend that the campus establish procedures to ensure that the campus emergency plan is reviewed and updated annually and distributed campuswide.

Campus Response

The campus concurs with the recommendation. Procedures have been developed and implemented to ensure that the emergency plan is reviewed and updated annually. The annual revision of the emergency plan will be distributed campuswide by the Disaster Preparedness Coordinator.

COMMUNICATIONS AND TRAINING**Recommendation 4**

We recommend that the campus ensure that:

- a. All EOC team members are properly trained at the primary and the alternate EOC.
- b. Specialized training is provided for the health center staff, and include a provision in the emergency plan for DEP training and assignment of student health center staff in disasters that may require emergency medical services.
- c. Specialized training is provided for all building marshals.
- d. Documentation to support specialized training for building marshals and emergency management team members is maintained on file for a minimum of seven years.

Campus Response

The campus concurs with the recommendation. Procedures have been developed and implemented to ensure compliance with the following:

- a. Proper training procedures for EOC members at the primary and alternate EOC locations have been established. All agendas and training rosters will be submitted to reflect training is current.
- b. Specialized training and DEP training provision in the emergency plan for the student health center will be implemented by July 31, 2007.
- c. Specialized training for building marshals has been implemented. All agendas and training rosters will be submitted to reflect training is current.
- d. Procedures to maintain documentation to support specialized training for building marshals and emergency management team have been established.

TESTING AND DRILLS

AFTER ACTION REPORTS

Recommendation 5

We recommend that the campus prepare and maintain after action reports for residence hall evacuation drills for a period of no less than five years, and use them to evaluate test results and lessons learned.

Campus Response

The campus concurs with the recommendation. Procedures have been developed and implemented to ensure that after-action reports are prepared following residence hall evacuation drills. All documentation will be maintained for a period of not less than five years.

BUSINESS CONTINUITY PLAN TESTING

Recommendation 6

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

Campus Response

The campus concurs with the recommendation. By June 30, 2007, the Information Resources and Technology Division will exercise test plans of campus business continuity activities, including a review and documentation of test results and lessons learned.

THE CALIFORNIA STATE UNIVERSITY
OFFICE OF THE CHANCELLOR



BAKERSFIELD

February 23, 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 06-43 on *Disaster and Emergency Preparedness*, California State University, San Bernardino

LOS ANGELES

MARITIME ACADEMY

In response to your memorandum of February 23, 2007, I accept the response as submitted with the draft final report on *Disaster and Emergency Preparedness*, California State University, San Bernardino.

MONTEREY BAY

NORTHRIDGE

CBR/jt

POMONA

Enclosure

SACRAMENTO

SAN BERNARDINO

cc: Mr. David DeMauro, Vice President, Administration and Finance
Dr. Albert K. Karnig, President

SAN DIEGO

SAN FRANCISCO

SAN JOSÉ

SAN LUIS OBISPO

SAN MARCOS

SONOMA

STANISLAUS