

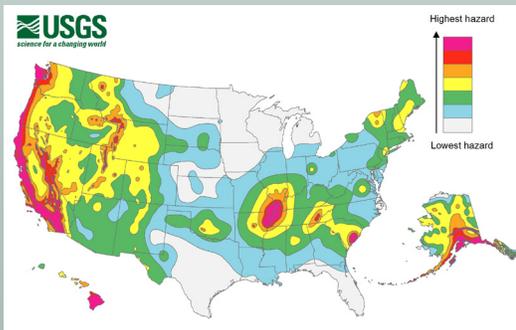
The background of the entire image is a photograph of asphalt pavement that has been severely damaged, likely by an earthquake. The surface is covered in a network of deep, jagged cracks. A prominent yellow road marking, possibly a double line, runs diagonally across the frame from the upper left towards the lower right. The asphalt is broken into large, irregular slabs, some of which are displaced or missing, revealing the underlying aggregate. The lighting is bright, casting shadows that emphasize the depth and texture of the damage.

QUAKE YOU SMART[®]

**COMMUNITY RESILIENCE PROGRAM
FOR BUSINESSES & ORGANIZATIONS**

WHY SHOULD ORGANIZATIONS CARE ABOUT EARTHQUAKE RISK?

Most of the United States is at some risk for earthquakes, and it is important that organizations (businesses, community groups, associations, etc.) understand the potential impacts. Developing a Preparedness and Mitigation Project Plan and taking action protects employees, customers, and business continuity.



NATURAL DISASTER IMPACT

IMMEDIATE	ONE YEAR LATER	THREE YEARS LATER
40% OF SMALL BUSINESSES WON'T REOPEN	25% MORE SMALL BUSINESSES WILL CLOSE	75% OF BUSINESSES WITHOUT A CONTINUITY PLAN WILL FAIL

THE AVERAGE DAILY LOSS OF A BUSINESS THAT CLOSURES DUE TO DISASTER

\$3,000 SMALL BUSINESS	\$23,000 MEDIUM-SIZED BUSINESS
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WHY IS THIS IMPORTANT?

SMALL BUSINESSES

ACCOUNT FOR 99% OF ALL COMPANIES	EMPLOY 50% OF ALL PRIVATE SECTOR EMPLOYEES
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Source: 2014 data from the Federal Emergency Management Agency (FEMA) and US Department of Labor.



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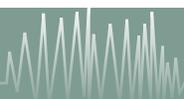


Introduction

Should your organization be concerned about earthquake risk? Absolutely. Unlike other natural disasters, earthquakes occur without warning and cannot be predicted. Most of the United States is at some risk for earthquakes, not just the West Coast, so it is important that you understand your risk, develop preparedness and mitigation plans, and take action. Doing so will not only ensure the safety of employees and customers, but it will help you stay in business after disasters like earthquakes strike. Maintaining business continuity is important for you, and when you are able to continue operations after a disaster, you will improve your community's ability to recover as well.

THE QUAKE SMART COMMUNITY RESILIENCE PROGRAM MOVES ORGANIZATIONAL LEADERS THROUGH A STEP-BY-STEP PROCESS TO

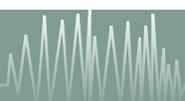
✓	Identify Your Risk
✓	Develop a Plan
✓	Take Action



Following these steps in the *QuakeSmart Community Resilience Program* as a part of your overall business continuity planning will help protect assets (people, property, operations); sustain the capability to provide goods and services to customers and/or supply chain; maintain cash flow; preserve competitive advantage and reputation; and provide the ability to meet legal, regulatory, financial, and contractual obligations. The Small Business

Administration (SBA) estimates 75 percent of businesses without business continuity planning will fail within three years of a disaster. There are many tools available to complete your business continuity planning, and this program references the Federal Emergency Management Agency (FEMA) [Business Continuity Plan](#) and the [Disaster Resistant Business \(DRB\) Toolkit](#), with a discount coupon to purchase a subscription for the interactive software.

This program will provide you with the tools to plan, take action, and become QuakeSmart by addressing preparedness and mitigation for your STAFF, SPACE, SYSTEMS, STRUCTURE, and SERVICE. You will also have the opportunity to apply for recognition as a member of the QuakeSmart Community.





Introduction: Program Overview

Organizations have five options for recognition through the *QuakeSmart Community Resilience Program*. These levels can be achieved either independently or as a group and include **STAFF, SPACE, SYSTEMS, STRUCTURE,** and **SERVICE**. **SERVICE** recognition is achieved by completing **STAFF, SPACE, SYSTEMS,** and **STRUCTURE** levels in addition to the **SERVICE** requirements.

STAFF includes planning and preparedness activities for the protection of your staff.

SPACE includes the contents of your workspace such as furniture, computers or equipment, tall shelving, filing cabinets, hanging artwork, and freestanding partitions.

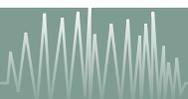
SYSTEMS include utility systems and nonstructural architectural elements, e.g., air compressors, built-in partitions, propane tanks, fuel tanks, suspended ceilings, suspended space heaters, water heaters, windows, and automatic fire sprinkler systems.

STRUCTURE includes architectural and structural elements of the building, especially construction types that may be vulnerable to collapse or failure during an earthquake such as concrete tilt-up, improperly welded steel frame, unreinforced masonry concrete, unreinforced concrete, or unreinforced soft story construction. The **STRUCTURE** recognition level also includes the building façade to help identify unreinforced or unanchored brick or exterior architectural elements.

SERVICE includes opportunities for your organization to engage and serve the community following an event.

It is important to remember that injury, damage, concurrent damage, cascading disasters like fire following the earthquake, business interruption, or even increased repair or recovery costs can come from failure to prepare or mitigate. As a result, the first step in the *QuakeSmart Community Resilience Program* is to complete a *Back-to-Business Self-Assessment* to identify vulnerabilities from any source.

The Program is intended to be used along with the [QuakeSmart Toolkit \(FEMA P-811\)](#) as a means to recognize and reward organizations who undertake mitigation to protect employees, customers, and continuity. Organizations may apply for one or more recognition levels. Follow the steps provided or contact info@flash.org or (877) 221-7233 to get started today.





Benefits of participating in the program and applying for recognition:

Peace of mind that your organization is prepared not only for earthquakes, but for other business interruptions or natural disasters.

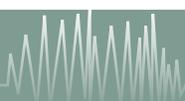
QuakeSmart Resilient Community Member **window cling** to announce to your customers or clients and employees that you have taken steps to prepare your STAFF, SPACE, SYSTEMS, and STRUCTURE, and be of SERVICE after an event.

QuakeSmart Resilient Community Member **recognition certificate**.

QuakeSmart Resilient Community Member **web badge** to display on your organization's website.

Organization listing on QuakeSmartCommunity.org.

Sample news release to announce your organization's participation in the *QuakeSmart Community Resilience Program* and tips for media placement.



Introduction: *QuakeSmart Community Resilience Program*

1

IDENTIFY YOUR RISK

Complete the *Back-to-Business Self-Assessment* to determine the specific areas your organization needs to address to prepare, mitigate risk, and return to operation following a disaster.

2

DEVELOP A PLAN

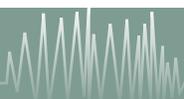
1. Based on the information in the *Back-to-Business Self-Assessment*, complete the QuakeSmart Preparedness and Mitigation Project Plan for STAFF, SPACE, SYSTEMS, STRUCTURE, and SERVICE to identify preparedness and mitigation actions needed to ensure safety and business continuity. Completing this plan will bring you one step closer to recognition as a QuakeSmart Resilient Community Member.
2. Review the QuakeSmart Quick Reference Guide to determine which preparedness and mitigation actions you want to take based on the potential impacts to your organization.
3. Use the [Cost Estimation Worksheet](#) to estimate the costs of mitigation.

3

TAKE ACTION

1. Make sure that your Preparedness and Mitigation Project Plan is fully approved by the building owner if you are leasing your building. Always check with your local building official prior to any mitigation activity. You should also ask if your building has a [U.S. Resiliency Council Building Rating](#).
2. Perform preparedness and mitigation activities as prioritized in the Preparedness and Mitigation Project Plan. Document your actions as instructed in the applications for STAFF, SPACE, SYSTEMS, STRUCTURE, and SERVICE with signatures, photographs, receipts, or letters from a manager, engineer, or design professional, where applicable.
3. Complete the application and submit to be recognized as a QuakeSmart Resilient Community Member.

After you have completed these steps, you will have the peace of mind of knowing you have done your part to promote safety, mitigate potential loss, and become a member of the QuakeSmart Community.



1

Identify Your Risk:

Back-to-Business Self-Assessment

PLANNING SCENARIO

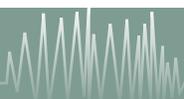
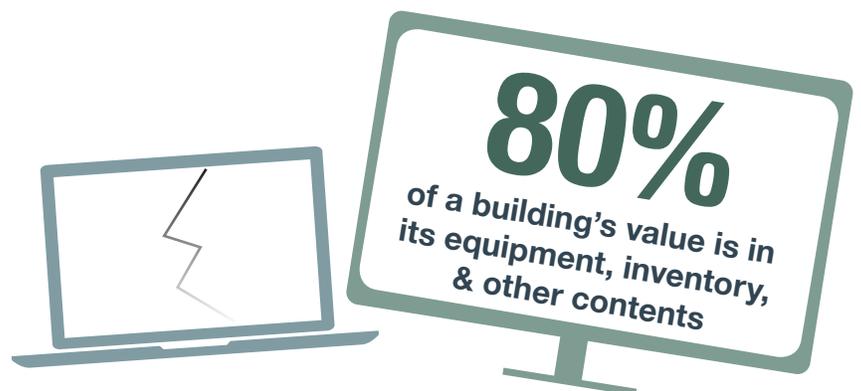
On December 1 of this year, an earthquake strikes your community and damages both the structure and the contents in the building where your organization operates. Due to damage, your building has been 'yellow tagged' during a rapid assessment by the building department and is closed. A more thorough assessment of your building damage is needed to determine if your structure is safe, or can be made safe, prior to reopening.

Due to the number of buildings damaged in your community, your building's detailed damage assessment will take place three days after the earthquake. You should assume you will not be able to access your facilities for at least three days.

Depending on your type of organization, expect that either 50 percent of your inventory (product) is unsellable, or that 50 percent of your computers or other equipment was damaged during the earthquake (choose whichever creates the greater impact on your organization). Assume that all utilities are interrupted.

Further, you should project that the disruptions will continue for one additional day. The assessment will show that the damage is repairable to the structure, so now you will need to address contents cleanup, repairs, and replacement.

Based on this scenario, complete the 13 questions on the following pages to identify your risk.

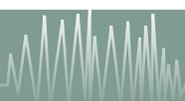


1 | Identify Your Risk: *Back-to-Business Self-Assessment*

ASSESS YOUR READINESS

Based on the planning scenario, complete the 13 questions below to highlight some areas your QuakeSmart Preparedness and Mitigation Project Plan and Business Continuity Plan should address.

IMPACTS ON YOUR ORGANIZATION		RESOURCES THAT CAN HELP MINIMIZE DAMAGE, DISRUPTIONS, AND INJURIES
SPACE/SYSTEMS/STRUCTURE		
1. Can your organization operate without any of the following: computers, copier, fax machine, files, inventory, or special equipment (e.g., x-ray equipment, cash register, credit card readers)?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<i>QuakeSmart Community Resilience Program - SPACE</i>
2. Can your organization operate without any of the following: gas, power, water, internet, or telecommunications?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<i>QuakeSmart Community Resilience Program - SYSTEMS</i>
3. Can you still operate your organization without access to the damaged building?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<i>QuakeSmart Community Resilience Program - STRUCTURE</i>
STAFF/CUSTOMERS/VENDORS/SUPPLIERS (PEOPLE)		
4. Can you pay your employees without business income?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Business Continuity Plan - PEOPLE
5. Are your employees able to commute to work?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Business Continuity Plan - PEOPLE
IMPACT ON YOUR ORGANIZATION		
6. Is your organization easily accessible to the public, your customers, and employees (e.g., parking)?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Business Continuity Plan - PEOPLE
7. Are you communicating status with employees, key customers, vendors, and suppliers throughout your recovery?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Business Continuity Plan - PEOPLE



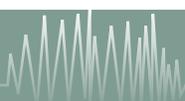
1 | Identify Your Risk: *Back-to-Business Self-Assessment*

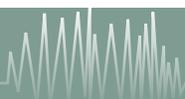
OPERATIONS		
8. If you can't operate the organization without access to the damaged building, will you need to relocate?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Business Continuity Plan - OPERATIONS
9. Have you set priorities on what operations your organization needs to recover 1st, 2nd, 3rd, etc.?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Business Continuity Plan - OPERATIONS
10. Are your suppliers up and running or do you have sufficient parts/supplies on hand to continue without resupply?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Business Continuity Plan - OPERATIONS
11. Are you able to ship your product or provide services out to your customers based on your current impacts?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Business Continuity Plan - OPERATIONS
12. Do you still have all your customers/clients after the disaster?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Business Continuity Plan - OPERATIONS
OVERALL OPERATIONS		
13. Will your losses be too much for your organization to survive if it is closed/inaccessible for at least 3 - 7 days?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<i>QuakeSmart Community Resilience Program & Business Continuity Plan</i>

For each question, 1 – 13, that you answered 'No', address the specific issue in the QuakeSmart Preparedness and Mitigation Project Plan, or in your Business Continuity Plan. The QuakeSmart Community Resilience Program has many resources that will assist in determining, as well as addressing, how to reduce the potential for damage to buildings and contents. There are many business continuity planning tools available, and a few resources are listed below.

RESOURCES

- [QuakeSmart Toolkit \(FEMA P-811\)](#)
- [DRB Toolkit](#) (Use coupon code at checkout: quakesmart)
- [FEMA Business Continuity Plan](#)
- [Seven Steps to an Earthquake Resilient Business](#)

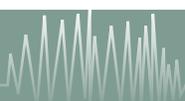
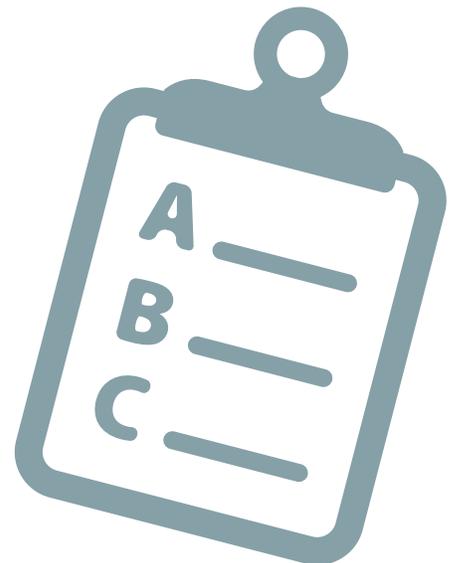




2

Develop A Plan

1. Based on the information in the *Back-to-Business Self-Assessment*, create a QuakeSmart Preparedness and Mitigation Project Plan for your STAFF, SPACE, SYSTEMS, STRUCTURE, and SERVICE to identify critical preparedness and mitigation actions needed to ensure safety and business continuity. Completing this plan will bring you one step closer to recognition as a QuakeSmart Resilient Community Member.
2. Review the *Quick Reference Guide* to determine which preparedness and mitigation actions you want to take based on the potential impacts to your organization.
3. Use the [Cost Estimation Worksheet](#) to estimate the costs of mitigation.



2 | Develop A Plan

STAFF, SPACE, SYSTEMS, STRUCTURE, AND SERVICE

After you have identified the potential earthquake risks and determined how they could impact your organization, it's time to create a Preparedness and Mitigation Project Plan and decide which solutions you will use to reduce risks. The Preparedness and Mitigation Project Plan and [Cost Estimation Worksheet](#) will support the business continuity planning and readiness process, and bring you one step closer to recognition as a QuakeSmart Resilient Community Member.

QUAKESMART PREPAREDNESS AND MITIGATION PROJECT PLAN

Organization:

Project Lead:

Name:

Title/Department:

Address:

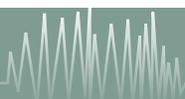
Phone Number:

Email:

Executive Summary:

Background: (Summary description of seismic risk to include priorities)

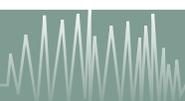
Goals and Objectives:



2 | Develop A Plan: STAFF

These are preparedness measures your organization can take to ensure your staff is properly prepared to handle an earthquake; however, the list below is not all-inclusive. By performing steps one through five, organizations will be eligible for recognition as a QuakeSmart – STAFF Resilient Community Member. The additional actions are recommended, but not required, for recognition.

POTENTIAL PREPAREDNESS ACTION	ASSIGNED TO	BUDGET	COMPLETION DATE
1 Develop Business Continuity and Crisis Communications Plan			
2 Conduct an Employee Awareness Campaign			
3 Develop an Employee Training Program			
4 Conduct an Employee Training Session			
5 Register for the Great ShakeOut and Conduct an Earthquake Drill			
ADDITIONAL ACTION: Build an Emergency Supply Kit			
ADDITIONAL ACTION: Purchase a NOAA Weather Radio for Monitoring During an Event/Download a Mobile Alerting App			
ADDITIONAL ACTION: Review Insurance Coverage/Create Inventory			

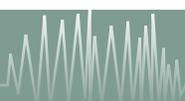


2 | Develop A Plan: SPACE

These are nonstructural earthquake mitigation activities that can be completed by someone with common tools and readily available materials; however, the list below is not all-inclusive. For additional guidance on nonstructural risks, please see the *Quick Reference Guide: SPACE* in this program.

By performing all applicable Do-It-Yourself (DIY) activities, organizations will be eligible for recognition as QuakeSmart – SPACE Resilient Community Member

NONSTRUCTURAL RISKS	POTENTIAL MITIGATION SOLUTION	ASSIGNED TO	BUDGET	COMPLETION DATE
DIY ACTIVITIES				
Computers	Strap or Velcro® monitor/laptop to desk, latch desktop to desk			
Tall Shelving	Attach to wall with brackets or flexible fasteners			
Library Stacks	Brace to floor, install guards for books			
Tall File Cabinets	Secure to wall, install cabinet latches to drawers			
Drawers and Cabinets	Install latches to drawers and cabinets			
Compressed-Gas Cylinders	Attach to wall with chains or braces			
Hazardous Materials	Remove from business area			
Fragile Artwork	Secure to walls with screws and to tables with putty			
Freestanding Half-Height Partitions	Brace/Secure to floor			
Miscellaneous Furniture/Fixtures	Restrain/Secure ceiling fans and lights with safety cables			



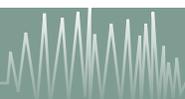
2 | Develop A Plan: SYSTEMS

The activities below include nonstructural earthquake mitigation activities that can be completed with common tools and readily available materials, as well as activities that may require an engineer to evaluate steps provided for mitigation; however, the list below is not all inclusive. For additional guidance on nonstructural risks, please see the *Quick Reference Guide: SYSTEMS* in this program.

By performing all applicable DIY activities and two potential DIY or repairperson activities or one professional activity, organizations will be eligible for recognition as a QuakeSmart – SYSTEMS Resilient Community Member.

NONSTRUCTURAL RISKS	POTENTIAL MITIGATION SOLUTION	ASSIGNED TO	BUDGET	COMPLETION DATE
DIY ACTIVITIES				
Built-In Partitions (Walls)	Bolt to structure			
Water Heater	Strap—wrap 1 1/2 times, bolt to studs			
Windows	Install protective film covering			
POTENTIAL DIY OR REPAIRPERSON				
Suspended Light Fixtures	Anchor and brace			
Suspended T-Bar Ceilings	Anchor and brace			

Use the [Cost Estimation Worksheet](#) to estimate the approximate cost of mitigation.



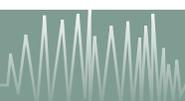
2 | Develop A Plan: SYSTEMS (continued)

The activities below include nonstructural earthquake mitigation activities that can be completed with common tools and readily available materials, as well as activities that may require an engineer to evaluate steps provided for mitigation; however, the list below is not all inclusive. For additional guidance on nonstructural risks, please see the *Quick Reference Guide: SYSTEMS* in this program.

By performing all applicable DIY activities and two potential DIY or repairperson activities or one professional activity, organizations will be eligible for recognition as a QuakeSmart – SYSTEMS Resilient Community Member.

NONSTRUCTURAL RISKS	POTENTIAL MITIGATION SOLUTION	ASSIGNED TO	BUDGET	COMPLETION DATE
PROFESSIONAL SERVICES REQUIRED				
Freestanding Walls or Fences	Reinforce			
Exterior Signs	Reinforce/bolt to building			
Exterior Veneer	Properly anchor/adhere			
Roof Parapets	Reinforce, bolt to roof			
Air Compressor	Anchor			
Propane/Fuel Tank	Bolt, secure in place			
Suspended Space Heater	Anchor and brace			
Automatic Fire Sprinkler Piping and Heads	Anchor and brace			
HVAC Equipment and Ducts	Anchor			
Piping	Attach and brace, especially between floors			
Stairways	Install sliding connections, enclosure materials			

Use the [Cost Estimation Worksheet](#) to estimate the approximate cost of mitigation.



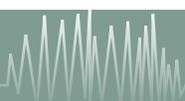
2 | Develop A Plan: STRUCTURE

Assessing structural risk and more complex nonstructural risk requires the services of a structural engineer or other design professional to accurately evaluate and design reasonable mitigation measures; however, the following list is not all inclusive. For additional guidance on structural risks, please see the *Quick Reference Guide: STRUCTURE* in this program.

By performing one retrofit item at a minimum, organizations will be eligible for recognition as a QuakeSmart – STRUCTURE Resilient Community Member.

STRUCTURAL RISKS	POTENTIAL MITIGATION SOLUTION	ASSIGNED TO	BUDGET	COMPLETION DATE
PROFESSIONAL SERVICE REQUIRED				
Concrete Tilt-Up Construction without Anchored Roof System	Anchor roof system to walls			
Unreinforced Cripple Walls	Reinforce cripple walls			
Unreinforced Concrete Construction	Reinforce concrete construction			
Unreinforced Masonry	Reinforce masonry construction			
Unreinforced Soft Story Construction	Reinforce soft story construction			
Unreinforced or Unanchored Brick Elements in Building or Façade	Reinforce or anchor brick elements in building structure or façade			
Walls Not Bolted to Foundation	Bolt walls to foundation			

Use the [Cost Estimation Worksheet](#) to estimate the approximate cost of mitigation.



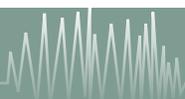
2 | Develop A Plan: SERVICE

Can your organization provide service to others following a disaster? If you are interested, use the following contacts to include a **SERVICE** component in your Business Continuity Planning. For additional guidance on the service component, please see the *Quick Reference Guide: SERVICE* in this program.

By performing all applicable preparedness activities in STAFF and mitigation actions in SPACE, SYSTEMS, and STRUCTURE, organizations will be eligible for recognition as a QuakeSmart – SERVICE Resilient Community Member by completing the following actions.

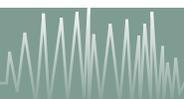
POTENTIAL SERVICE ACTION	ASSIGNED TO	BUDGET	COMPLETION DATE
Contact your Local Emergency Management Office			
Identify Ways to Engage and Participate in Your Community			

 RELIEF KITS	 CHARGING STATION	 FOOD PREPARATION	 VOLUNTEER
<p>If your organization is open after the disaster, you could become a distributor or storage warehouse for Disaster Relief Kits. Providing a place for the supplies to be stored locally allows volunteer organizations to readily distribute them throughout affected areas.</p>	<p>Does your organization have electricity after the disaster? If so, you may want to become a volunteer charging station. Provide a safe, secure place for emergency responders, volunteers, and community members to charge their cell phones or battery powered tools.</p>	<p>Does your organization have the capability to prepare or serve meals? Providing a sanitary kitchen for emergency responders, volunteers, or community members to prepare or receive meals following a disaster is essential for rebuilding the community.</p>	<p>Not sure how your organization can directly contribute after the disaster? Volunteer. Contact your Local Emergency Manager and determine where the volunteer opportunities exist in the community. You could prepare meals, sort debris, or even work at a local office of a volunteer organization. For additional ideas, visit National Voluntary Organizations Active in Disaster.</p>

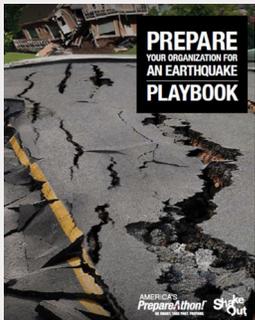


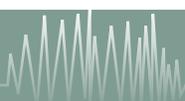
Quick Reference Guide: STAFF

PREPAREDNESS ACTION	PREPAREDNESS SOLUTIONS	PREPAREDNESS RESOURCES
<p>STEP 1:</p> <p>Develop Business Continuity and Crisis Communications Plan.</p>	<p>Create a Business Continuity Plan that includes strategies for storing critical business documents and data.</p>	 <p>Ready Business</p> <p>Business Continuity Plan</p>
	<p><i>Consult the DRB Toolkit.</i></p>	 <p>DRB Toolkit Disaster Resistant Business</p> <p>DRB Toolkit</p>
	<p>Assign a Business Continuity Team Leader responsible for implementing the Business Continuity Plan to bring your organization back to business after an event.</p>	 <p>Ready Business</p> <p>Business Continuity Plan</p>
	<p>Create a Crisis Communications Plan that includes both internal and external communication protocols for before, during, and after a disaster.</p>	<p>PREPARE MY BUSINESS.org</p> <p>Small Business Administration Crisis Communication Plan Checklist</p>



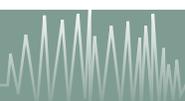
Quick Reference Guide: STAFF (continued)

PREPAREDNESS ACTION	PREPAREDNESS SOLUTIONS	PREPAREDNESS RESOURCES
<p>STEP 2:</p> <p>Conduct an Employee Awareness Campaign</p>	<p>Conduct an employee awareness campaign to explain the risk of earthquake and to make employees aware of home hazards, preparedness actions, and mitigation activities. Reference <i>How to Prepare for an Earthquake</i> for additional content.</p>	 <p>DHS. How to Prepare for an Earthquake. America's PrepareAthon!</p>
<p>STEP 3:</p> <p>Develop an Employee Training Program</p>	<p>Know and educate employees on the safest response during an earthquake.</p> <p>Develop a training program that provides several activities for employee engagement. Drills or exercises should be incorporated into the program.</p> <p>Consider developing a one-week campaign that ties into locally recognized events such as a historic earthquake anniversary, a state ShakeOut campaign, and/or national events such as National Preparedness Month, Fire Safety Month, or Building Safety Month.</p>	 <p>ShakeOut. Recommended Earthquake Safety Actions</p>  <p>DHS. Prepare Your Organization for an Earthquake. America's PrepareAthon!</p>



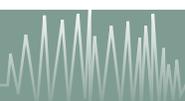
Quick Reference Guide: STAFF (continued)

PREPAREDNESS ACTION	PREPAREDNESS SOLUTIONS	PREPAREDNESS RESOURCES
<p>STEP 4:</p> <p>Conduct an Employee Training Session</p>	<p>Hold a preparedness discussion with your staff. Discuss what you have done to prepare for earthquakes with your staff, and review your Business Continuity Plan, Crisis Communication Plan, and Awareness Campaign messages. Use the <i>Prepare Your Organization for an Earthquake Playbook</i> to facilitate this discussion and engage your employees.</p> <p>The discussion should:</p> <ul style="list-style-type: none"> • Educate the employees about your organization’s business continuity and crisis communication plans • Include basic first aid and CPR training • Describe cover locations 	 <p>DHS. Prepare Your Organization for an Earthquake. America's PrepareAthon!</p>
<p>STEP 5:</p> <p>Register for the Great ShakeOut and Conduct an Earthquake Drill</p>	<p>Register your organization to participate in the ShakeOut and conduct your earthquake drills accordingly. Before you begin the campaign, contact and inform your local Emergency Manager about your events—he or she may offer you additional ideas or may want to participate.</p>	 <p>ShakeOut. Great ShakeOut Earthquake Drills.</p>
<p>ADDITIONAL ACTION:</p> <p>Build an Emergency Supply Kit</p>	<p>Build an emergency kit with supplies that you may need before, during, and after an earthquake or other event.</p>	 <p>Emergency Supply List</p>



Quick Reference Guide: STAFF (continued)

PREPAREDNESS ACTION	PREPAREDNESS SOLUTIONS	PREPAREDNESS RESOURCES
<p>ADDITIONAL ACTION: Purchase a NOAA Weather Radio for Monitoring During an Event/Download Mobile Alerting App</p>	<p>Purchase a NOAA Weather Radio with single area message encoding (SAME) and download a severe weather alerts app for your mobile device.</p> <p>Smartphone apps provide information about shelters, how to provide first aid, and how to seek assistance for recovery. Also, the U.S. Geological Survey manages the Earthquake Notification Service, which provides free notification emails when earthquakes happen in your area or anywhere in the world.</p> <p>You may also sign up to receive emergency notifications from your local emergency services. Download <i>Be Smart. Take Part. Know Your Alerts and Warnings.</i> for a summary of available notifications.</p> <p>Remember, although there is no advance notice of an earthquake, emergency information will be provided immediately after an event through radio and TV broadcasts and via Wireless Emergency Alerts texted to cell phones.</p> <p>Designate a Team Leader and assign them to monitor your NOAA Weather Radio during an event. Listen and heed instructions given by local emergency management officials. Have backup batteries and chargers.</p>	 <p>NOAA Weather Radio All Hazards</p>
<p>ADDITIONAL ACTION: Review Insurance Coverage/ Create Inventory</p>	<p>Meet with your insurance agent annually to review your insurance, especially property coverage limits, deductibles, and coinsurance requirements. Maintain a current photo or video inventory of your premises, equipment, inventory, supplies, etc.</p>	 <p>Ready Business. DHS. Insurance Coverage Discussion Form</p>

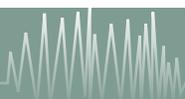


Quick Reference Guide: STAFF (continued)

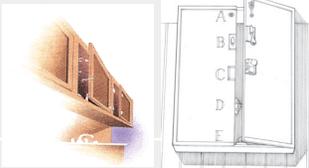
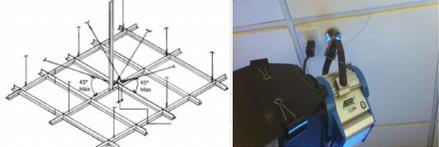
RESOURCES:

DHS. [Prepare Your Organization for an Earthquake Playbook](#). America's PrepareAthon!

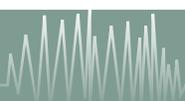
DHS. [How to Prepare for an Earthquake](#). America's PrepareAthon!



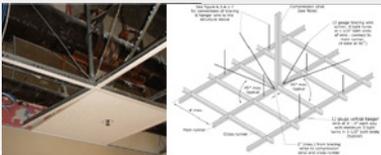
Quick Reference Guide: SPACE

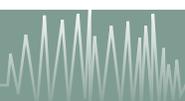
NONSTRUCTURAL RISKS	POTENTIAL MITIGATION SOLUTION	MITIGATION ILLUSTRATIONS
Computers	Strap or Velcro® monitor/laptop to desk, latch desktop to desk	
Tall Shelving	Attach to wall with brackets or flexible straps	
Shelves with Supplies, Folders, or Books	Once furniture is braced, install lip guards to prevent shelving items from falling	
Tall File Cabinets	Secure to wall, install positive catch latches in non-locking drawers	
Drawers and Cabinets	Install latches to drawers and cabinets	
Compressed-Gas Cylinders	Attach to wall with chains or braces	
Fragile Artwork and Pictures	Secure to walls with screws and to tables with putty, and use closed hooks for hanging art and pictures	
Lights, Ceiling Fans, and Suspended T-Bar Ceilings	Secure with safety cables	

For more detailed guidance, see the [QuakeSmart Reference Guide](#) or the [FEMA E-74, Reducing the Risks of Non-Structural Earthquake Damage](#).

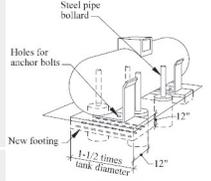
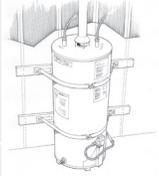
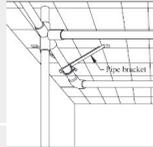
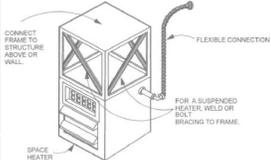
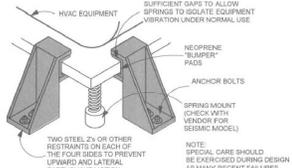


Quick Reference Guide: SYSTEMS

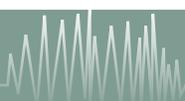
NONSTRUCTURAL RISKS	POTENTIAL MITIGATION SOLUTION	MITIGATION ILLUSTRATIONS
Built-in Partitions	Connect to structure above ceiling and add reinforcement if made of heavy materials or supporting shelves	
Suspended T-Bar Ceilings	Bolt and anchor grid to structure using diagonal hangers or bracing wires	
Suspended Light Fixtures	All lights should be connected to structure, not to suspended ceiling; keep pendant lights from swinging by using diagonal wires or bracing to restrain movement	
Stairways	Should have a fixed connection to one floor and sliding connection to the other; if stair enclosures have brittle materials (unreinforced masonry), encapsulate or replace	
Windows	Install protective film, especially where broken glass would cause the most injuries or damage	
Roof Parapets	Brace parapets to roof using engineer recommendations that include flashing and weatherproofing	
Exterior Veneer	Consult with an engineer to determine if veneer is properly attached to structure with anchors or adhered	
Exterior Signs	Secure signage and canopies to structure and reinforce with vertical braces	



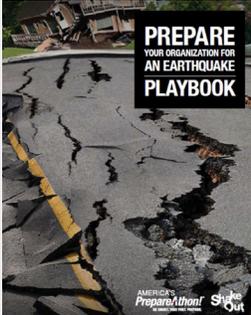
Quick Reference Guide: SYSTEMS (continued)

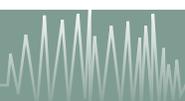
NONSTRUCTURAL RISKS	POTENTIAL MITIGATION SOLUTION	MITIGATION ILLUSTRATIONS
Propane/Fuel Tank	Consult with an engineer to inspect and determine recommendation	
Water Heater	Secure with heavy, metal-gauge strapping 1½ times around tank and bolt into wall studs, water/gas connection should be flexible	
Piping	Secure to structures and add reinforcement at vulnerable spots (joints, bends) and between floors	
HVAC Equipment and Ducts	Anchor to floor, and if on vibration isolators then secure each machine to each other and the floor, follow local codes	 
Suspended Space Heater	Secure to building structure and reinforce connections to fuel lines and other piping, consult local codes.	
Air Compressor	For equipment on vibration isolators, install snubbers or bumpers, otherwise anchor to structure	
Automatic Fire Sprinkler Piping and Heads	Brace to structure and reinforce connections (joints); look for other equipment/hazards that may move and damage system	

For more detailed guidance, see the [QuakeSmart Reference Guide](#) or the [FEMA E-74, Reducing the Risks of Non-Structural Earthquake Damage](#).



Quick Reference Guide: SERVICE

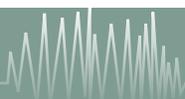
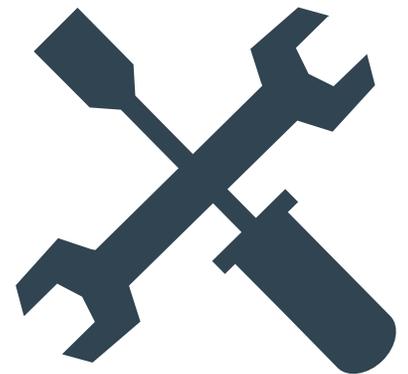
PREPAREDNESS ACTION	PREPAREDNESS SOLUTIONS	PREPAREDNESS RESOURCES
<p>Contact your Local Emergency Management Office</p>	<p>Contact your local emergency management office to identify emergency management resources in your area.</p> <p>Contact your local emergency management office during your disaster planning. Use their knowledge to inform on how you can provide service(s) before and after a disaster strikes. Include their input in your Business Continuity Plan.</p>	 <p>FEMA</p> <p>Emergency Management Agencies</p>
<p>Engage with your Community</p>	<p>In addition to preparing your organization, it is important to understand your local and tribal community emergency operations plans and to work with other organizations in your community or tribe. Opportunities to participate in whole community planning include the following:</p> <ul style="list-style-type: none"> • Learn about public-private partnerships. • Participate in local or tribal organizations that make your community a safer and more prepared place to live and do business, such as your local Citizen Corps Council, hazard mitigation planning team, or local and tribal Community Emergency Response Team (CERT). Citizen Corps Councils include representatives from all sectors of the community. This whole community membership helps to ensure the community perspective is reflected in local emergency management practices. • Consult the <i>QuakeSmart Toolkit</i> for ideas on how to build partnerships within your community. 	 <p>DHS. Prepare Your Organization for an Earthquake Playbook.</p> <p>America's PrepareAthon!</p>  <p>QUAKESMART Mitigation Works For Business</p> <p>QuakeSmart Toolkit</p>



3

Take Action

1. Make sure that your Preparedness and Mitigation Project Plan is fully approved by the building owner if you are leasing your building. Always check with your local building official prior to any mitigation activity. You should also ask if your building has a U.S. Resiliency Council Building Rating.
2. Perform preparedness and mitigation activities as prioritized in the Preparedness and Mitigation Project Plan. Document your actions as instructed in the applications for **STAFF**, **SPACE**, **SYSTEMS**, **STRUCTURE**, and **SERVICE** with signatures, photographs, receipts, or letters from a manager, engineer, or design professional, where applicable.
3. Complete the application and submit to be recognized as a QuakeSmart Resilient Community Member.



3 | Take Action: QuakeSmart Applications

STAFF, SPACE, SYSTEMS, STRUCTURE, AND SERVICE APPLICATIONS

Now that you have taken the steps to prepare and mitigate your organization to protect customers and employees, you can gain recognition for your accomplishment by completing the application to join the QuakeSmart Community. You will receive a QuakeSmart Resilient Community Member recognition certificate, window cling, and web badge to let your customers and staff know that you are a QuakeSmart organization, and your organization will be added to the list of program participants at www.quesmartcommunity.org. You will also receive a sample news release that you may use to let your community know that you have taken action to prepare.

PLEASE COMPLETE:

Organization Name:

Owner/Manager:

Address:

Phone Number:

Fax:

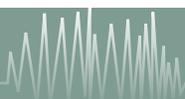
Email:

Organization Website URL:

QuakeSmart Designation Level (Please indicate each level you are applying for):

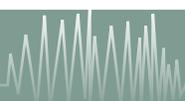
<input type="checkbox"/> QuakeSmart STAFF	Must complete Steps 1-5 STAFF preparedness activities for recognition
<input type="checkbox"/> QuakeSmart SPACE	Must complete all applicable SPACE mitigation activities for recognition
<input type="checkbox"/> QuakeSmart SYSTEMS	Must complete all applicable SYSTEMS DIY activities and two potential DIY or repairperson activities or one professional activity
<input type="checkbox"/> QuakeSmart STRUCTURE	Must complete one of the applicable STRUCTURE activities for recognition
<input type="checkbox"/> QuakeSmart SERVICE	Must complete all applicable SERVICE activities and STAFF, SPACE, SYSTEMS, and STRUCTURE for recognition

Provide documentation of preparedness actions and mitigation performed on the following pages.



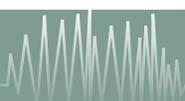
3 | Take Action: QuakeSmart STAFF Application

PREPAREDNESS ACTIONS	ACCOMPLISHED	INITIALS	DATE
1 Developed Business Continuity and Crisis Communications Plans	Must be completed to receive recognition		
2 Conducted an Employee Awareness Campaign	Must be completed to receive recognition		
3 Developed an Employee Training Program	Must be completed to receive recognition		
4 Conducted an Employee Training Session	Must be completed to receive recognition		
5 Registered for the Great ShakeOut and Conducted your Earthquake Drill	Must be completed to receive recognition		
ADDITIONAL ACTION: Built an Emergency Supply Kit	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable		
ADDITIONAL ACTION: Purchased a NOAA Weather Radio for Monitoring During an Event/Downloaded a Mobile Alerting App	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable		
ADDITIONAL ACTION: Reviewed Insurance Coverage/Created Inventory	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable		



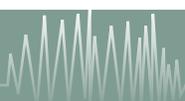
3 | Take Action: QuakeSmart SPACE Application

NONSTRUCTURAL RISKS	MITIGATION SOLUTION	ACCOMPLISHED	INSERT PHOTO OR RECEIPT
DIY ACTIVITIES			
Computers	Strapped monitor/laptop to desk, latched desktop to desk	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Tall Shelving	Attached to wall with brackets or flexible fasteners	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Library Stacks	Braced to floor, installed guards for books	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Tall File Cabinets	Secured to wall, installed cabinet latches to drawers	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Drawers and Cabinets	Installed latches to drawers and cabinets	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Compressed-Gas Cylinders	Attached to wall with chains or braces	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Hazardous Materials	Removed from business area	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Fragile Artwork	Secured to walls with screws and to tables with putty	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Miscellaneous Furniture/ Fixtures	Secured ceiling fans and lights with safety cables	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Freestanding Half-Height Partitions	Braced/secured to floor	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	



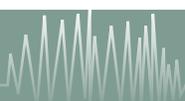
3 | Take Action: QuakeSmart SYSTEMS Application

NONSTRUCTURAL RISKS	MITIGATION SOLUTION	ACCOMPLISHED	INSERT PHOTO OR RECEIPT
DIY ACTIVITIES			
Built-in-Partitions (Walls)	Bolted to structure	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Water Heater	Strapped – wrapped 1 1/2 times, bolted to studs	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Windows	Installed protective film covering	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
POTENTIAL DIY OR REPAIRPERSON			
Suspended Light Fixtures	Anchored and braced	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Suspended T-Bar Ceilings	Anchored and braced	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
PROFESSIONAL SERVICES REQUIRED			
Freestanding Walls or Fences	Reinforced	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Exterior Signs	Reinforced/bolted to building	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Exterior Veneer	Properly anchored/adhered	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Roof Parapets	Reinforced, bolted to roof	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	



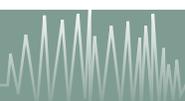
3 | Take Action: QuakeSmart SYSTEMS Application

NONSTRUCTURAL RISKS	MITIGATION SOLUTION	ACCOMPLISHED	INSERT PHOTO OR RECEIPT
PROFESSIONAL SERVICES REQUIRED (continued)			
Air Compressor	Anchored	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Propane/Fuel Tank	Bolted, secured in place	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Suspended Space Heater	Anchored and braced	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Automatic Fire Sprinkler Piping and Heads	Anchored and braced	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
HVAC Equipment and Ducts	Anchored	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Piping	Attached and braced, especially between floors	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Stairways	Installed sliding connections, enclosure materials	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	



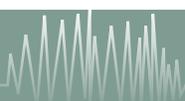
3 | Take Action: QuakeSmart STRUCTURE Application

STRUCTURAL RISKS	MITIGATION SOLUTION	ACCOMPLISHED	INSERT DOCUMENTATION
Concrete Tilt-Up Construction without Anchored Roof System	Anchored roof system to walls	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Unreinforced Masonry	Reinforced masonry construction	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Unreinforced Concrete Construction	Reinforced concrete construction	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Walls Not Bolted to Foundation	Walls bolted to foundation	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Unreinforced Soft Story Construction	Reinforced soft story construction	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Unreinforced or Unanchored Brick Elements in Building or Façade	Reinforced or anchor brick elements in building structure or façade	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
Unreinforced Cripple Walls	Reinforced cripple walls, if needed	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	



3 | Take Action: QuakeSmart SERVICE Application

SERVICE ACTION	SERVICE SOLUTION	INITIALS	DATE
Contacted your Local Emergency Management Office	These activities are written into your Business Continuity Plan		
Identified Ways to Engage and Participate in Your Community	These activities are written into your Business Continuity Plan		



Feedback

Tell us about yourself and your organization



1. TYPE OF ORGANIZATION?

- Retail
 - Professional Office
 - Restaurant
 - Service Provider
 - Nonprofit
 - Industrial
 - Daycare Center/School
 - Other, please list
-
-

2. HOW MANY PEOPLE DO YOU EMPLOY?

- 1 - 9
- 10 - 24
- 25 - 49
- 50 - 99
- 100 - 249
- 250 - 499
- 500 or more

3. HOW DID YOU HEAR ABOUT THE QUAKE SMART PROGRAM?

- QuakeSmart Business Summit
 - Local Fire Department
 - From another organization
 - Online
 - Great ShakeOut
 - FEMA
 - State or local emergency management office
 - Other, please list
-
-

4. DOES YOUR ORGANIZATION PARTICIPATE IN THE GREAT SHAKEOUT EARTHQUAKE DRILLS?

- Yes
- No

5. WHAT ELSE WOULD YOU LIKE TO SEE IN THE QUAKE SMART COMMUNITY RESILIENCE PROGRAM?

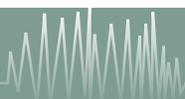
Thank you for your participation in the *QuakeSmart Community Resilience Program*. You will receive a response to your application within 2 - 4 weeks.

For questions about the program or application, contact FLASH at (877) 221-7233 or email info@flash.org. Once you have completed the application(s), please scan and email to info@flash.org.

Signature

Print Name

Date





Reviewers and Contributors

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Federal Alliance for Safe Homes (FLASH)[®]

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Federal Emergency Management Agency (FEMA)
Building Science Branch

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California Earthquake Authority (CEA)

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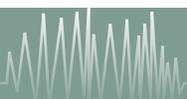
FLUOR

Eric Vaughn

FLASH

Margaret Vinci

California Institute of Technology





Valuable Websites

DRB TOOLKIT

<http://www.DRBToolKit.org> (use coupon code at checkout: QuakeSmart)

EARTHQUAKE COUNTRY ALLIANCE – SEVEN STEPS TO EARTHQUAKE SAFETY

<http://earthquakecountry.org/sevensteps/>

FEMA EARTHQUAKE INFORMATION/QUAKESMART TOOLKIT

<http://www.fema.gov/QuakeSmart>

<http://www.flash.org/QuakeSmart/>

FLASH

<http://www.flash.org/QuakeSmart>

http://www.flash.org/peril_earthquake.php

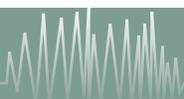
www.quakesmartcommunity.org

GREAT SHAKEOUT EARTHQUAKE DRILLS

<http://www.shakeout.org>

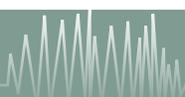
READY

<https://www.ready.gov/earthquakes>



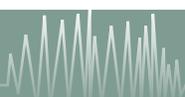
The following is a list of websites and content referenced in this document.

Page #	Title of Document	Link
3	FEMA Business Continuity Plan Link	www.fema.gov/media-library/assets/documents/89510
4	<i>QuakeSmart Community Resilience Program for Businesses & Organizations</i>	www.flash.org/quakeSMART/pdf/QuakeSmartCommunityResilienceProgram.pdf
4	FLASH email	info@flash.org
5	QuakeSmart Community	www.quakeSMARTcommunity.org
6	<i>Cost Estimation Worksheet</i>	www.flash.org/pdf/Retrofit_Estimating_Sheets7.xlsx
6	<i>QuakeSmart Community Resilience Program for Businesses & Organizations</i>	www.flash.org/quakeSMART/pdf/QuakeSmartCommunityResilienceProgram.pdf
6	U.S. Resiliency Council Building Rating	www.usrc.org
9	QuakeSmart Toolkit (FEMA P-811)	www.fema.gov/quakeSMART
9	<i>DRB Toolkit</i>	www.DRBToolkit.org
9	FEMA. <i>Business Continuity Plan</i> .	www.fema.gov/media-library/assets/documents/89510
9	<i>7 Steps to an Earthquake Resilient Business</i>	www.earthquakecountry.org/roots/7StepsBusiness2008.pdf
11	<i>Cost Estimation Worksheet</i>	www.flash.org/pdf/Retrofit_Estimating_Sheets7.xlsx
12	<i>Cost Estimation Worksheet</i>	www.flash.org/pdf/Retrofit_Estimating_Sheets7.xlsx
15	<i>Cost Estimation Worksheet</i>	www.flash.org/pdf/Retrofit_Estimating_Sheets7.xlsx
16	<i>Cost Estimation Worksheet</i>	www.flash.org/pdf/Retrofit_Estimating_Sheets7.xlsx
17	<i>Cost Estimation Worksheet</i>	www.flash.org/pdf/Retrofit_Estimating_Sheets7.xlsx
19	DHS. <i>Business Continuity Plan</i> . Ready Business.	www.fema.gov/media-library-data/1389019980859-b64364cba1442b96dc4f4ad675f552e4/BusinessContinuityPlan_2014.pdf
19	<i>DRB Toolkit</i>	www.DRBToolkit.org
19	Small Business Administration. Crisis Communication Plan Checklist.	www.agilityrecovery.com/assets/SBA/crisiscomms.pdf
20	<i>ShakeOut</i> . Recommended Earthquake Safety Actions	www.earthquakecountry.org/downloads/ShakeOut_Recommended_Earthquake_Safety_Actions.pdf
20	DHS. <i>How to Prepare for an Earthquake</i> . America's PrepareAthon!	www.fema.gov/media-library-data/1409865580490-e83e2d1b906d35cc766477cb9459ca0e/prepareathon_playbook_earthquakes_final_090414_508a.pdf
21	ShakeOut	www.shakeout.org



The following is a list of websites and content referenced in this document (continued).

Page #	Title of Document	Link
21	DHS. <i>Emergency Supply List.</i>	www.fema.gov/media-library-data/1390846764394-dc08e309debe561d866b05ac84daf1ee/checklist_2014.pdf
22	NOAA <i>Weather Radio All Hazards</i>	http://www.nws.noaa.gov/nwr/
22	<i>Earthquake Notification Service</i>	https://sslearnquake.usgs.gov/ens/
22	<i>Be Smart. Take Part. Know Your Alerts and Warnings.</i> America's PrepareAthon!	http://www.fema.gov/media-library-data/1440448868597-c0112a8bd0aa1c4a62ed44ba68b24d3f/Alerts_and_Warnings_508_20150824.pdf
22	DHS. <i>Open for Business Worksheet: Insurance Coverage Discussion Form.</i> Ready Business.	www.fema.gov/media-library-data/1389017324674-9b45706d0f7cb9bccef9c3e4dd4a64dd/Business_InsuranceDiscussionForm_2014.pdf
22	DHS. <i>Prepare Your Organization for an Earthquake Playbook.</i> America's PrepareAthon!	www.fema.gov/media-library-data/1409865580490-e83e2d1b906d35cc766477cb9459ca0e/prepareathon_playbook_earthquakes_final_090414_508a.pdf
22	DHS. <i>How to Prepare for an Earthquake.</i> America's PrepareAthon!	www.fema.gov/media-library-data/1408632135401-3d0521fa59d0dd4016e82f08fe7f3732/PrepareAthon_EARTHQUAKES_HTG_FINAL_508.pdf
24	<i>QuakeSmart Reference Guide</i>	http://flash.org/pdf/QuakeSmart_Reference_Guide.pdf
24	<i>FEMA E-74, Reducing the Risks of Non-Structural Earthquake Damage.</i>	www.fema.gov/fema-e-74-reducing-risks-nonstructural-earthquake-damage
26	<i>QuakeSmart Reference Guide</i>	http://flash.org/pdf/QuakeSmart_Reference_Guide.pdf
26	<i>FEMA E-74, Reducing the Risks of Non-Structural Earthquake Damage.</i>	www.fema.gov/fema-e-74-reducing-risks-nonstructural-earthquake-damage
27	<i>Emergency Management Agencies</i>	www.fema.gov/emergency-management-agencies
27	DHS. <i>Prepare Your Organization for an Earthquake Playbook.</i> America's PrepareAthon!	www.fema.gov/media-library-data/1409865580490-e83e2d1b906d35cc766477cb9459ca0e/prepareathon_playbook_earthquakes_final_090414_508a.pdf
27	<i>QuakeSmart Community Resilience Program for Businesses & Organizations</i>	www.flash.org/quakesmart/pdf/QuakeSmartCommunityResilienceProgram.pdf
36	FLASH email	info@flash.org





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