



Drop, Cover, and Hold On **Earthquake Drill Manual for Non-Profits and Other Organizations**

Are You Ready to ShakeOut?

The central United States is earthquake country. A large earthquake could become an unprecedented catastrophe, affecting multiple states and have a devastating impact on the national transportation system, electric power grid, and economy. With earthquakes as an inevitable part of our future, organizations of all sizes *must* make plans and take actions to reduce the consequences of these disasters. What we do now will determine what our lives will be like afterwards. With this in mind, the Central United States Earthquake Consortium and its Member States created the Great Central U.S. ShakeOut (www.shakeout.org/centralus), an earthquake drill and preparedness activity which allows everyone to participate.

The principles practiced in the ShakeOut can be applied to many other hazards. Non-profits and organizations also need to be prepared for fire, flood, hazardous materials release, and pandemics. In particular, organizations of all sizes can use the drill to get their staff, members, volunteers, and communities involved and prepared for a big earthquake. Furthermore, the level of your staffs' personal and family preparedness will be key them being availability to support your organization after a disaster.

The following drill guidelines are designed for non-profits and other organizations of all sizes and each drill uses the general earthquake response of *Drop, Cover, and Hold On* (www.dropcoverholdon.org) as its foundation. To be flexible, the drill guidelines provide four options for drill designs ranging from very simple (Level 1) to advanced (Level 4), each with steps to be taken before, during, and after the drill. You can customize and build a drill that suits your specific needs.

Drill Levels for Non-Profits and Other Organizations

Level 1 – Simple: *Drop, Cover, and Hold On* Drill..... Page 2

This drill uses simple steps to show participants how to perform *Drop, Cover, and Hold On* -a quake-safe action designed to protect people from falling furniture and objects that may become projectiles in an earthquake.

Level 2 – Basic: Life Safety Drill Page 4

This life safety drill is designed to help participants think through their emergency response actions during the drill, then afterwards to review and discuss what worked and what did not, and then make appropriate improvements before the next drill or actual earthquake.

Level 3 – Intermediate: Decision-Making Table Top Drill Page 8

This decision-making drill is designed to have key staff and leaders think through more complex issues related to your operations in the immediate aftermath of an earthquake, then afterwards to review and discuss what worked or what did not, and then make appropriate improvements in response procedures before the next drill or actual earthquake.

Level 4 – Advanced: Non-Profit Operations Drill..... Page 13

This operations drill focuses on crisis action team personnel who are trained and have emergency response and/or recovery duties in your disaster plan (Continuity of Operations Plan). The drill incorporates simulated incidents, decision-making, response, and life safety aspects, followed by a review of what worked and what did not, and then make appropriate improvements in response procedures before the next earthquake or drill.

Level 1 – Simple: *Drop, Cover, and Hold On* Drill

This drill first explains how to perform *Drop, Cover, and Hold On* – a quake-safe action designed to protect people from falling furniture and objects that can become projectiles during ground shaking – then has them *Drop, Cover, and Hold On* during a simulated earthquake.

BEFORE the Drill

1. If you will participate in the Great Central U.S. ShakeOut, please register your organization as an official participant at www.shakeout.org/centralus. (*Registrants may receive e-mail updates and notification of additional information added to the web site.*)
2. Let participants know:
 - The date and time of your drill.
 - How to correctly perform *Drop, Cover, and Hold On*, wherever they are (www.dropcoverholdon.org), which includes taking cover beneath a sturdy table or desk, or dropping to the floor near an interior wall and covering your head with your hands and arms. Develop special procedures for unique locations such as warehouses or offices with glass walls.
 - Your expectations for their participation (i.e. *Drop/Cover/Hold On*, gather at a central location for a head count, post-drill discussions).
3. Encourage staff, members, volunteers, etc., to invite friends, families, and neighbors to register as individuals or organizations at www.shakeout.org/centralus, so they can participate and receive information directly on how to be safe during an earthquake.
4. (Optional) Download realistic sound effects and safety information to play for participants during your drill from <http://www.shakeout.org/centralus/resources>. (*Download and test before the drill. Don't try to play them from the web site during the drill.*)

DURING the Drill

1. Via the public address (PA) system, e-mail, cell phone/text message, or verbally (in a real earthquake your signal will be the beginning of shaking itself):
2. Announce that the earthquake drill has begun and to *Drop, Cover, and Hold On*.
3. (Optional) Play the downloaded sound effects recording (<http://www.shakeout.org/centralus/resources>) on your PA or on a computer in each office.
4. Suggest that while down on the floor, staff look around at what could be falling on them in an earthquake. These items should be secured or moved after the drill.
5. If not using the optional downloaded sound effects, after at least one minute announce that the shaking is over and that participants can stand up again. Thank them for participating.

Level 1 – Simple: Drop, Cover, and Hold On Drill (cont'd)

6. Encourage participants to discuss their drill experiences and observations and how they could better prepare.

AFTER the Drill

1. Ask for feedback on how the drill went.
2. Schedule the next drill for one year later (or sooner if your staff needs to practice or procedures change).
3. Share photos and stories at www.shakeout.org/centralus. (A link will be available on this web site for uploading these following the ShakeOut.)
4. Encourage participants to prepare at home using the *7 Steps to Earthquake Safety* from “Putting Down Roots in Earthquake Country” http://www.earthquakecountry.info/roots/seven_steps.html.

Level 2 – Basic: Life Safety Drill

This drill focuses on immediate life safety and engages your staff to think through their emergency response actions during an earthquake. *It can be used whether or not your organization has developed a disaster plan (Continuity of Operations Plan).*

BEFORE the Drill

1. If you will participate in the Great Central U.S. ShakeOut, please register your agency or facility as an official participant at www.shakeout.org/centralus. (Registrants may receive e-mail updates and notification of additional information added to the web site.)
2. Let your staff know whether registration will be at the headquarters or departmental level or if separate office locations should register individually.
3. If your facility serves the general public, determine how or whether you will involve them in the drill.
4. Let your staff know:
 - The date and time of your drill.
 - How to correctly perform *Drop, Cover, and Hold On*, wherever they are (www.dropcoverholdon.org), which includes taking cover beneath a sturdy table or desk, or dropping to the floor near an interior wall and covering your head with your hands and arms. Develop special procedures for unique locations such as warehouses or offices with glass walls.
 - Your expectations for their participation (i.e., to *Drop, Cover, and Hold On*, then gather at a central location to account for occupants after the shaking stops, etc).
 - If away from the office - set a cell phone alarm for the time of the drill, and to encourage those they are with to participate as well.
 - If unable to *Drop, Cover, and Hold On* during the drill - pause at drill-time to consider what you would do if an earthquake were to strike at that moment.
 - Encourage staff, members, volunteers, etc. to invite friends, families, and neighbors to register as individuals or organizations at www.shakeout.org/centralus, so they can participate and receive information directly on how to be safe during an earthquake.
5. Steps or Questions to Consider:
 - How will you direct staff during and immediately following the shaking?
 - Safety must be the first priority, so carefully assess the environment inside and outside of your facility before deciding. Consider factors (your location, building type, damage impacts) that will influence your decisions after the earthquake (i.e., evacuating vs. staying put).

Level 2 – Basic: Life Safety Drill (cont'd)

6. Write a brief description of the earthquake's impact, along with questions to consider during the drill. For ideas, review the ShakeOut Scenario at www.shakeout.org/centralus/scenario.
7. (Optional) Download realistic sound effects and safety information to play during your drill from <http://www.shakeout.org/centralus/resources>. (*Download and test before the drill. Don't try to play them from the web site during the drill.*)
8. Distribute ShakeOut posters/flyers from <http://www.shakeout.org/centralus/resources> to encourage staff, volunteers, etc., to participate.
9. Determine whether to add post-shaking building evacuation to the drill: Based on the age and type of your building and the environment inside/outside of building, etc., determine whether you would evacuate after an earthquake, or whether you would first *assess the building's damage* before directing staff to either stay put or evacuate. Consider what new safety hazards might be caused by the earthquake from fallen or broken objects (both in the building and outside) or ground deformation. *Automatic evacuation after an earthquake may not be a safe action.*

The Night BEFORE the Drill

Tape the brief description of the earthquake's impact under desks and conference tables or provide staff sealed envelopes to open during the drill. (*You can use email, but it is more effective if they do not read this until during the drill.*)

DURING the Drill

1. Via e-mail, cell phone/text message, public address (PA) system, or verbally (in a real earthquake your signal will be the beginning of shaking itself):
 - Announce that the earthquake drill has begun and to *Drop, Cover, and Hold On*.
 - (Optional) Play the downloaded sound effects (<http://www.shakeout.org/centralus/resources>) on your PA or on a computer in each office.
 - Suggest that while down on the floor, staff look around at what might fall on them during an earthquake. Secure or move items after the drill to prevent injury and damage.
2. If not using optional downloaded sound effects, then after at least one minute, announce that the shaking is over.
3. If your drill includes additional steps or activities such as evacuation to another location, initiate this part of your drill but consider new hazards from fallen or broken objects (both inside and outside the building) or ground deformation that might be caused by the earthquake. *Automatic evacuation after an earthquake may not be a safe action.*

Level 2 – Basic: Life Safety Drill (cont’d)

- During a real earthquake aftershocks may occur. If an aftershock occurs while you are exiting, *Drop, Cover, and Hold On* again until the shaking stops.
 - When the shaking has stopped (or when the all clear bell rings) IMMEDIATELY and before you exit your room take ten seconds to look around, make a mental note of damage and dangers, check to see if any one is injured. If immediate help can be given to those with injuries to stop serious bleeding, or put out a small fire, do it. Ask others to assist the lightly injured. Non-ambulatory injured should be reassured and wait for treatment where they are, unless it is more dangerous to remain.
- 4. Encourage staff to discuss their drill experiences, observations and how they could better prepare.

AFTER the Drill

1. Hold staff meetings as soon as possible after the drill. Ask for feedback on how the drill went, how it could be improved, and how your organization can be better prepared.
 - Discuss preparedness at work and at home. (Staff and volunteers who are well-prepared may be able to either stay at work, or return to work more rapidly post-earthquake, to support your organization’s mission and recovery).
 - Discuss employee disaster responsibilities and organizational resumption of operations priorities.
 - Share the unfortunate reality that after a major earthquake, it may take considerable time before local emergency resources will be available to assist with life safety issues. With this in mind, how can the non-profit and each participant’s preparedness be enhanced?
2. Follow up with an e-mail reminder about emergency protective actions in an earthquake (i.e., *Drop, Cover, and Hold On*) and encourage staff to practice these actions at home.
3. Share lessons learned from the drill and any real experiences with those people responsible for your organization’s disaster planning to update the plan/procedures and employee/volunteer training.
4. Review “*7 Steps to an Earthquake Resilient Business*” for additional ideas, available at www.earthquakecountry.org/roots.
5. Schedule your next drill one year from now (or sooner if staff/volunteers need more practice, or your procedures are updated) to maintain proficiency in life safety procedures.
6. Share your photos and stories from the drill at www.shakeout.org/centralus. (A link will be available on this web site for uploading these following the ShakeOut.)
7. Encourage staff to prepare at home using the *7 Steps to Earthquake Safety* from “*Putting Down Roots in Earthquake Country*” (see www.earthquakecountry.org).

Level 2 – Basic: Life Safety Drill (cont'd)

8. The more immediate the post-drill feedback, evaluation results, or brief out, the better it will be received. After several weeks or months, the drill will not be fresh on the minds of participants and they will lose interest.

Level 3 – Intermediate: Decision-Making Drill

This drill includes all aspects of Level 2, including staff participation, in a *Drop, Cover, and Hold On* drill, and adds a “table top” exercise for decision-makers to consider how the earthquake would impact your organization. *It can be used whether or not your organization has developed a disaster plan (Continuity of Operations Plan).*

BEFORE the Drill

1. If you will participate in the Great Central U.S. ShakeOut, please register your agency or facility as an official participant at www.shakeout.org/centralus. (*Registrants may receive e-mail updates and notification of additional information added to the web site.*)
 - Determine whether registration will be at the headquarters level, or whether you will have your departments or facilities to register individually.
2. Bring together a team of individuals from your organization to design and plan the drill. Learn about potential earthquakes for your area and use your team to develop your own “non-profit disaster scenario” with specific details of how you might expect the shaking to impact your organization (i.e., the building, operations, staff, members, etc.). For ideas, review the ShakeOut Scenario at www.shakeout.org/centralus/scenario. (*This information is not yet posted on our web site but will be as we near the date of the ShakeOut*). Consider the following:
 - Would the power be out? Phone communications down? Loading dock or other facility severely damaged?
 - How will you direct staff during and immediately following the shaking?
 - Consider that certain factors (your location, building type, damage impacts) will influence your decisions regarding what to do immediately after the earthquake (i.e., evacuating vs. staying put) and in the longer term how you will meet the needs of your customers.
 - Identify who is authorized to make and communicate post-earthquake decisions.
 - If your organization has “floor wardens” for fire evacuation, how will you use them during earthquakes, especially if you do not evacuate?
 - Make sure the impacts you determine for your “non-profit disaster scenario” make it possible to support your drill objectives. (Note: If you “wipe-out” the whole community, you eliminate your reason to drill)
 - Determine whether to add post-shaking building evacuation to the drill: Based on the age and type of your building and the environment inside/outside of building, etc., determine whether you would evacuate after an earthquake, or whether you would first *assess the building’s damage* before directing staff/volunteers to either stay put or evacuate. Consider what new safety hazards might be caused by the earthquake from fallen or broken objects (both in the building and outside) or ground deformation. *Automatic evacuation after an earthquake may not be a safe action.*

Level 3 – Intermediate: Decision-Making Drill (cont'd)

- Draft or review your emergency procedures for an earthquake.
 - Determine the length of your drill and its objectives.
 - If you have a disaster plan, the objectives and resulting drill can test those parts of your plan you want or need to dry run or validate.
 - Draft, review, and complete your “non-profit disaster scenario” for the drill.
 - Write a brief description of the earthquake’s impact using your disaster scenario along with some questions for your staff to consider, to be provided to participants during the exercise.
3. Invite your organization’s leaders, Board, and key decision-makers to participate in your drill. If you already have a plan, have them review it prior to the drill.
4. Let your staff know:
- The date and time of your drill.
 - How to correctly perform *Drop, Cover, and Hold On*, wherever they are (www.dropcoverholdon.org), which includes taking cover beneath a sturdy table or desk, or dropping to the floor near an interior wall and covering your head with your hands and arms. Develop special procedures for unique locations such as warehouses or offices with glass walls.
 - Your expectations for their participation (i.e., to *Drop, Cover, and Hold On*, and then after the shaking stops, to gather at a central location to account for occupants, etc.)
 - If away from the office - set a cell phone alarm for the time of the drill, and encourage those they are with to participate as well.
 - If unable to *Drop, Cover, and Hold On* during the drill - pause at drill-time to consider what you would do if an earthquake were to strike at that moment.
 - If your drill is part of the Great Central U.S. ShakeOut, encourage staff, volunteers, members, etc., to invite friends, families, and neighbors to register as individuals or organizations at www.shakeout.org/centralus, so they can participate and receive information directly on how to be safe during an earthquake.
5. (Optional) Download realistic sound effects and safety information to play for participants during your drill from <http://www.shakeout.org/centralus/resources>. (*Download and test before the drill. Don’t try to play them from the web site during the drill.*)
6. Distribute ShakeOut posters/flyers from <http://www.shakeout.org/centralus/resources> to encourage staff, volunteers, etc., to participate.

Level 3 – Intermediate: Decision-Making Drill (cont'd)

The Night BEFORE the Drill

Tape the brief description of the earthquake's impact developed in advance by your planning team under desks and conference tables or provide staff sealed envelopes to open during the drill. (*You can use email, but it is more effective if they do not read this until during the drill.*)

DURING the Drill

1. Invite your organization's decision-makers (leaders, Board, and key managers) to assemble in a pre-determined room a few minutes before your drill and share your drill objectives. When the drill is announced, tell all participants in this group to also *Drop, Cover, and Hold On*.
2. Via your public address system, email, cell phone/text reminder :
 - Announce that the earthquake drill has begun and to *Drop, Cover, and Hold On*.
 - (Optional) Play the downloaded sound effects on your PA system or on a computer in each office.
 - Suggest that while down on the floor, your staff look around at what might fall on them during an earthquake. Secure or move these items after the drill to prevent injury and damage.
 - Tell everyone to remove the earthquake info taped under their desk or open their envelope, as appropriate.
 - If not using optional downloaded sound effects, then after at least one minute, announce that the shaking is over.
3. If your drill includes additional steps or activities such as evacuation to another location, initiate this part of your drill but consider new hazards that might be caused by the earthquake from fallen or broken objects (both in the building and outside) or ground deformation. *Automatic evacuation after an earthquake may not be a safe action.*
4. In the room with the decision-makers:
 - Brief your "non-profit disaster scenario" with details of the earthquake impacts.
 - To make the potential impact more vivid, you can show a video of expected shaking (<http://www.shakeout.org/centralus/resources>). (*Download and test if possible before the drill. You may not be able to play them from the web site during the drill.*)
 - Go around the table to discuss what your non-profit can expect to happen and decisions that will be made based on the scenario.

Level 3 – Intermediate: Decision-Making Drill (cont’d)

- Try to have the discussion flow in chronological order of what would be the expected activities and priorities in the first minutes, hours, days, etc. following the details of the “non-profit disaster scenario”.
- However, if all issues are resolved quickly, move the scenario timeline forward days/weeks/months later and begin the discussion again to address new issues (aftershocks, recovery, rebuilding, etc.)

5. Have someone document the chronology of the drill events, decisions, issues, and proposed solutions. Which policy decisions need to be made in advance? What changes in practice are required?

AFTER the Drill

1. For your general participants, meet as soon as possible after the drill discuss what happened, people’s experience during the drill, what they were thinking about, what caused concern, what worked well and what did not. Take this opportunity to:
 - Discuss the importance of preparedness at work and at home. (Staff’s and volunteers’ home/family preparedness will allow them to either stay at work, or return to work more rapidly, to support your organization’s mission and recovery).
 - Review post-disaster employee responsibilities.
 - Update emergency contact lists and go over communications outage procedures.
 - Discuss your safety and organizational operations resumption priorities.
 - Discuss non-profit staff emergency responsibilities.
 - Share lessons learned from the drill or real experiences.
 - Listen attentively to participant suggestions.
2. At your management level:
 - Review staff and management emergency responsibilities.
 - Discuss phone tree procedures and ensure emergency contacts lists are kept up to date.
 - Review and recommend safety and operations resumption priorities for your disaster plan (Continuity of Operations Plan).
3. For the decision-makers in the room, decide whether you met your drill objectives. Discuss what happened regarding people’s experience, areas of concern, and what worked well or did not, and document all comments.

Level 3 – Intermediate: Decision-Making Drill (cont'd)

4. Determine your next steps and assign people to those tasks to follow-up.
 - Assign a team to begin developing or enhancing your disaster plan (Continuity of Operations Plan) based on experiences from this drill.
 - Discuss the importance of preparedness at work and at home, encouraging participation.
 - Update your plan with lessons learned from the drill or any real experiences. Meet with those who are responsible for Continuity of Operations to discuss and make recommendations for plan updates and include in employee training.
5. Review “7 Steps to an Earthquake Resilient Business” for additional ideas, available at www.earthquakecountry.org/roots.
6. Schedule next drill one year from now (or sooner) so staff can practice life safety actions and to exercise the emergency procedures of your disaster plan, especially after changes.
7. Share your drill photos and stories at www.shakeout.org/centralus. (A link will be available on this web site for uploading these following the ShakeOut.)
8. Encourage staff to prepare at home using the 7 Steps to Earthquake Safety from “Putting Down Roots in Earthquake Country” (see www.earthquakecountry.org).
9. The more immediate the post-drill feedback, evaluation results, or brief out, the better it will be received. After a few days, the drill will not be fresh on the minds of participants and they will lose interest.

Level 4 – Advanced: Non-Profit Operations Drill

This drill includes all aspects of Level 2 and is an exercise for crisis management team personnel who have emergency response and/or recovery duties in your non-profit disaster plan (Continuity of Operations Plan). Where Level 3 is a “table-top” exercise for decision-makers to imagine potential consequences and solutions, this level involves simulated incidents that test your organization’s ability to respond and recover.

BEFORE the Drill

1. If you will participate in the Great Central U.S. ShakeOut, please register your non-profit as an official participant at www.shakeout.org/centralus. (*Registrants may receive e-mail updates and notification of additional information added to the web site.*)
 - Let your staff know whether registration will be at the corporate or departmental level or if separate locations should register individually.
2. Bring together a team of individuals from your organization to design the drill.
3. Determine the length, scope and objectives of your drill.
 - For example, you could test a specific part of your organization’s emergency plan for an hour.
 - If your facility serves the general public, determine whether you will involve them in the drill, treating this similar to a fire alarm during hours of public operation. You can also hold your drill before or after public hours; however, this limits participants’ opportunity to practice quake-safe actions.
4. Learn about potential earthquakes for your area and use your team to develop your own “non-profit disaster scenario” with specific details of how you might expect the shaking to impact your organization (i.e., the building, operations, donations, volunteers, staff, etc.) For ideas, review the ShakeOut Scenario at www.shakeout.org/centralus/scenario. Consider the following:
 - Would the power be out? Phone and/or internet communications down? Loading dock severely damaged?
 - How will you direct staff/volunteers during and immediately following the shaking?
 - Consider that certain factors (your location, building type, damage impacts) will influence your decisions regarding what to do immediately after the earthquake (i.e., evacuating vs. staying put) and in the longer term (how to interface with customers).
 - Identify who is authorized to make and communicate post-earthquake decisions.
 - If your non-profit has “floor wardens” for fire evacuation, how will you use them after an earthquake, especially if you do not evacuate?

Level 4 – Advanced: Non-Profit Operations Drill (cont'd)

- Make sure the impacts you determine for your “non-profit disaster scenario” make it possible to support your drill objectives.
 - Note: If you “wipe-out” the whole community, you eliminate your reason to drill.
 - Write a brief description of the earthquake’s impact using your disaster scenario along with some questions for staff to consider, to be provided to participants during the exercise.
5. Invite your key decision-makers and leaders (Crisis Management Team) to your drill. Have them review your plan prior to the drill.
6. Select a facilitator to run the drill. Determine other staffing role requirements such as assigning personnel as evaluators to document drill activities in chronological order.
7. Conduct training for all drill participants (and their designated back-ups) who are assigned emergency positions so they are fully aware of their roles and responsibilities. All participants, back-ups, evaluators and decision-makers should be familiar with the disaster plan.
8. Create a timeline for your drill, such as:
- 10:15:00 a.m. – Earthquake starts, staff *Drop, Cover, and Hold On*.
 - 10:15:20 a.m. – Lights go out and computers go down.
 - 10:15:40 a.m. – Sprinklers in SE corner of first floor turn on.
9. Separately from the timeline, create a list of “injected events”. “Injects” are surprise events that could reasonably occur during the drill (e.g., aftershocks, specific problems related to your services, etc.). These events can be “injected” (or provided to the participants in the form of a note, a person acting out a role in the drill, etc.) periodically during the drill to get participants thinking of issues and solutions without overwhelming them.
10. (Optional) Download realistic sound effects and safety information to play during your drill by downloading recordings from <http://www.shakeout.org/centralus/resources>. (*Download and test before the drill. Don't try to play them from the web site during the drill.*)
11. Inform your staff and volunteers:
- The date and time of your drill
 - How to correctly perform *Drop, Cover, and Hold On*, wherever they are (Drop, Cover, and Hold On), which includes taking cover beneath a sturdy table or desk, or dropping to the floor near an interior wall and covering your head with your hands and arms. Develop special procedures for unique locations such as warehouses or offices with glass walls.

Level 4 – Advanced: Non-Profit Operations Drill (cont’d)

- Your expectations for their participation (i.e., *Drop, Cover and Hold On*, gathering at a central location for a head count, playing a role such as a “drill injured” that will need medical assistance, and/or having post-drill discussions, etc.).
- If your drill is part of the Great Central U.S. ShakeOut, encourage staff, volunteers, customers, etc., to invite friends, families, and neighbors to register as individuals or organizations at www.shakeout.org/centralus, so they can participate and receive information directly on the ShakeOut drill and how to be safe during an earthquake.

12. Determine whether to add post-shaking building evacuation to the drill: Based on the age and type of your building and the environment inside/outside of building, etc., determine whether you would evacuate after an earthquake, or whether you would first *assess the building’s damage* before directing staff to either stay put or evacuate. Consider what new safety hazards outside of your facility might be caused by the earthquake from fallen or broken objects (both in the building and outside) or ground deformation. *Automatic evacuation after an earthquake may not be a safe action.*

The Night BEFORE the Drill

Tape the brief description of the earthquake’s impact developed in advance by your planning team under desks and conference tables or provide staff sealed envelopes to open during the drill. (*You can use email, but it is more effective if they do not read this until during the drill.*)

DURING Drill

1. Via your PA system, e-mail, cell phone/text reminder or verbally:
 - Announce that the earthquake drill has begun and strong shaking could last one minute.
 - (Optional) Play the downloaded sound effects <http://www.shakeout.org/centralus/resources> on your PA system or on a computer in each office.
 - Tell everyone to *Drop, Cover, and Hold On*, then remove the earthquake info taped under their desk or open their envelope, as appropriate.
 - Suggest that while down on the floor, your staff look around at what could be falling on them in an earthquake. (These items should be secured or moved after the drill).
2. If not using optional downloaded sound effects, announce that the shaking is over after at least one minute.
3. Announce the beginning of the Non-Profit Operations Drill and for staff/volunteers to follow their response procedures.
4. Provide the timeline of events to all participating staff with instructions to undertake their emergency roles. However, do not let them skip ahead in time.

Level 4 – Advanced: Non-Profit Operations Drill (cont'd)

5. As the drill progresses distribute individual “inject events” to specific participants. Have drill evaluators observe and document how these surprise issues are handled.
6. When the drill duration time is met, announce that the drill is over.

AFTER the Drill

1. Assemble the facilitator and evaluators with their documentation to summarize activities, actions, decisions, and solutions from the drill.
 - Discuss whether you met your drill objectives or why not.
 - Document lessons learned, best practices and necessary actions to improve your employee training, emergency procedures, and incorporate into the disaster plan (Continuity of Operations Plan).
2. Hold staff meetings as soon as possible after the drill so all staff can discuss and document what happened during the exercise, what decisions were made, what worked, what didn't, etc. Take this opportunity to:
 - Discuss preparedness at work and at home. (Staff and volunteers' home/family preparedness will allow them to either stay at work (or return to work more rapidly) to support your organization's mission and recovery).
3. Next, assemble Non-Profit Operations Drill participants including your decision-makers and leaders.
 - Depending on the size of your organization, may need to have emergency or departmental teams meet separately, followed by a leadership meeting with reps from each team.
 - Discuss and document comments of what happened during the exercise, what decisions were made, what worked, what didn't, etc.
 - Listen attentively to staff suggestions.
 - Encourage the sharing of lessons learned from the drill or real experiences.
 - Review pre and post-disaster employee/volunteer responsibilities.
 - Discuss need to update emergency contact lists and any other critical documents in plan.
 - Discuss any changes to your safety and organization resumption priorities.
 - Discuss possible changes to company staff emergency responsibilities.
 - Cover the importance of preparedness at work and at home, encouraging participation.
 - Document and accept all comments then thank all the participants to officially end the drill.

Level 4 – Advanced: Non-Profit Operations Drill (cont'd)

4. At your Emergency Planning / Continuity Planning management level:
 - Review lessons learned and recommendations to be added to the plan.
 - Update staff and management emergency responsibilities.
 - Discuss process to keep critical documents up to date.
 - Determine or assign staff update your disaster plan (Continuity of Operations Plan) with lessons learned from the drill.
 - Review the updated Continuity of Operations Plan with recommended safety and operations resumption priorities and procedures.
5. Determine next steps and assign people to those tasks to follow-up.
 - Schedule training as needed to address plan changes.
 - Make sure future drills follow trainings so that staff can work through the most current procedures.
6. Take the newly updated disaster plan / Continuity of Operations Plan and get executive and/or Board sign-off, which will be easier if they participated in the drill.
7. Schedule next drill one year from now (or sooner) so staff can practice life safety procedures, decision-making, and to exercise the emergency procedures of your Continuity of Operations Plan, especially after updates.
8. Share your drill stories and photos at www.shakeout.org/centralus. (A link will be available on this web site for uploading these following the ShakeOut.)
9. Review “7 Steps to an Earthquake Resilient Business” for additional ideas, available at www.earthquakecountry.org/roots.
10. Encourage staff to prepare at home using the 7 Steps to Earthquake Safety from “Putting Down Roots in Earthquake Country” (see www.earthquakecountry.org).
11. The more immediate the post-drill feedback, evaluation results, or brief out, the better it will be received. After several weeks or months, the drill will not be fresh on the minds or participants and they will lose interest.