

RESPONDENT_METADATA

Hidden question used to collect metadata information about the respondent such as its IP address, Browser, etc.

INTRO

Welcome

You have been selected to participate in a survey of exercise planners. Results from this survey will help the Federal Emergency Management Agency's (FEMA) National Exercise Division (NED) better understand your experiences planning and implementing exercises. This survey is conducted on behalf of FEMA by The Cadmus Group and Fors Marsh, two independent research firms. This survey will take about 15 minutes to complete.

This survey is confidential, meaning your responses can be linked to your email. However, your name and jurisdiction will never be identified in any reporting and will only be reported in the aggregate.

For questions or concerns about this survey, please contact the help desk managed by our contract team: exercisesurvey@forsmarsh.com.

The approved OMB Control Number for this information collection is 1601-0029 (expires 12/31/2026). Without this approval, we could not conduct this survey.

Please Note:

If you are unable to complete the survey in one session, you can use the URL in the email you received to continue from where you left off.

Privacy Advisory

Responding to this survey is voluntary. Your responses will be treated as confidential and will be maintained in a secure dataset. There is no penalty if you choose not to respond. However, we encourage you to answer all questions so that the data will be complete.

Survey Questions

Thank you for your participation in this survey. Please click "NEXT" or the arrow button below to begin the survey.

S1

Did you serve as the lead exercise planner for an exercise between January 1, 2020 and October 31, 2023?

- ☐ Yes
- ☐ No

INTRO1

The following questions will gather information on your emergency management and exercise experience.

Q1

Approximately how many years of experience do you have in the following?

Years

First responder (i.e., working for a police, fire, or emergency medical services agency)

Select an answer... ▼

Emergency management (i.e., working as a state, local, tribal, or territorial emergency manager, hospital emergency manager, airport emergency manager)

Select an answer... ▼

Q2

Throughout your career, approximately how many exercises have you participated in in the following roles?

Exercises

The lead exercise planner	<input type="text" value="Select an answer..."/>
A member of the exercise-planning team	<input type="text" value="Select an answer..."/>
An exercise evaluator	<input type="text" value="Select an answer..."/>

Q3

Have you completed the Master Exercise Practitioner Program (MEPP)?

- ☐ Yes
- ☐ No
- ☐ I have completed part of the MEPP certification process
- ☐ Not sure

Q4

Which of the following FEMA exercise courses have you completed? *Please select all that apply.*

- ☐ IS-120 Introduction to Exercises
- ☐ IS-130 How to be an Exercise Evaluator
- ☐ K/L0146 Homeland Security Exercise and Evaluation Program (HSEEP)
- ☐ K0051 Exercise Program Management
- ☐ E/L/K0139 Exercise Design and Development
- ☐ E/L0050 Exercise Control and Simulation
- ☐ E/L0131 Exercise Evaluation and Improvement Planning

INTRO2

The following questions will gather information on your interactions with NED.

Q5

Have you received exercise support from NED in the last four years (i.e., 2020 - 2023)?

- ☐ Yes
- ☐ No
- ☐ Unsure

Q5A

If yes, what type of support did you receive? Please select all that apply.

- ☐ Exercise design support
- ☐ Exercise conduct support
- ☐ Planning meeting(s) support
- ☐ Exercise documentation support
- ☐ After-action/improvement planning support

Q5B

When thinking about your experience overall, how satisfied were you with each type of support you received from NED on a scale of 1 (very dissatisfied) to 7 (very satisfied)?

	Very dissatisfied	Moderately dissatisfied	Slightly dissatisfied	Neither satisfied nor dissatisfied	Slightly satisfied	Moderately satisfied	Very satisfied	Ref
Exercise design support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Exercise conduct support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Planning meeting(s) support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Exercise documentation support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
After-action/improvement planning support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Q5B2

What else do you want us to know about your satisfaction with the support that you received from NED (optional)?

☐ Refusal

Q5C

Please indicate whether the following statements are applicable to you throughout your career of planning exercises.

	Yes	No	Unsure	Refusal
Have you ever received exercise support from NED?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have you ever applied for exercise support from NED but did not receive support?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you aware of the type of support NED provides?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q6

In regard to the exercise support you received from NED, to what extent do you agree with the following statements?

	Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree	Refusal
The support I received increased my trust in NED.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My exercise needs were addressed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With NED's help, it was easier to complete the exercise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NED responded to my exercise questions, comments, or concerns in a reasonable amount of time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NED employees I interacted with were helpful when planning, conducting, or evaluating an exercise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q6B2

What else do you want us to know about your satisfaction with the support that you received from NED (optional)?

☐ Refusal

INTRO3

The following questions will gather information on your capacity to plan exercises, conduct exercises, and engage in post-exercise activities. When answering these questions please consider all exercises you planned in 2020-2023, regardless as to whether you received NED support or not.

Q7A

Please indicate whether or not you agree with the following statements about your capacity to plan, conduct, and complete post-exercise activities (e.g., developing After Action Reports (AARs) and Improvement Plans.

	Exercise Planning	Exercise Conduct	Post-Exercise Activities	Refused
I have adequate personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have adequate financial resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have adequate equipment (e.g., computers, communication devices, vehicles).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have adequate leadership direction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have adequate written guidance from FEMA.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have adequate communication with personnel (e.g., leaders and staff members) in my agency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have adequate communication with other agencies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have adequate formal training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have adequate on the job training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q7B2

What else do you want us to know about your ability to plan, conduct, and complete post-exercise activities (optional)?

☐ Refusal

INTRO4

The following section will gather information on your experiences with HSEEP.

Q10

On a scale of 1 (strongly disagree) to 7 (strongly agree), to what extent do you agree with the following statements?

	Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree	Refusal
I am familiar with HSEEP guidance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I generally follow HSEEP guidance when planning an exercise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my ability to plan exercises in accordance with HSEEP guidance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HSEEP guidance is helpful when planning an exercise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I generally adhere to HSEEP's six fundamental principles when planning an exercise: (1) senior leader guidance; (2) informed by risk; (3) capability-based, objective-driven; (4) progressive planning approach; (5) whole community integration; and (6) common methodology.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q10B2

What else do you want us to know about your experiences with HSEEP (optional)?

☐ Refusal

INTRO5

This section will gather information on your experiences with incorporating senior leadership guidance into exercises.

Q11

On a scale of 1 (never) to 7 (always), how frequently do you engage the following senior leaders in the exercises you plan?

	Never	Rarely	Occasionally	Sometimes	Frequently	Usually	Always	Refusal
Elected officials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Appointed officials (excluding Appointed Agency Directors)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agency directors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agency deputy directors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Department/Division directors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Department/Division deputy directors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q11B2

Are there any other senior leaders you engage with during the exercise cycle ?

☐ Refusal

Q12

On a scale of 1 (strongly disagree) to 7 (strongly agree), to what extent do you agree with the following statements?

	Not applicable	Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree	Refus
I regularly communicate with senior leaders during the exercise-planning process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I include senior leaders from the beginning of the exercise-planning process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I encourage senior leaders to observe exercises if they are not already an exercise participant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I encourage senior leaders to participate in exercises.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I regularly consult with senior leaders when determining which plans, policies, procedures, or capabilities to exercise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I encourage senior leaders to be interested in exercises.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q12B2

What else do you want us to know about your engagement with senior leaders in the exercises you plan (optional)?

☐ Refusal

INTRO6

This section will gather information on your experiences incorporating risks into exercises.

Q13

On a scale of 1 (strongly disagree) to 7 (strongly agree), to what extent do you agree with the following statements?

	Not applicable	Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree
I consult risk assessment tools (e.g., Hazard Vulnerability Assessments, Threat and Hazard Identification and Risk Assessment [THIRA]/Stakeholder Preparedness Review [SPR]) when identifying which plans, policies, procedures, or capabilities to exercise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The exercises I plan contain realistic scenarios.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consider past disasters when identifying which hazards to exercise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consider the extent to which a hazard is a major risk to my community when identifying which hazards to exercise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consider the impact a hazard may have on my community when identifying which hazards to exercise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13B2

What else do you want us to know about how you incorporate risks into your exercises (optional)?

☐ Refusal

INTRO7

This section will gather information on developing capability-based objectives.

Q14

On a scale of 1 (strongly disagree) to 7 (strongly agree), to what extent do you agree with the following statements?

	Not applicable	Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree	Refusa
I identify the capabilities that need to be tested before developing the exercise scenario.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consult FEMA's core capabilities when identifying the capability(s) to exercise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consult existing plans, policies, or procedures when identifying which capabilities to exercise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how to develop a capability-based objective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I ensure exercise objectives meet the Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) goal criteria.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q14B2

What else do you want us to know about how you develop capability-based objectives (optional)?

☐ Refusal

INTRO8

This section will gather information on conducting discussion and operation-based exercises.

Q15

	Not applicable	Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree	Refuse to answer
I generally conduct discussion-based exercises before conducting operation-based exercises.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I review past exercises as part of my approach to progressively planning exercises.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My approach to progressive planning can be described as "crawl, walk, run."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q15B2

What else do you want us to know about your approach to progressive-exercise planning (optional)?

☐ Refusal

INTRO9

This section gathers information on integrating the whole community in exercises.

Q16

On a scale of 1 (never) to 7 (always), how frequently do you engage with the following whole-community members during the exercise cycle?

	Never	Rarely	Occasionally	Sometimes	Frequently	Usually	Always	Refusal
Nonprofit organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Private-sector businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Faith-based organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local, state, and regional agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tribal agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Federal agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public and private hospitals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public and private utility companies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportation agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q16B2

Are there any other members of the whole community you engage with during the exercise cycle (optional)?

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☐ Refusal

Q17A

On a scale of 1 (strongly disagree) to 7 (strongly agree), to what extent do you agree with the following statements?

[illegible]

the exercises I plan.

Q17B2

What else do you want us to know about your process when integrating the whole community in exercises (optional)?

☐ Refusal

INTRO10

This section gathers information on the common methodology you use during exercises.

Q18A

On a scale of 1 (strongly disagree) to 7 (strongly agree), to what extent do you agree with the following statements?

	Not applicable	Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree	Refus
I interpret "common methodology" to mean a consistent approach (i.e., same words, same process) to planning an exercise, regardless of location.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I use HSEEP to guide a common methodology across the exercises I plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HSEEP can easily be tailored to meet my exercise goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18B2

What else do you want us to know about your use of common methodology when planning exercises (optional)?

☐ Refusal

Q17

What else do you want us to know about your exercise experiences (optional)?

☐ Refusal

Q18

What level of government do you work for?

☐ State

☐ Local

☐ Tribal

☐ Territory

☐ Refusal

Q19

What type of communities do you most frequently work with? *Please select all that apply.*

☐ Urban

☐ Suburban

☐ Rural

☐ Refusal