1. Exercise Experience Survey Outreach Emails

**Email Invite Template**

To Line: [Email]

Subject Line: Exercise Experience Survey Now Open

Hi [First Name],

As part of the Federal Emergency Management Agency’s (FEMA) efforts to improve exercises, FEMA’s National Exercise Division (NED) is conducting a study to better understand how exercises are planned and implemented across the country. NED has contracted two independent research firms, The Cadmus Group and Fors Marsh, to conduct this study on its behalf. According to our records, you were the lead exercise planner for one or more exercises conducted in 2022 and/or 2023. **I am contacting you today to request your participation in a 15-minute survey as part of this study**. The survey will focus on your experiences with planning exercises, including how you implement FEMA’s Homeland Security Exercise and Evaluation Program (HSEEP) guidance. Your participation will help us better understand how exercises are being planned “on the ground.” Your input is crucial to conducting this study. Participation in this survey is voluntary, responses are confidential, and all data will be reported in the aggregate. That is, we will not report any information that could be used to identify you as an individual.

Please use the link below to take the survey. We hope to hear from as many exercise planners as possible and appreciate your participation! To begin the survey, please use this link:

**[LINK and/or QR Code]**

We have attached a list of frequently asked questions to this email. At the conclusion of the survey effort, responses will be combined and group statistics will be shared with exercise planners who were invited to participate in the survey. If you or your team have any questions or issues with the survey, please contact the Help Desk managed by our contract team at [exercisesurvey@forsmarsh.com](mailto:exercisesurvey@forsmarsh.com).

Thank you in advance for your help!

[Signature]

**Email Follow-Up Template**

To Line: [Email]

Subject Line: Exercise Experience Survey: Have We Heard From You?

[First Name],

We recently reached out regarding a survey that the Federal Emergency Management Agency’s (FEMA) National Exercise Division (NED) is conducting through its contract partners, The Cadmus Group and Fors Marsh, to better understand your experiences with planning exercises, including how you implement FEMA’s Homeland Security Exercise and Evaluation Program (HSEEP) guidance.

To finish or begin the survey for the first time, please use this link:

**[LINK and/or QR Code]**

Participation in this online survey is voluntary, responses are confidential, and it will only take about 15 minutes to complete. At the conclusion of the survey effort, responses will be combined and group statistics will be shared with exercise planners who participated in the survey.

This survey can be completed at any time until [DATE]. If you have any questions or issues, please contact the Help Desk managed by our contract team at [exercisesurvey@forsmarsh.com](mailto:exercisesurvey@forsmarsh.com).

Thank you for participating!

[Signature]

**PRA Statement**:  
DHS will use the information to improve exercise implementation support.  This is a voluntary collection.  It is estimated that it will take no more than 15 minutes to complete this form.  An agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number.  The control number assigned to this collection is OMB 1601-0029, which expires 12/31/2026.  Send comments regarding this burden estimate or any other aspect of this collection of information including suggestions for reducing this burden to DHS/FEMA, [exercisesurvey@forsmarsh.com](mailto:exercisesurvey@forsmarsh.com).  Attn: PRA 1601-0029 *Exercise Experience Survey*.