

Washington Emergency Management Division Proposed Quarterly Customer Survey

Background and Survey Theme Development

As part of EMD's strategic planning and customer-centric focus, a quarterly engagement survey is planned. The audience includes a broad range of partners, including Tribal, city, and county emergency managers, State Agency Liaisons, Emergency Management Council members, federal partner agencies, and others. The survey focuses on key themes for continuously improving partner relationships and customer service. The themes were discerned from conversations with EMC members at the August 14, 2025, meeting, and members of the Emergency Management Advisory Group, a subcommittee of the EMC, the same day, as well as feedback from a survey conducted by the Military Department and General Welsh in September.

Below are the key survey themes extracted from those sources for use in developing the survey. These six themes capture the areas discussed and were used to guide question development.

1. Communication and Information Sharing

- Clarity, timeliness, usefulness of communications
- Inclusiveness and reaching intended audiences
- Sharing rationale behind new programs and staffing decisions
- Legislative updates and situational synopses

2. Support and Partnership

- Effectiveness of state support during incidents, activations, exercises, and training
- Strength of collaboration on local planning and projects

3. Policy and Program Development

- Opportunity for county and Tribal input on policy changes
- Inclusion of local perspectives in strategic planning

4. Emergency Management Services and Value

- Assessing the value of state-provided mitigation, preparedness, response, and recovery support

5. Grant Administration

- Transparency, timeliness, and customer service

6. Innovation and Continuous Improvement

- Responsiveness to partner feedback
- Opportunities for two-way communication and suggestions year-round
- Transparency in reporting back results and action plans

Information on Survey Structure

Likert 5-Point Scale

This survey was developed using the Likert scale. This allows participants to express levels of agreement or satisfaction rather than a simple yes/no. It provides more nuanced feedback, showing not just what partners think, but how strongly they feel about it. Using a consistent scale makes it easier to compare responses across different questions and track trends over time. It also helps identify areas where opinions are mixed versus where there is clear consensus, giving EMD better insight to prioritize improvements and measure progress in partner engagement.

For background, Rensis Likert was an American social psychologist best known for developing the Likert scale. This survey response format is widely used today to measure attitudes and opinions. Nearly every field that uses surveys applies the Likert method to measure satisfaction, trust, and attitudes.

Branching Logic

This survey was also developed using branching logic, which is also known as skip logic or conditional logic. It is a survey design feature that customizes the path of questions based on a respondent's answers.

In simple terms, it means, "If you answer this way, you'll be shown this next question; otherwise, you'll skip it or perhaps get a different question."

Branching saves time for respondents by skipping irrelevant questions, improves data quality by reducing confusion and eliminating filler responses, and makes surveys more personalized and efficient. The structure ensures:

- The survey is short for most respondents (they answer only top-level questions).
- Deeper insights from those with concerns (branching follow-ups).
- All six themes are covered without overwhelming people.

Discussion Draft

Draft Survey Tool

Overall Partnership

1. Overall, I am satisfied with my interactions with EMD.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

If “Disagree” or “Strongly disagree”:

- Please describe the main reason(s) for your dissatisfaction.

Communication and Information Sharing

2. EMD communicates clearly and in a timely manner.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

If Neutral or below:

- What would make EMD’s communications more useful to you?

3. EMD communications reach the right audiences.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

If Neutral or below:

- Which audiences are missed?

Support and Partnership

4. EMD provides effective support during incidents, exercises, and training.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

If Neutral or below:

- Please share an example where support could be improved.

Discussion Draft

Policy and Program Development

5. EMD values partner input in policy and program decisions.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

If Neutral or below:

- What would help ensure your voice is better included?

Grants and Administration

6. EMD's grant administration is timely, transparent, and responsive.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree
- Not applicable

If Neutral or below (excluding N/A):

- What changes would improve your experience with grant administration?

Value and Services

7. EMD adds value in mitigation, preparedness, response, and recovery.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

If Neutral or below:

- Which services could provide greater value to your organization and how?

Innovation and Continuous Improvement

8. EMD is responsive to partner feedback.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Discussion Draft

If Neutral or below:

- What would improve the way EMD responds to partner feedback?
9. EMD is transparent about survey results and follow-up actions.
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree

Closing

10. Please share any additional comments or suggestions. (*Open text*)

Survey Theme-to-Question Mapping

The following theme-to-question mapping ties each survey item back to the themes noted on the previous page. The survey is structured to your priorities.

1. Communication and Information Sharing

- **Q2.** Does EMD communicate clearly and in a timely manner?
- **Q3.** Do EMD communications reach the right audiences?
- **Q9.** Is EMD transparent about survey results and follow-up actions?
(*Sub-themes: clarity, timeliness, inclusiveness, two-way communication, transparency.*)

2. Support and Partnership

- **Q4.** Does EMD provide effective support during incidents, exercises, and training.
(*Sub-themes: effectiveness of state support, collaboration, willingness to partner in planning efforts.*)

3. Policy and Program Development

- **Q5.** Does EMD gather partner input in policy and program decisions?
(*Sub-themes: opportunity for feedback, inclusion of local/Tribal perspectives in strategy, early involvement.*)

4. Grants and Administration

- **Q6.** Is EMD's grant administration is timely, transparent, and responsive?
(*Sub-themes: transparency, timeliness, customer service, equitable processes.*)

5. Value of EMD Services

- **Q7.** Does EMD adds value in mitigation, preparedness, response, and recovery?
(*Sub-themes: measuring outcomes, demonstrating service impact across the full mission areas.*)

6. Innovation and Continuous Improvement

- **Q8.** Is EMD is responsive to partner feedback?
- **Q9.** Is EMD transparent about survey results and follow-up actions?
(*Sub-themes: openness, adaptation, responsiveness, continual improvement, opportunities for two-way dialogue.*)

7. Open Feedback

- **Q1.** Overall satisfaction (framing question).
- **Q10.** Additional comments (opportunity to comment on emerging themes and issues).

* The themes are the headline categories for the survey. Sub-themes are the specific ideas or nuances that came up in our discussions under each larger theme. They are the building blocks used to design strong Likert-scale items and branching follow-ups.