

State Department: Survey of Overseas Posts' Emergency Action Committees on Planning, Preparing for, and Conducting Evacuations (GAO-08-24SP), an E-supplement to GAO-08-23

Read the Full Report: STATE DEPARTMENT: Evacuation Planning and Preparations for Overseas Posts Can Be Improved ([GAO-08-23](#))

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Background Information

This document presents selected results of GAO's survey of all 243 Emergency Action Committees (EAC) at State embassies and consulates (posts) worldwide. EACs are responsible for crisis management at post and are therefore best qualified to discuss crisis management activities, including preparing for and implementing evacuations. The survey consisted of 49 questions covering a range of topics on how posts plan, prepare for, and implement evacuations, as well as how lessons learned are reported. The survey was sent to the principal officer at each post (typically the deputy chief of mission or consul general). GAO requested that the survey be completed collectively by members of a post's EAC, and completed surveys were intended to reflect the views of the EAC as a whole. We received 210 completed surveys, for an overall response rate of 86 percent. We did not include responses for all survey questions; specifically, this document does not include narrative responses that we received. The percentages in each survey response may not sum to 100 in all cases, due to rounding.


A more detailed discussion of our scope and methodology is contained in our report STATE DEPARTMENT: Evacuation Planning and Preparations for Overseas Posts Can Be Improved, GAO-08-23 (Washington, D.C.: October 19, 2007). We administered the survey from January 2007 to April 2007 in accordance with generally accepted government auditing standards.

Instructions for Viewing This E-Supplement

How to View the Survey and the Summary Results

We present a blank copy of the survey as the respondent saw it during data collection.

The blank copy of the survey is followed by several tables that summarize the results of the survey.

Next to each question is a symbol  which links to the summary table for that specific question.

On the summary table, there is an arrow as well as the word Back (i.e., < Back) that provides a link back to the blank questionnaire.

How to Print the Results of Surveys

To print only the page you are viewing, select “Current Page” from the Print menu.

To print specific pages, enter the page range under “Pages from:” on the Print menu.

To print the entire document, select “All” from the Print menu, or simply select the Printer icon from the standard toolbar.

Contact Information

If you have questions concerning these data, please contact Jess Ford at (202) 512-4268 or fordj@gao.gov.

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Introduction

The U.S. Government Accountability Office (GAO) is a federal agency that assists the U.S. Congress in evaluating federal programs. This survey is part of a GAO review examining evacuations of post staff and dependents and American citizens requested by the House International Relations Committee, the Subcommittee on the Middle East and Central Asia, and Representative Thelma Drake. The number of authorized and ordered departures has continued to rise. U.S. embassies and consulates are required to prepare for crisis situations, including possible evacuations. The evacuation of 15,000 American citizens from Lebanon in July and August 2006 has highlighted the need for posts to notify and safely remove Americans from danger zones.

Instructions

In order to complete this survey, please consult with your post's Emergency Action Committee (EAC) members as appropriate and return a single survey response to GAO via email. It should take about 30 minutes to complete this survey. We would greatly appreciate it if you would return the completed questions via e-mail within two weeks of receiving it.

This survey can be filled out using MS-Word and returned via e-mail to [during the survey a email mailbox address appeared here] saving the file to your hard drive, double clicking this link, and attaching the file. If you prefer, you may print a copy of the survey, complete it by hand and fax it to us at [during the survey the fax number appeared here].

- Please use your mouse to navigate by clicking on the field or check box you wish to answer.
- To select a check box simply click on the center of the box.
- To change or deselect a check box response, simply click on the check box and the 'X' will disappear.
- To answer a question that requires that you write a comment, click on the answer field and begin typing. The box will expand to accommodate your answer.

If you have any questions about the contents of this survey, please contact

[during the survey the name, telephone number, and e-mail address of two GAO staff appeared here]

Thank you in advance for your cooperation.

1. Has your post experienced any of the following events within the past 5 years? [Check one answer per row]

	No ▼	Yes ▼	Not Sure ▼
a. <input type="checkbox"/> An authorized departure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. <input type="checkbox"/> An ordered departure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. <input type="checkbox"/> An incident in which post staff and dependents were instructed to remain in safe areas either at home or on the post compound.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. <input type="checkbox"/> An evacuation of American citizens in conjunction with an authorized or ordered departure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. <input type="checkbox"/> A post closing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. <input type="checkbox"/> A threat or security warning issued through the warden system.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. <input type="checkbox"/> A travel warning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. <input type="checkbox"/> Assisting other posts with any of the above [Please specify]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
↳ <input style="width: 400px; height: 25px;" type="text"/>			
i. <input type="checkbox"/> Coordinating any of the above actions at your post with other posts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
↳ <input style="width: 400px; height: 25px;" type="text"/>			
j. <input type="checkbox"/> Other emergencies involving the departure of private American citizens [Please specify]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
↳ <input style="width: 400px; height: 25px;" type="text"/>			

2. Is your current post an embassy or a consulate?

Embassy.....


Consulate.....

Other [Please specify].....

↳

3. How many individuals are currently serving on your post’s Emergency Action Committee (EAC)? [Enter number]

4. How many of these individuals have served on an EAC at a previous post? [Enter number]

5.  How many members on the EAC have served on the committee at this post for each of the following lengths of time? *[Enter number for each row]*


Less than 6 months..... _____

6 months up to 12 months..... _____

12 months up to 18 months..... _____

18 months or more _____

Don't know

6.  Does your post have a “core” EAC of a small subset of members?

No → *Go to question 7.*

Yes.....

a. If yes, who are the members of this “core” EAC?


Emergency Action Committee Member Training and Roles

7. How useful has the EAC found each of the following in PREPARING for the possibility of an evacuation? [Check one answer per row]

	Very useful ▼	Somewhat useful ▼	Not very useful ▼	Not at all useful ▼	No basis to judge ▼
a. The Emergency Planning Handbook ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Emergency Action Plan checklists.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. The Emergency Action Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Crisis Management Exercises conducted at this post.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Crisis management training (e.g. the Security Overseas Seminar; the CLO course, including regionally-based training for CLOs; the A-100 course for new foreign service officers).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. The report of potential evacuees known as the F-77	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. The Transfer and Evacuation Management System (TEMS).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. The Crisis Management Support (CMS) “Heads Up” package	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Advice from colleagues who've experienced evacuations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Input from Foreign Service nationals on situations in country, including previous evacuations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Other [Please specify].....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
↳					

8. Which of the above has the EAC found most useful? [List only one item]

a. Why?

9.  Which of the following statements best describes the preparedness of EAC members?
[Check only one answer]

Staff are not aware of their responsibilities or have not made preparations under the EAP


Staff are somewhat aware of their responsibilities but need to make more preparations under the EAP.....

Staff are generally aware of their responsibilities and have made many preparations under the EAP.....

Staff are fully cognizant of their responsibilities and have made all possible preparations under the EAP.....

None of the above [Please describe below]



10.  On average, how frequently have EAC members been trained in or rehearsed their assigned emergency action function(s) on the EAC? [Check only one answer]

Once a year

2 or 3 times a year

4 or more times a year

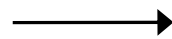
Have never received training.....

a. What types of training have the EAC members received for their emergency action function?

b. What types of training would you recommend for EAC members?

11.  Have the EAC members received the training necessary to meet their assigned emergency responsibilities?

No.....



If no, what additional training is needed?

Yes


12.  Does the EAC have enough staff to meet its assigned emergency responsibilities?

No.....



If no, what additional staff are needed?

Yes

13.  Are adjustments needed to either the type or number of Emergency Action Functions listed in the Emergency Planning Handbook?

No.....

→ *Go to question 14.*

Yes.....

a. If yes, what types of adjustments are needed?

Emergency Action Plan

14. ☒ On what date did you most recently finish updating your Emergency Action Plan (EAP)?
[Enter 2 digit month/ 4 digit year]

_____ → **Go to question 16.**

15. ☒ When your EAP was last updated, how many EAC members provided input? [Check only one answer]


- Very few
- About one quarter
- About half
- About three-quarters
- All or almost all

16. ☒ How often, if ever, are drills or exercises used to test parts of the EAP related to the DRAWING DOWN of post staff and dependents? [Check only one answer]

- Weekly
- Monthly
- Quarterly
- Every year
- Every two years
- Never

17. ☒ How often, if ever, are drills or exercises used to test parts of the EAP related to the EVACUATION of PRIVATE American citizens?

- Weekly
- Monthly
- Quarterly
- Every year
- Every two years
- Never

18.  What aspects of the EAP are most useful for draw downs and evacuations?

19.  How useful is the Emergency Planning Handbook in developing your post's Emergency Action Plan *[Check only one answer]*


Very useful

Somewhat useful

Not very useful

Not at all useful

a. Why is that? *[Please provide some examples]*

20.  Does the Department of Defense (DOD) combatant command in your post's area have a copy of your post's most recent EAP?

No

Yes.....

Don't know

21. Has your post prepared for the following threats in its EAP? [Check one answer per row]

	No ▼	Yes ▼	Not Sure ▼
a. <input type="checkbox"/> Terrorism.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. <input type="checkbox"/> Conventional war threats.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. <input type="checkbox"/> Protests and demonstrations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. <input type="checkbox"/> Other civil disorder (sectarian violence and insurgency).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. <input type="checkbox"/> Natural disasters.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. <input type="checkbox"/> Avian influenza outbreaks.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. <input type="checkbox"/> Other disease outbreaks.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. <input type="checkbox"/> Chemical, Biological, Radiological, or Nuclear (CBRN) incidents or threats	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. <input type="checkbox"/> Other threats [Please specify]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
↳ <input style="width: 500px; height: 20px;" type="text"/>			

22. Which three of the following threats are the most likely to occur at your post? [Check only three]

<input type="checkbox"/> Terrorism.....	<input type="checkbox"/>
<input type="checkbox"/> Conventional war threats.....	<input type="checkbox"/>
<input type="checkbox"/> Protests and demonstrations.....	<input type="checkbox"/>
<input type="checkbox"/> Other civil disorder (sectarian violence and insurgency).....	<input type="checkbox"/>
<input type="checkbox"/> Natural disasters.....	<input type="checkbox"/>
<input type="checkbox"/> Avian influenza outbreaks.....	<input type="checkbox"/>
<input type="checkbox"/> Other disease outbreaks.....	<input type="checkbox"/>
<input type="checkbox"/> Chemical, Biological, Radiological, or Nuclear (CBRN) incidents or threats....	<input type="checkbox"/>
<input type="checkbox"/> Other threats [Please specify]	<input type="checkbox"/>
↳ <input style="width: 500px; height: 20px;" type="text"/>	

23.  **How comprehensively do the current trip wires cover threats that are likely to happen at this post?** *[Check only one answer]*

- Review of current tripwires reveals significant number of likely threats are unaddressed
- Tripwires cover some threats but many likely threats are unaddressed
- Tripwires cover most threats but some likely threats are unaddressed
- Tripwires are comprehensive, addressing all likely threats
- Not certain
- Other (*Please describe below*)


↳

24.  **If you indicated that some likely threats are unaddressed, which threats are those?**

Crisis Management Exercises

25.  **On what date was the most recent Crisis Management Exercise (CME) conducted at this post?** *[Enter 2 digit month/ 4 digit year]*

_____ **→ Go to question 27.**

26.  **Has your post used a CME to refine its Emergency Action Plan?**

No **→ Go to question 27.**

Yes

a.  **If yes, how useful have the CMEs been for refining the EAP?** *[Check only one answer]*


Extremely useful

Very useful

Somewhat useful

Not very useful

Not at all useful

b.  **Why is that?** *[Please provide some examples]*

Private American citizens/Warden System

27. Has your post made the following preparations to contact private American citizens in the event of an evacuation? [Check one answer per row]


	No ▼	Yes ▼	Not viable ▼	Not sure ▼
a. <input type="checkbox"/> Established a phone tree under the warden system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. <input type="checkbox"/> Established and tested an email or text messaging system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. <input type="checkbox"/> Created a list of hotels and other locations that American citizens frequent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. <input type="checkbox"/> Made contacts and arrangements with local radio and other public information systems to quickly disseminate information in a time of crisis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. <input type="checkbox"/> Created a Web page for notifications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. <input type="checkbox"/> Held town hall meetings with citizens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. <input type="checkbox"/> Other preparations [Please specify]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
↳ <input style="width: 400px; height: 20px;" type="text"/>				

28. During your post’s preparation of a warden system, what challenges, if any, were identified that might interfere with contacting American citizens in country during a crisis?


29. How, if at all, does your post gather information to generate and verify the accuracy of estimates of the private American citizen population for the F-77?

30.  On what date was the F-77 report last updated?

31.  How does your post know if the warden message was received?

32.  How accurate or inaccurate would you say the estimate of the American citizen population was on your last F-77 report? *[Check only one answer]*

- Very accurate..... **→ Go to question 34.**
- Somewhat accurate.....
- Somewhat inaccurate.....
- Very inaccurate.....
- Don't know.....







33.  Does the F-77 report estimate tend to over estimate or under estimate the American citizen population? *[Check only one answer]*

- Over estimate.....
- Under estimate.....
- Don't know.....


Coordination with other U.S. Government agencies

34. Has your post had any of the following types of contacts with the DOD combatant command responsible for your area?

What was the date of the most recent contact?

- | | | | | |
|--|----------------|--------------------------|---|-------|
| | No | <input type="checkbox"/> | | |
| | Yes | <input type="checkbox"/> | → | _____ |
| a.  Discussions on crisis and evacuation planning | Not Sure | <input type="checkbox"/> | | |
| | No | <input type="checkbox"/> | | |
| | Yes | <input type="checkbox"/> | → | _____ |
| b.  Site visit from DOD combatant command | Not Sure | <input type="checkbox"/> | | |
| | No | <input type="checkbox"/> | | |
| | Yes | <input type="checkbox"/> | → | _____ |
| c.  Receipt of a package of maps (known as NEOPACKS) from DOD for use in evacuation planning and implementation | Not Sure | <input type="checkbox"/> | | |
| | No | <input type="checkbox"/> | | |
| | Yes | <input type="checkbox"/> | → | _____ |
| d.  Receipt of a Noncombatant Evacuation Operation (NEO) Intelligence Support Handbook (NISH) from DOD | Not Sure | <input type="checkbox"/> | | |
| | No | <input type="checkbox"/> | | |
| | Yes | <input type="checkbox"/> | → | _____ |
| e.  Communication between the Defense Attaché and the DOD combatant command | Not Sure | <input type="checkbox"/> | | |
| | No | <input type="checkbox"/> | | |
| | Yes | <input type="checkbox"/> | → | _____ |
| f.  Other contacts <i>[Please specify]</i> | Not Sure | <input type="checkbox"/> | | |
| | No | <input type="checkbox"/> | | |
| | Yes | <input type="checkbox"/> | → | _____ |

↳

35.  How much cooperation and coordination is there between your post and DOD to train and prepare for a potential Noncombatant Evacuation Operation (NEO)? *[Check only one answer]*

- A great deal
- Some
- Little
- None
- Don't know

a. Why is that? *[Please provide some examples]*

36.  Are there comments you would like to make on coordinating with other government agencies such as the Department of Homeland Security and Health and Human Services?

Coordination with host country and Embassies of other countries

37. ☒ Has your post identified and contacted local government officials who might help facilitate evacuation of large numbers of American citizens, such as airport or seaport officials? [Check only one answer]

- Identified but not contacted.....
- Identified and contacted
- Neither identified nor contacted.....
- Don't know

a. ☒ How willing do you expect the local government to be to assist in such an evacuation? [Check only one answer]

- Extremely willing.....
- Very willing.....
- Somewhat willing.....
- Not very willing.....
- Not at all willing.....
- Don't know

b. ☒ How able do you expect the local government to be to assist in such an evacuation?

- Extremely able.....
- Very able
- Somewhat able
- Not very able
- Not at all able
- Don't know

38. Have any host government officials, including police, security, medical, and other first responder personnel, participated in any of the following? [Check one answer per row]

	No ▼	Yes ▼	Not Sure ▼
a. ☒ Advising on the development or updating of the EAP.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. ☒ Evacuation drills or exercises to test the EAP.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. ☒ Crisis Management Exercises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. ☒ Other emergency planning [Please specify]	<input type="checkbox"/>	<input type="checkbox"/>	

↳

39. ☒ During the last two years, how often has your post had discussions with other foreign missions regarding emergency evacuation planning and coordination?

Monthly

Every two months.....

Quarterly.....

Annually

Never

Don't know

Other [*Please specify*]

40. ☒ Are there standing arrangements with other foreign missions regarding emergency evacuation planning and coordination?

No

Yes.....

Don't know

Contingency Plans

41. ☒ Does your post have contingency plans for Foreign Service nationals in the event of crisis situations including draw downs of POST staff and dependents?

No → *Go to question 42.*

Yes

a. If yes, what are these plans?

42. ☒ During the last two years, how often has your current post held contingency planning workshops?

Monthly

Every two months

Quarterly

Annually

Never → *Go to question 43.*

a. ☒ What date was the last workshop held on?

43. ☒ Has the Management Officer, General Services Officer, or CLO discussed with employees and their families what options they have regarding their household members in the event of a draw down or evacuation?

No

Yes

44. ☒ Has the Management Officer, General Services Officer, or CLO discussed with employees and their families what options they have regarding their pets in the event of a draw down or evacuation?

No

Yes

Lessons Learned

45. Has your post ever received written feedback or guidance as a result of previous draw downs or evacuations from the following sources? [Check one answer per row]

	No ▼	Yes ▼	Not Sure ▼
a. <input type="checkbox"/> Undersecretary for Management.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. <input type="checkbox"/> Bureau of Diplomatic Security.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. <input type="checkbox"/> Other Bureaus at State [Please specify]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
↳ <input style="width: 450px; height: 30px;" type="text"/>			<input type="checkbox"/>
d. <input type="checkbox"/> Other posts.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. <input type="checkbox"/> Other sources [Please specify]	<input type="checkbox"/>	<input type="checkbox"/>	
↳ <input style="width: 450px; height: 30px;" type="text"/>			

46. If you received any written feedback or guidance, how useful was it in preparing your EAP and in helping to prepare and train for possible draw downs or evacuations? [Check only one answer]

None received.....

Very useful

Somewhat useful

Not very useful

Not at all useful

47. Has your post ever produced an after action report?

Has not..... → **Go to question 48.**

Has produced.....

a. If it has, what was the nature and time frame of the event the report discussed?

48.  Whom on the EAC should we contact if we have follow-up questions?


a. Name: _____

b. Title: _____

c. Organization: _____

d. Telephone: _____

e. E-mail address: _____

49.  Are there any additional comments that you would like to make about your post's preparation for authorized and/or ordered departures of post staff and dependents or the evacuation of private American citizens?

Thank you for completing the survey!

Please save this file now and send an e-mail with your saved questionnaire file as an attachment to: EACsurvey@gao.gov

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1.Has your post experienced any of the following events within the past 5 years?

a. An authorized departure

No	Yes	Not sure	Number of respondents
%	%	%	
78	19	3	208

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1.Has your post experienced any of the following events within the past 5 years?

b. An ordered departure

No	Yes	Not sure	Number of respondents
%	%	%	
89	10	0	206

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1.Has your post experienced any of the following events within the past 5 years?

c. An incident in which post staff and dependents were instructed to remain in safe areas either at home or on the post compound

No	Yes	Not sure	Number of respondents
%	%	%	
65	32	3	209

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1.Has your post experienced any of the following events within the past 5 years?

d. An evacuation of American citizens in conjunction with an authorized or ordered departure

No	Yes	Not sure	Number of respondents
%	%	%	
92	7	1	209

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1.Has your post experienced any of the following events within the past 5 years?

e. A post closing

No	Yes	Not sure	Number of respondents
%	%	%	
88	11	1	208

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1.Has your post experienced any of the following events within the past 5 years?

f. A threat or security warning issued through the warden system

No	Yes	Not sure	Number of respondents
%	%	%	
25	74	1	209

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1.Has your post experienced any of the following events within the past 5 years?

g. A travel warning

No	Yes	Not sure	Number of respondents
%	%	%	
52	44	3	207

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1.Has your post experienced any of the following events within the past 5 years?

h. Assisting other posts with any of the above

No	Yes	Not sure	Number of respondents
%	%	%	
68	30	2	206

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1.Has your post experienced any of the following events within the past 5 years?

i. Coordinating any of the above actions at your post with other posts

No	Yes	Not sure	Number of respondents
%	%	%	
63	34	4	200

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1.Has your post experienced any of the following events within the past 5 years?

j. Other emergencies involving the departure of private American citizens

No	Yes	Number of respondents
%	%	
79	21	195

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2. Is your current post an embassy or a consulate?

Embassy	Consulate	Other	Number of respondents
%	%	%	
69	26	5	208

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3. How many individuals are currently serving on your post's Emergency Action Committee (EAC)?

0	1-10	11-20	More than 20	Number of respondents
%	%	%	%	
0	30	57	13	209

Non responses	mean	min	max	median	Number of respondents
1	14	1	35	13	209

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4. How many of these individuals have served on an EAC at a previous post?

0	1-10	11-20	More than 20	Number of respondents
%	%	%	%	
2	80	16	2	205

Non responses	mean	min	max	median	Number of respondents
5	7	0	34	7	205

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5. How many members on the EAC have served on the committee at this post for each of the following lengths of time?

Less than 6 months

Non responses	mean	min	max	median	Number of respondents
10	3	0	14	2	200

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5. How many members on the EAC have served on the committee at this post for each of the following lengths of time?

6 months up to 12 months

Non responses	mean	min	max	median	Number of respondents
12	4	0	20	3	198

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5.How many members on the EAC have served on the committee at this post for each of the following lengths of time?

12 months up to 18 months

Non responses	mean	min	max	median	Number of respondents
11	3	0	20	2	199

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5.How many members on the EAC have served on the committee at this post for each of the following lengths of time?

18 months or more

Non responses	mean	min	max	median	Number of respondents
13	5	0	25	4	197

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5.How many members on the EAC have served on the committee at this post for each of the following lengths of time?

Don't know

Non responses	mean	min	max	median	Number of respondents
0	0	0	1	0	210

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6.Does your post have a "core" EAC of a small subset of members?

No	Yes	Number of respondents
%	%	
36	64	209

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7.How useful has the EAC found each of the following in PREPARING for the possibility of an evacuation?

a. The Emergency Planning Handbook

Very useful	Somewhat useful	Not very useful	Not at all useful	No basis to judge	Number of respondents
%	%	%	%	%	
31	50	7	2	10	209

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7.How useful has the EAC found each of the following in PREPARING for the possibility of an evacuation?

b. Emergency Action Plan checklists

Very useful	Somewhat useful	Not very useful	Not at all useful	No basis to judge	Number of respondents
%	%	%	%	%	
53	37	2	1	7	210

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7.How useful has the EAC found each of the following in PREPARING for the possibility of an evacuation?

c. The Emergency Action Plan

Very useful	Somewhat useful	Not very useful	Not at all useful	No basis to judge	Number of respondents
%	%	%	%	%	
44	43	5	1	7	210

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7.How useful has the EAC found each of the following in PREPARING for the possibility of an evacuation?

d. Crisis Management Exercises conducted at this post

Very useful	Somewhat useful	Not very useful	Not at all useful	No basis to judge	Number of respondents
%	%	%	%	%	
65	22	1	1	11	210

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7.How useful has the EAC found each of the following in PREPARING for the possibility of an evacuation?

e. Crisis management training (e.g. the Security Overseas Seminar; the CLO course, including regionally-based training for CLOs; the A-100 course for new foreign service officers)

Very useful	Somewhat useful	Not very useful	Not at all useful	No basis to judge	Number of respondents
%	%	%	%	%	
37	44	9	2	8	207

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7.How useful has the EAC found each of the following in PREPARING for the possibility of an evacuation?

f. The report of potential evacuees known as the F-77

Very useful	Somewhat useful	Not very useful	Not at all useful	No basis to judge	Number of respondents
%	%	%	%	%	
39	41	8	1	11	209

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7.How useful has the EAC found each of the following in PREPARING for the possibility of an evacuation?

g. The Transfer and Evacuation Management System (TEMS)

Very useful	Somewhat useful	Not very useful	Not at all useful	No basis to judge	Number of respondents
%	%	%	%	%	
4	14	8	0	74	206

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7.How useful has the EAC found each of the following in PREPARING for the possibility of an evacuation?

h. The Crisis Management Support (CMS) "Heads Up" package

Very useful	Somewhat useful	Not very useful	Not at all useful	No basis to judge	Number of respondents
%	%	%	%	%	
9	21	3	0	66	208

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7.How useful has the EAC found each of the following in PREPARING for the possibility of an evacuation?

i. Advice from colleagues who've experienced evacuations

Very useful	Somewhat useful	Not very useful	No basis to judge	Number of respondents
%	%	%	%	
56	32	1	10	207

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7.How useful has the EAC found each of the following in PREPARING for the possibility of an evacuation?

j. Input from Foreign Service nationals on situations in country, including previous evacuations

Very useful	Somewhat useful	Not very useful	Not at all useful	No basis to judge	Number of respondents
%	%	%	%	%	
50	29	2	1	18	210

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7.How useful has the EAC found each of the following in PREPARING for the possibility of an evacuation?

k. Other

Very useful	Somewhat useful	Not at all useful	No basis to judge	Number of respondents
%	%	%	%	
37	9	1	53	70

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8.Item found most useful in preparing for an evacuation

Crisis Management Exercises conducted at this post

Number of respondents

64

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9.Which of the following statements best describes the preparedness of EAC members?

Not aware	Somewhat aware	Generally aware	Fully aware	None of the above	Number of respondents
%	%	%	%	%	
0	23	65	9	2	209

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10. On average, how frequently have EAC members been trained in or rehearsed their assigned emergency action function(s) on the EAC?

Once a year	2 or 3 times a year	4 or more times a year	Have never received training	Number of respondents
%	%	%	%	
67	18	5	10	207

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11. Have the EAC members received the training necessary to meet their assigned emergency responsibilities?

No	Yes	Number of respondents
%	%	
26	74	209

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12. Does the EAC have enough staff to meet its assigned emergency responsibilities?

No	Yes	Number of respondents
%	%	
11	89	210

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13. Are adjustments needed to either the type or number of Emergency Action Functions listed in the Emergency Planning Handbook?

No	Yes	Number of respondents
%	%	
84	16	209

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14. On what date did you most recently finish updating your Emergency Action Plan (EAP)?

Responses

176

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15. When your EAP was last updated, how many EAC members provided input?

Very few	About one quarter	About half	About three-quarters	All or almost all	Number of respondents
%	%	%	%	%	
10	10	21	8	52	184

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16. How often, if ever, are drills or exercises used to test parts of the EAP related to the drawing down of post staff and dependents?

Weekly	Quarterly	Every year	Every two years	Never	Number of respondents
%	%	%	%	%	
0	4	18	33	44	210

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17. How often, if ever, are drills or exercises used to test parts of the EAP related to the evacuation of private American citizens?

Weekly	Monthly	Quarterly	Every year	Every two years	Never	Number of respondents
%	%	%	%	%	%	
0	3	4	18	26	50	210

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18. What aspects of the EAP are most useful for draw downs and evacuations?

Responses

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19. How useful is the Emergency Planning Handbook in developing your post's Emergency Action Plan?

Very useful	Somewhat useful	Not very useful	Not at all useful	Number of respondents
%	%	%	%	
43	47	7	2	207

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20. Does the Department of Defense (DOD) combatant command in your post's area have a copy of your post's most recent EAP?

No	Yes	Dont know	Number of respondents
%	%	%	
8	66	26	208

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21.Has your post prepared for the following threats in its EAP?

a. Terrorism

No	Yes	Number of respondents
%	%	
2	98	207

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21.Has your post prepared for the following threats in its EAP?

b. Conventional war threats

No	Yes	Not sure	Number of respondents
%	%	%	
31	62	7	207

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21.Has your post prepared for the following threats in its EAP?

c. Protests and demonstrations

No	Yes	Number of respondents
%	%	
0	100	207

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21.Has your post prepared for the following threats in its EAP?

d. Other civil disorder (sectarian violence and insurgency)

No	Yes	Not sure	Number of respondents
%	%	%	
10	89	1	207

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21.Has your post prepared for the following threats in its EAP?

e. Natural disasters

No	Yes	Not sure	Number of respondents
%	%	%	
2	97	1	207

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21.Has your post prepared for the following threats in its EAP?

f. Avian influenza outbreaks

No	Yes	Not sure	Number of respondents
%	%	%	
12	85	3	207

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21.Has your post prepared for the following threats in its EAP?

g. Other disease outbreaks

No	Yes	Not sure	Number of respondents
%	%	%	
20	73	6	207

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21.Has your post prepared for the following threats in its EAP?

h. Chemical, Biological, Radiological, or Nuclear (CBRN) incidents or threats

No	Yes	Not sure	Number of respondents
%	%	%	
3	96	1	207

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21. Has your post prepared for the following threats in its EAP?

i. Other threats

No	Yes	Not sure	Number of respondents
%	%	%	
24	59	16	49

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22. Which three of the following threats are the most likely to occur at your post? (A respondent may check up to three answers)

Terrorism

Not Checked	Checked	Number of respondents
%	%	
53	47	207

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22. Which three of the following threats are the most likely to occur at your post? (A respondent may check up to three answers)

Conventional war threats

Not Checked	Checked	Number of respondents
%	%	
94	6	207

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22. Which three of the following threats are the most likely to occur at your post? (A respondent may check up to three answers)

Protests and demonstrations

Not Checked	Checked	Number of respondents
%	%	
19	81	207

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22. Which three of the following threats are the most likely to occur at your post? (A respondent may check up to three answers)

Other civil disorder (sectarian violence and insurgency)

Not Checked	Checked	Number of respondents
%	%	
74	26	207

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22. Which three of the following threats are the most likely to occur at your post? (A respondent may check up to three answers)

Natural disasters

Not Checked	Checked	Number of respondents
%	%	
34	66	207

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22. Which three of the following threats are the most likely to occur at your post? (A respondent may check up to three answers)

Avian influenza outbreaks

Not Checked	Checked	Number of respondents
%	%	
57	43	207

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22. Which three of the following threats are the most likely to occur at your post? (A respondent may check up to three answers)

Other disease outbreaks

Not Checked	Checked	Number of respondents
%	%	
79	21	207

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22. Which three of the following threats are the most likely to occur at your post? (A respondent may check up to three answers)

Chemical, biological, radiological, or nuclear (CBRN) incidents or threats

Not Checked	Checked	Number of respondents
%	%	
92	8	207

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22. Which three of the following threats are the most likely to occur at your post? (A respondent may check up to three answers)

Other threats

Not Checked	Checked	Number of respondents
%	%	
93	7	207

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23. How comprehensively do the current trip wires cover threats that are likely to happen at this post? [Post responses on the number of likely threats unaddressed]

Significant number	Many	Some	None	Not certain	Other	Number of respondents
%	%	%	%	%	%	
1	4	15	74	4	2	209

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24. If you indicated that some likely threats are unaddressed, which threats are those?

Responses

210

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25. On what date was the most recent Crisis Management Exercise (CME) conducted at this post?

Responses

188

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26. Has your post used a CME to refine its Emergency Action Plan?

No	Yes	Number of respondents
%	%	
28	72	197

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26. Has your post used a CME to refine its Emergency Action Plan?

a. If yes, how useful have the CMEs been for refining the EAP?

Extremely useful	Very useful	Somewhat useful	Not at all useful	Number of respondents
%	%	%	%	
27	49	23	1	142

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27.Has your post made the following preparations to contact private American citizens in the event of an evacuation?

a. Established a phone tree under the warden system

No	Yes	Not viable	Not sure	Number of respondents
%	%	%	%	
18	66	15	0	207

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27.Has your post made the following preparations to contact private American citizens in the event of an evacuation?

b. Established and tested an email or text messaging system

No	Yes	Not viable	Not sure	Number of respondents
%	%	%	%	
3	94	2	0	208

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27.Has your post made the following preparations to contact private American citizens in the event of an evacuation?

c. Created a list of hotels and other locations that American citizens frequent

No	Yes	Not viable	Not sure	Number of respondents
%	%	%	%	
14	78	7	1	208

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27.Has your post made the following preparations to contact private American citizens in the event of an evacuation?

d. Made contacts and arrangements with local radio and other public information systems to quickly disseminate information in a time of crisis

No	Yes	Not viable	Not sure	Number of respondents
%	%	%	%	
27	57	11	6	207

< [back](#)

27.Has your post made the following preparations to contact private American citizens in the event of an evacuation?

e. Created a Web page for notifications

No	Yes	Not viable	Not sure	Number of respondents
%	%	%	%	
11	86	2	1	207

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27.Has your post made the following preparations to contact private American citizens in the event of an evacuation?

f. Held town hall meetings with citizens

No	Yes	Not viable	Not sure	Number of respondents
%	%	%	%	
16	77	4	2	208

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27.Has your post made the following preparations to contact private American citizens in the event of an evacuation?

g. Other preparations

No	Yes	Not viable	Number of respondents
%	%	%	
31	63	6	70

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28.During your post's preparation of a warden system, what challenges, if any, were identified that might interfere with contacting American citizens in country during a crisis?

Responses

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29.How, if at all, does your post gather information to generate and verify the accuracy of estimates of the private American citizen population for the F-77?

Responses

209

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30.On what date was the F-77 report last updated?

Responses

178

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31.How does your post know if the warden message was received?

Responses

210

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32.How accurate or inaccurate would you say the estimate of the American citizen population was on your last F-77 report?

Very accurate	Somewhat accurate	Somewhat inaccurate	Very inaccurate	Dont know	Number of respondents
%	%	%	%	%	
18	69	8	2	3	207

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33.Does the F-77 report estimate tend to over estimate or under estimate the American citizen population?

Over estimate	Under estimate	Dont know	Number of respondents
%	%	%	
24	50	26	169

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34.Has your post had any of the following types of contacts with the DOD combatant command responsible for your area?

a. Discussions on crisis and evacuation planning

No	Yes	Not sure	Number of respondents
%	%	%	
30	60	10	207

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34.Has your post had any of the following types of contacts with the DOD combatant command responsible for your area?

b. Site visit from DOD combatant command

No	Yes	Not sure	Number of respondents
%	%	%	
30	57	13	207

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34.Has your post had any of the following types of contacts with the DOD combatant command responsible for your area?

c. Receipt of a package of maps (known as NEOPACKS) from DOD for use in evacuation planning and implementation

No	Yes	Not sure	Number of respondents
%	%	%	
49	37	14	207

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34.Has your post had any of the following types of contacts with the DOD combatant command responsible for your area?

d. Receipt of a Noncombatant Evacuation Operation (NEO) Intelligence Support Handbook (NISH) from DOD

No	Yes	Not sure	Number of respondents
%	%	%	
62	16	22	205

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34.Has your post had any of the following types of contacts with the DOD combatant command responsible for your area?

e. Communication between the Defense Attaché and the DOD combatant command

No	Yes	Not sure	Number of respondents
%	%	%	
17	67	16	205

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34.Has your post had any of the following types of contacts with the DOD combatant command responsible for your area?

f. Other contacts

No	Yes	Not sure	Number of respondents
%	%	%	
32	50	18	104

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35.How much cooperation and coordination is there between your post and DOD to train and prepare for a potential Noncombatant Evacuation Operation (NEO)?

A great deal	Some	Little	None	Dont know	Number of respondents
%	%	%	%	%	
12	25	29	28	7	206

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36.Are there comments you would like to make on coordinating with other government agencies such as the Department of Homeland Security and Health and Human Services?

Responses

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37.Has your post identified and contacted local government officials who might help facilitate evacuation of large numbers of American citizens, such as airport or seaport officials?

Identified but not contacted	Identified and contacted	Neither identified nor contacted	Dont know	Number of respondents
%	%	%	%	
25	74	1	0	208

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37.Has your post identified and contacted local government officials who might help facilitate evacuation of large numbers of American citizens, such as airport or seaport officials?

a. How willing do you expect the local government to be to assist in such an evacuation

Extremely willing	Very willing	Somewhat willing	Not very willing	Dont know	Number of respondents
%	%	%	%	%	
29	40	24	5	3	208

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37.Has your post identified and contacted local government officials who might help facilitate evacuation of large numbers of American citizens, such as airport or seaport officials?

b. How able do you expect the local government to be to assist in such an evacuation

Extremely able	Very able	Somewhat able	Not very able	Not at all able	Dont know	Number of respondents
%	%	%	%	%	%	
14	21	38	23	4	0	209

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38.Have any host government officials, including police, security, medical, and other first responder personnel, participated in any of the following?

a. Advising on the development or updating of the EAP

No	Yes	Not sure	Number of respondents
%	%	%	
72	22	7	209

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38.Have any host government officials, including police, security, medical, and other first responder personnel, participated in any of the following?

b. Evacuation drills or exercises to test the EAP

No	Yes	Not sure	Number of respondents
%	%	%	
65	32	4	209

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38. Have any host government officials, including police, security, medical, and other first responder personnel, participated in any of the following?

c. Crisis Management Exercises

No	Yes	Not sure	Number of respondents
%	%	%	
62	33	5	208

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38. Have any host government officials, including police, security, medical, and other first responder personnel, participated in any of the following?

d. Other emergency planning

No	Yes	Number of respondents
%	%	
35	65	139

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39. During the last two years, how often has your post had discussions with other foreign missions regarding emergency evacuation planning and coordination?

Monthly	Every two months	Quarterly	Annually	Never	Dont know	Other	Number of respondents
%	%	%	%	%	%	%	
3	4	19	31	18	8	17	208

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40. Are there standing arrangements with other foreign missions regarding emergency evacuation planning and coordination?

No	Yes	Dont know	Number of respondents
%	%	%	
49	42	10	209

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41. Does your post have contingency plans for Foreign Service nationals in the event of crisis situations including draw downs of POST staff and dependents?

No	Yes	Number of respondents
%	%	
53	47	207

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42. During the last two years, how often has your current post held contingency planning workshops?

Monthly	Quarterly	Annually	Never	Number of respondents
%	%	%	%	
2	6	35	57	208

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42. During the last two years, how often has your current post held contingency planning workshops?

a. What date was the last workshop held on

Responses

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43. Has the Management Officer, General Services Officer, or CLO discussed with employees and their families what options they have regarding their household members in the event of a draw down or evacuation?

No	Yes	Number of respondents
%	%	
57	43	208

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44. Has the Management Officer, General Services Officer, or CLO discussed with employees and their families what options they have regarding their pets in the event of a draw down or evacuation?

No	Yes	Number of respondents
%	%	
62	38	208

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45. Has your post ever received written feedback or guidance as a result of previous draw downs or evacuations from the following sources?

a. Undersecretary for Management

No	Yes	Not sure	Number of respondents
%	%	%	
54	31	16	199

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45.Has your post ever received written feedback or guidance as a result of previous draw downs or evacuations from the following sources?

b. Bureau of Diplomatic Security

No	Yes	Not sure	Number of respondents
%	%	%	
54	33	13	200

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45.Has your post ever received written feedback or guidance as a result of previous draw downs or evacuations from the following sources?

c. Other Bureaus at State

No	Yes	Not sure	Number of respondents
%	%	%	
56	25	19	182

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45.Has your post ever received written feedback or guidance as a result of previous draw downs or evacuations from the following sources?

d. Other posts

No	Yes	Not sure	Number of respondents
%	%	%	
59	25	16	191

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45.Has your post ever received written feedback or guidance as a result of previous draw downs or evacuations from the following sources?

e. Other sources

No	Yes	Number of respondents
%	%	
82	18	123

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46.If you received any written feedback or guidance, how useful was it in preparing your EAP and in helping to prepare and train for possible draw downs or evacuations?

None received	Very useful	Somewhat useful	Not very useful	Not at all useful	Number of respondents
%	%	%	%	%	
45	26	25	3	1	179

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47.Has your post ever produced an after action report?

Has not	Has produced	Number of
%	%	
82	18	205

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49.Are there any additional comments that you would like to make about your post's preparation for authorized and/or ordered departures of post staff and dependents or the evacuation of private American citizens?

Responses

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