



**State of Maine
State Emergency Operations Center
Initial Response & Assessment Briefing**

April 2026



1. Meeting Basics

- 1.1 **Meeting Title:** Initial Response & Assessment Briefing
- 1.2 **Meeting Purpose:** The Initial Response & Assessment Briefing provides State Emergency Operations Center (SEOC) personnel and key stakeholders with basic information regarding the situation and any allocated resources.
 - 1.2.1 **Frequency:** One Time Only. Occurs during the SEOC Activation Process.
 - 1.2.2 **Time:** Within 20 minutes of SEOC being staffed
 - 1.2.3 **Location:** State Emergency Operations Center
 - 1.2.4 **Duration:** ~25 minutes or less
 - 1.2.5 **Resource Requirements:** N/A. Note: This is a general update and can be conducted without displays or presentation aids. External counties or tribal nations will need to be virtually accommodated.
 - 1.2.6 **Decisions:** Decision points will be limited to immediate actions required in response to mission-critical information.

2. Meeting Composition

- 2.1 **Lead:** SEOC Manager [or Operations Section Chief as required]
The Lead (Content Owner) is the primary speaker, subject matter expert, or authority figure who presents the plan or sets the objectives
- 2.2 **Facilitator:** Planning Section Chief
The Facilitator (Process Owner) focuses on the agenda. They watch the clock, call on speakers, and keep discussions on track. They are "neutral" regarding the content.
- 2.3 **Attendees:**
 - 2.3.1 **Attendees (Required):** All SEOC staff, Emergency Response Team members, and any impacted County Emergency Management Agency or Tribal Nation.
 - 2.3.2 **Attendees (Optional):** Observers and other stakeholders as appropriate

3. Meeting Agenda

- 3.1 **Initial Roll Call/Confirmation [No Slide]**; 2 Minutes; Planning Section Chief; Confirm the presence of key attendees using the roll call sheet.
- 3.2 **Situation Brief [No Slide]**; 4 Minutes; Operations Section Chief; Provides a high-level overview of the event. This includes what is currently known, what is unknown, and any critical information gaps that need to be addressed.
- 3.3 **Opening Comments and Leader's Intent [No Slide]**; 4 Minutes; MEMA Director, or MEMA Deputy Director; Provides a clear statement of the desired end-state and the leader's intent. This sets the overarching goal for all SEOC actions.
- 3.4 **Section & Emergency Response Team Member Updates/Critical information [No Slide]**; 8 Minutes; SEOC Manager; Involves a rapid round-robin, approximately one minute per key attendee (depending on number of personnel) to provide initial assessments and identify immediate needs or known issues.
- 3.5 **Immediate Actions & Questions [No Slide]**; 2 Minutes; SEOC Manager; Recaps the immediate actions and addresses any mission-critical questions to ensure all stakeholders have a shared understanding of the event.
- 3.6 **Closing Comments/Alibis [No Slide]**; 3-5 Minutes; SEOC Manager; Provides an opportunity to add any additional changes, updates, or final comments that may have been generated due to the 3.4 updates. [Recommend calling upon SEOC sections, County Emergency Management Agencies, and then opening the meeting to comments from Emergency Response Team members.]

4. Meeting Inputs, Outputs, and Notes

4.1 Input

4.1.1 Product(s)

- Initial event information, including any available Initial Incident Reports, ICS-201/IAP, and initial damage assessment [Planning Section]
- Immediate on-the-ground needs [Operations Section]

4.1.2 **Time:** Information must be compiled within 15 minutes of the SEOC being staffed.

4.2 Output

4.2.1 Product(s)

- Common Operating Picture (partially developed)
- Leadership intent

4.2.2 **Time:** Outputs are created and distributed immediately following the meeting.

4.3 **Notes:** This meeting kicks off the initial actions within the MEMA Operations Cycle (Planning P). All sections begin their work immediately after the conclusion of the briefing. Operations Section to begin developing a strategy; Logistics Section starts compiling a list of resources; all Emergency Response Team members begin gathering known information, based on Critical Information Requirements and Essential Elements of Information, to share with their respective agencies and organizations.

5. Roll Call Sheet

SEOC COMMAND & GENERAL STAFF	Present	Not Present	Not Activated
MEMA Director or Deputy [Policy Group]			
Communications Office [Command Staff]			
Public Information Officer [Command Staff]			
SEOC Manager [Command Staff]			
Liaison Officer [Command Staff]			
Safety Officer [Command Staff]			
Operations Section [General Staff]			
Logistics Section [General Staff]			
Planning Section [General Staff]			
Finance Section [General Staff]			
Recovery Section [General Staff]			

EMERGENCY RESPONSE TEAM	Present	Not Present	Not Activated
Department of Administrative and Financial Services			
Department of Agriculture, Conservation and Forestry			
Department of Corrections			
Department of Defense, Veterans and Emergency Management			
Department of Education			
Department of Energy Resources			
Department of Environmental Protection			
Department of Health and Human Services			
Department of Inland Fisheries and Wildlife			
Department of Labor			
Department of Marine Resources			
Department of Public Safety			
Department of Transportation			
Federal Emergency Management Agency			
Maine National Guard			
Maine Turnpike Authority			
Public Utilities Commission			

6. DRAFT MEETING SCRIPT

(This script is provided as a framework and can be changed or deviated from as needed.)

SEOC Manager: “Good **[morning/afternoon/evening]**, everyone. The time is now **[Insert time here]**. This is the State Emergency Operations Center, Initial Response and Assessment Briefing. The purpose of this meeting is to provide you all with our initial information regarding the situation and provide you with the Director’s intent. Let’s do a quick roll call to confirm we have all our key section chiefs and activated Emergency Response Team members present.”

Planning Section Chief: **[Use the roll call sheet to identify and confirm attendance]**

SEOC Manager: “The initial situation brief is as follows.”

- What we know is:
[Discuss incident information]
- What we currently do not know is:
[Discuss information]
- We have critical information gaps regarding:
[Discuss information]

MEMA Director or Deputy Director: **[SAMPLE TEXT]** “*Thank you, everyone, for activating so quickly. The situation is evolving, and this initial meeting is critical for establishing a common operating picture and ensuring we have a unified approach. I appreciate your dedication and commitment to the safety of our state.*

My intent is to establish a cohesive structure that aligns agency capabilities with the needs of on-scene responders. My desired end-state is a collaborative strategy to support the response, develop a shared situational awareness across all involved agencies and partners, and the resolution of critical capability gaps.”

SEOC Manager: “Let’s do a quick round-robin for initial assessments. Please keep your updates brief and focus on the initial assessment, immediate needs, and/or known issues.”

Planning Section Chief: **[Use the roll call sheet to identify personnel providing updates]**

SEOC Manager: “Thank you, everyone. Based on these assessments, our immediate actions are to:”

[Insert information here] “Are there any mission-critical questions about these actions?”

SEOC Manager: “Thank you. We will now open the meeting up for comments or alibis. If you have any additional updates or comments to make, please do so when you are called.

- Operations Section?
- Logistics Section?
- Finance Section?
- Recovery Section?
- Emergency Response Team members? (**address as a group**)
- I will now turn the meeting over to the **[MEMA Director or MEMA Deputy]** for closing comments.”

MEMA Director or Deputy Director: **[SAMPLE TEXT]** “*Thank you all again.*” **[Insert any additional closing comments]**

“The meeting is adjourned. Please begin your work immediately based on our discussions. The operations cycle has now officially begun.”

SEOC Manager: “The next meeting will be the XXX meeting scheduled at XXX time.”

7. Ground Rules for Meetings [Reference Sheet]

- **Plain Language:** Avoid agency-specific codes (10-codes). Use clear English.
- **Be Punctual:** Arrive 5 minutes early. Meetings start exactly on time. If you are late, enter silently; do not interrupt.
- **Be Prepared:**
 - Know your agency's current status before you walk in.
 - Bring your notes or laptop.
 - Anticipate questions about resource shortfalls.
- **Be Concise:** Stick to the facts. Use the "Bottom Line Up Front" (BLUF) method. State the critical issue first and report exceptions only (what is wrong, what is missing, what has changed) rather than reading a routine list of "normal" operations.
- **Stand and Speak Up:** When it is your turn to report, use desk microphones. If these are disabled, stand up (if possible) and speak clearly so the entire room can hear.
- **Private Conversations (Sidebars):** Do not hold private conversations during the briefing. It distracts others and causes you to miss critical information.
- **"Take It Offline":** If a specific issue only affects two agencies, do not debate it in a briefing. Identify the issue, agree to meet immediately after the briefing, and move on.