



**State of Maine  
State Emergency Operations Center  
Operational Period Transition Briefing**

April 2026



## 1. Meeting Basics

- 1.1 **Meeting Title:** Operational Period Transition Briefing
- 1.2 **Meeting Purpose:** The Operational Period Transition Briefing acts as the formal changeover point between two operational periods. It serves as a final briefing for personnel ending their shift and the official kickoff for those beginning the next.
  - 1.2.1 **Frequency:** One time only at the start of an operational period.
  - 1.2.2 **Time:** Occurs at the beginning of the operational period, starting the next operational period.
  - 1.2.3 **Location:** State Emergency Operations Center
  - 1.2.4 **Duration:** ~60 Minutes
  - 1.2.5 **Resource Requirements:** Update Slide Deck, Computer Access, Wi-Fi, Virtual Meeting Platform/OWL, Visual Wall Displays, Microphones.
  - 1.2.6 **Decisions:** N/A. The briefing is used as a platform to disseminate information and plans that have already been finalized and approved in the preceding Planning and Objectives meetings.

## 2. Meeting Composition

- 2.1 **Lead:** SEOC Manager [or Operations Section Chief if necessary]  
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 incoming and outgoing SEOC staff and Emergency Response Team members
  - 2.3.2 Attendees (Optional): Observers and other stakeholders as appropriate

## 3. Meeting Agenda

- 3.1 **Welcome and Initial Roll Call [Slide 04];** \* Minutes; SEOC Manager [Welcome], Planning Section Chief [Roll Call]; Confirm attendees detailed in section 2.3 using the roll call sheet. Outline the briefing ground rules and agenda.

**\*Since this is the main briefing for the operational period, it is recommended that each of the activated personnel take the time to explain what they do, what duties they have, and what information they are looking for.**

- 3.2 **Opening Comments [Slide 05];** 2 Minutes; MEMA Director, or MEMA Deputy Director; Opens the meeting, welcoming all personnel. The purpose of the briefing is stated clearly: to provide everyone with the approved plan and the information needed to begin the new operational period safely and effectively.
- 3.3 **Situation Brief [Slides 06-08];** 6 Minutes; SEOC Manager; Provides a concise overview of the current situation. This includes a summary of the events that occurred in the previous operational period, a review of the current conditions, and any relevant weather forecasts or emerging threats.
- 3.4 **Objectives Review [Slide 09];** 4 Minutes; SEOC Manager; Restates the overall incident objectives for the new operational period. This ensures that every section and team member understands the high-level goals of the response and how their individual assignments contribute to the larger mission.
- 3.5 **Community Lifeline Review [Slides 10-19];** 10 Minutes; SEOC Manager and Emergency Response Team members; Review the status of all Community Lifelines.
- 3.6 **Operations Review [Slides 20-22];** 6 Minutes; Operations Section Chief; Presents the plan for the new operational period. This is the core of the briefing, where they detail the specific missions, assignments, and task organization.
- 3.7 **Communications Review [Slide 23];** 4 Minutes; Communications Office Director; Presents information on the communications plan, including radio frequencies and any changes to the communication network.
- 3.8 **Public Engagement Review [Slide 24];** 4 Minutes; Public Information Officer; Provides a summary of the key messages being communicated to the public and the media. This ensures that all personnel are aware of the official public-facing information.
- 3.9 **Liaison Officer [Slide 25];** 4 Minutes; Liaison Officer; Provides a summary of the key issues or updates from agency representatives. An example of this information can include updates from the Federal Emergency Management Agency or the Maine National Guard.
- 3.10 **Safety and Medical Review [Slide 26];** 3 Minutes; Safety Officer; Provides a mandatory briefing on all potential hazards and safety protocols for the operational period. This includes a review of specific safety risks, personal protective equipment requirements, and relevant medical plans.
- 3.11 **Logistics Review [Slide 27];** 6 Minutes; Logistics Section Chief; Provides an overview of critical support information, such as resource availability, supply status, and any changes to staging areas.

- 3.12 **Finance Review [Slide 28]**; 3 Minutes; Finance Section Chief; provides an overview of any relevant financial information, such as cost tracking procedures or timekeeping requirements.
- 3.13 **Recovery Review [Slide 29]**; 3 Minutes; Recovery Section Chief; provides an overview of any damage assessments, debris management eligibility, long term housing, and economic impacts.
- 3.14 **Leader's Intent [Slide 30]**; 2 minutes, MEMA Director, or MEMA Deputy Director; Provides a summary of damage assessments, debris management, long term housing and human services, and economic/community impact.
- 3.15 **Closing Comments and Alibis [Slides 29-30]**: 3-5 Minutes; Planning Section Chief; Provides an opportunity for sections to provide any updates, clarify information, or final comments. Use the Roll Call sheet to manage participants if necessary.

## 4. Meeting Inputs, Outputs, and Notes

### 4.1 Input

#### 4.1.1 Product(s)

- Incident Action Plan [Planning Section]
- Weather Forecast: [Planning Section]

4.1.2 **Time:** Information must be compiled 60 minutes (1hr) before the briefing.

### 4.2 Output

4.2.1 Product(s): Common Operating Picture and Leadership intent.

4.2.2 **Time:** Outputs are created during the meeting. Any additional requirements will be generated immediately following the meeting.

4.3 **Notes:** This meeting ensures that all personnel receive the approved Incident Action Plan, a comprehensive review of the current situation, and direct guidance on objectives, communications, and safety from the Command and General Staff. By providing a unified briefing, the meeting ensures a seamless handover and maintains a common operating picture across all shifts.

## 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 [Slide 04]:** “Good **[morning/afternoon/evening]**. The time is now **[Insert time here]**. Welcome to the Operational Period Briefing. This meeting is our formal transition point for the next operational period. The purpose is to provide all incoming and outgoing personnel with the approved plan and information needed to begin this next shift safely and effectively. Let's do a roll call to confirm all activated personnel are present.”

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

**RECOMMENDATION:** **Since this is the main briefing for the operational period, it is recommended that each of the involved personnel take the time to explain what they do, what duties they have, and what information they are looking for.**

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**MEMA Director or Deputy Director [Slide 05]:**

**[Insert comments. Welcome all personnel. The purpose of the briefing is to provide everyone with the approved plan and the information needed to begin the new operational period safely and effectively.]**

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**SEOC Manager:** “We are going to start with a situation brief.”

- **Summary of Previous Period [Slide 06]:**  
**[Provide a quick summary of key events, accomplishments, and challenges from the last shift. Then summarize the current situation, including a review of the common operating picture and any new developments.]**
- **Weather Conditions Emerging Threats [Slides 07-08]:**  
**[Provide a brief weather forecast and highlight any new or evolving threats to be aware of.]**

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**SEOC Manager [Slide 09]:** “Our overall incident objectives for the operational period are as follows:”

**[Review the high-level objectives that have been approved in previous meetings, ensuring everyone understands the overall mission.]**

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**SEOC Manager [Slides 10-19]:** “This is the current status of our Community Lifelines:”

**[During the Community Lifeline review, individual essential elements of information, resource requests, mission status, anticipated risks, and the status of logistical and communications systems are covered]**

**Emergency Response Team members:**

**[Emergency Response Team members will be required to address any Lifelines that indicate yellow or red status. The SEOC Manager will lead this effort but require additional information to fully illustrate the Lifeline situation]**

**The following Lifelines may be discussed:**

- Safety and Security [Slide 12]
- Food, Hydration, and Shelter [Slide 13]
- Health and Medical [Slide 14]
- Water Systems [Slide 15]
- Energy (Power and Fuel) [Slide 16]
- Communications [Slide 17]
- Transportation [Slide 18]
- Hazardous Material [Slide 19]

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**Operations Section Chief:** “This is the operational plan and schedule for the new period.”

- **Operational Plan [Slide 20]:**  
**[Outline the plan for the new operational period]**
- **Task Organization [Slide 21]:**  
**[Detail the specific assignments for each team or section. Provide clarity on what needs to be done and who is responsible]**
- **Meeting Schedule and Operational Rhythm [Slide 22]:**  
**[Cover the operational rhythm for the period]**

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**Communications Office Director [Slide 23]:** “I will be covering our communications plan.”

- **Radio Frequencies & Networks:**  
**[Briefly review the radio frequencies and confirm any changes to the communication network]**

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**Public Engagement / Public Information Officer [Slide 24]:** “This is an update on our public-facing information.”

- **Key Messages:**  
[Summarize the official messages being shared with the public and media to ensure everyone is on the same page]
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**Liaison Officer [Slide 25]:** “I will provide a summary of the key issues from our agency representatives.”

- **Key Issues or Updates:**  
[Briefly review the key issues and confirm any updates from agency representatives that can impact response and recovery operations]
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**Safety Officer [Slide 26]:** “My briefing will cover hazards, safety protocols, and the medical plan for this operational period.”

- **Potential Hazards:**  
[Review any new or ongoing safety risks, such as fatigue, environmental hazards, or equipment-specific dangers]
  - **Safety Protocols & PPE:**  
[Remind everyone of required safety protocols and any specific personal protective equipment requirements]
  - **Medical Plan:**  
[Provide a quick overview of the medical plan and any updates to it]
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**Logistics Section Chief [Slide 27]:** “Here is an overview of our logistical support for this period.”

- **Resource Availability & Supply Status:**  
[Update on key resource availability and the status of critical supplies]
  - **Staging Areas:**  
[Note any changes to staging areas or resource mobilization points]
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**Finance Section Chief [Slide 28]:** “This will be a quick reminder on administrative procedures.”

- **Timekeeping & Cost Tracking:**  
[Provide a brief overview of any relevant financial procedures, timekeeping requirements, or documentation needs]
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**Recovery Section Chief [Slide 29]:** “This is an overview of our recovery plan, as well as some ongoing efforts.”

- **Damage Assessments:**  
[Update on the Status of Initial Damage Assessments (IDAs) or Preliminary Damage Assessments; How close the incident is to meeting the financial thresholds for a State or Federal Disaster Declaration (if not already declared); and Summary of destroyed vs. major/minor damaged structures.]
- **Debris Management:**  
[Confirmation that current debris removal operations (Operations Section Lead) are following FEMA eligibility rules to ensure reimbursement.]
- **Long Term Housing and Human Services**  
[Summary of plan to move people out of shelters into temporary housing (hotels, rentals, etc.) if Mass Care is operating Shelters.]
- **Economic and Community Impact**  
[Summary of estimated economic loss or major business closures due to interruptions. Also include Long-term timelines for critical infrastructure repair (bridges, roads) that will exceed the projected operational period.]

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**MEMA Director or Deputy Director [Slide 30]:** [SAMPLE TEXT] “Thank you, everyone. I want to leave you with my intent for this operational period. My desired end-state is” [Insert desired end-state here, e.g., "a significant reduction in affected areas" or "a seamless transition to recovery efforts"]

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**Planning Section Chief [Slide 31]:** “At this time, we are going to provide time for sections to provide any updates or cover material that was not addressed during the briefing.” [Conduct a quick call of the following:]

- SEOC Sections
- Emergency Response Team members
- SEOC Manager
- MEMA Director or Deputy Director

**Planning Section Chief:** “Outgoing personnel, you are officially relieved of duty. Incoming personnel, your operational period has officially begun.”

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**Planning Section Chief [Slide 32]:** “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.