



State of Maine State Emergency Operations Center Objectives Meeting

April 2026



1. Meeting Basics

1.1 **Meeting Title:** Objectives Meeting

1.2 **Meeting Purpose:** The Objectives Meeting establishes the incident and operational period objectives for the initial operational period. After the initial operational period, the meeting is used to review operational period objectives leading to objective validation, modification, or the development of new objectives.

1.2.1 **Frequency:** This meeting occurs once during each operational period, after the new period has started.

1.2.2 **Time:** Activation + 90 minutes following the Process & Procedures Meeting if this is the initial operational period. After the initial operational period, the meeting occurs within 60 minutes of the State Emergency Operations Center (SEOC) Operational Period Transition Briefing.

1.2.3 **Location:** Policy Office

1.2.4 **Duration:** ~30 minutes

1.2.5 **Resource Requirements:** Computer Access, Wi-Fi

1.2.6 **Decisions:** Incident and operational period objectives (validated or modified).

2. Meeting Composition

2.1 **Lead:** SEOC Manager

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):** Policy Group, SEOC Manager, Planning Section, Operations Section

2.3.2 **Attendees (Optional):** Federal Emergency Management Agency, Maine National Guard

3. Meeting Agenda

3.1 **Initial Roll Call [No Slide];** 0 Minutes; SEOC Manager; Confirm the presence of attendees detailed in section 2.3. (Roll call sheet can be used as a reference)

- 3.2 **Situation Review [No Slide];** 2 Minutes; SEOC Manager; Consists of a review of known information and related data. Following the initial operational period, a short review of the last operational period will occur.
- 3.3 **Designate/Review Priorities [No Slide];** 5 Minutes; SEOC Manager; Articulates priorities based on life safety, incident stabilization, and property/environmental protection. After the initial operational period, priorities are reviewed and modified as required to clarify the order of importance of incident and operational period objectives.
- 3.4 **Designate/Review Objectives [No Slide];** 15 Minutes; SEOC Manager; Facilitates the establishment of objectives based on incident priorities, informed by situational awareness, leader's intent, and delegations of authority.
- Note:** Incident objectives set guidance and strategic direction, but do not specify tactics (what must be accomplished, not who will do the action). In the initial stages of an incident response, objectives will often be quite general but should be refined in later operational periods to be specific, measurable, achievable, relevant, and time bound.
- 3.5 **Verify SEOC Operational Rhythm [No Slide];** 5 Minutes; SEOC Manager; Provides an opportunity to review and finalize the upcoming SEOC operational period, verify meeting schedules, and provide any immediate direction for SEOC staff.
- 3.6 **Comments/Alibis [No Slide];** ~2 Minutes; SEOC Manager; Provides an opportunity to add any additional updates or final comments.

4. Meeting Inputs, Outputs, and Notes

4.1 Input

4.1.1 Product(s)

- Situational Awareness [Policy Group]
- Leader's Intent [Policy Group]
- Delegations of Authority [Policy Group]
- ICS 201 Incident Briefing, Incident Action Plan, or Situation Report from Agency Representative [Planning Section]
- WebEOC and Mapping Data [Planning Section]
- Draft Operational Rhythm [Planning Section]

4.1.2 **Time:** Information will be required prior to the start of the meeting. During the initial operational period, this data may be created during the Initial Response and Assessment Briefing.

4.3 Output

4.3.1 Product(s)

- ICS 202 Incident and Operational Period Objectives
- A common understanding of the incident's issues and the key requirements of the response and recovery
- Incident priorities and objectives for the next operational period
- Recognition of constraints and limitations affecting accomplishment of incident objectives
- Operational guidance (for accomplishing incident objectives) that accounts for and mitigates identified limitations
- Operational Rhythm for the Incident Period

4.3.2 **Time:** Outputs information/decisions are distributed immediately following the meeting. Creation of the IAP begins with the finalization of the ICS 202 form [Planning Section].

4.4 **Notes:** Senior leaders sometimes include non-operational priorities in their guidance. When this happens, these non-operational priorities are generally not addressed in the incident action planning process.

5. Roll Call Sheet

SEOC COMMAND & GENERAL STAFF	Present	Not Present	Not Activated
MEMA Director or Deputy [Policy Group]			
SEOC Manager [Command Staff]			
Operations Section [General Staff]			
Planning Section [General Staff]			

EMERGENCY RESPONSE TEAM	Present	Not Present	Not Activated
Federal Emergency Management Agency			
Maine National Guard			

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. Welcome to the Objectives Meeting. The purpose of this meeting is to establish and approve the incident objectives for our operational period.”

[If Necessary: Use the roll call sheet to identify and confirm attendance.]

SEOC Manager: “I will now provide a brief situation review. This is an opportunity to share any new, known information and data related to the incident since our last update.”

- **Situation Review:**
[Discuss any pertinent incident information here, highlighting any changes in conditions or new data]
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SEOC Manager: “Based on our current understanding of the situation, these are the proposed priorities for this operational period:”

[Designate and list priorities, draft created by SEOC Manager]

SEOC Manager: “We will use these priorities to guide the development of our objectives. As this is the initial operational period, these priorities are broad. We will refine them in future meetings as needed. Director/Deputy, do you concur with these priorities?”

MEMA Director/Deputy: “I [approve/deny/want to modify] priority [insert here].”

SEOC Manager: “We will now designate our objectives, which will be based on the priorities we just established. Remember, these objectives should be specific, measurable, achievable, relevant, and time bound. They set the guidance for what we need to accomplish without specifying who will do the action.”

- **Objective Development:**
[Discuss objective development here]

SEOC Manager: “Director/Deputy, do you concur with these objectives?”

MEMA Director/Deputy: “I [approve/deny/want to modify] objectives [insert here].”

SEOC Manager: “At this point, we need to verify our SEOC operational rhythm by reviewing the upcoming meeting and operational period schedules.”

- **Operational Rhythm:**
[Discuss the SEOC operational rhythm, outlining key meeting times and the duration of the operational period]

SEOC Manager: “Director/Deputy, do you concur with this operational rhythm?”

MEMA Director/Deputy: “I **[approve/deny/want to modify]** the operational rhythm.”

SEOC Manager: “Our next scheduled objectives meeting is in 24 hours. The next operational period begins at **[insert time]**. All teams will follow this schedule.”

SEOC Manager: “This is the end of our agenda. Before we wrap up, does anyone have any remaining comments or questions?”

[Allow a moment for any final comments or questions]

SEOC Manager: “Hearing no further comments or questions, this meeting is adjourned. The approved incident objectives will be distributed immediately. Thank you all for your time and attention.”

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.