



**State of Maine
State Emergency Operations Center
Situation & Strategy Briefing**

April 2026



1. Meeting Basics

1.1 Meeting Title: Situation & Strategy Briefing

1.2 **Meeting Purpose:** The purpose of the Situation & Strategy Briefing is twofold: to deliver a comprehensive briefing on the incident's current status, objectives, and priorities to all relevant stakeholders and State Emergency Operations Center (SEOC) staff; and to determine future needs, impacts, and issues in order to develop a cohesive strategy for ongoing coordination and support.

1.2.1 **Frequency:** This meeting occurs just once during each operational period, after the objectives meeting in the operational rhythm.

1.2.2 **Time:** Activation + 180 Minutes (3 Hours). After the initial operational period, the meeting occurs within 120 minutes of the Objectives Meeting.

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:**

- Activating additional staff to account for changes in the event's situation.
- Allocation or prioritization of critical resources.
- Approval of the current or modified strategy.
- Authorization for mutual aid or external assistance.
- Authorization for specific actions to mitigate risks.

2. Meeting Composition

2.1 Lead: Operations Section Chief

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.

2.4 Attendees

2.4.1 Attendees (Required): All SEOC staff, Emergency Response Team members, and any impacted County Emergency Management Agency or Tribal Nation (Adjust the roll call sheet as needed).

2.4.2 Attendees (Optional): Observers and other stakeholders as appropriate.

3. Meeting Agenda

3.1 **Initial Roll Call [Slide 34];** 3 Minutes; Operations Section Chief [Welcome/Ground Rules], Planning Section Chief [Roll Call]; Confirm attendees detailed in section 2.3 using the roll call sheet. Outline the briefing ground rules and agenda.

3.2 **Situation Review [Slides 35-48];** ~30 Minutes; Operations Section Chief; Provide awareness of current and forecasted weather, known information, Community Lifelines, anticipated or emerging threats/risks. Individual topic areas can be briefed by subject matter experts as necessary. Use the associated slide deck to conduct the briefing.

3.3 **Strategy Update [Slide 49];** ~10 Minutes; Operations Section Chief; Provide details on actions and resources that are required to achieve specific objectives, identify constraints and challenges, and requests for support.

Note: This is distinct from tactics, which address the conduct of specific operations. A strategy describes how things work.

3.4 **Section Updates/Alibis & Closing Comments [Slide 50, 60-61];** ~10 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)

- ICS 201 / IAP / Situation Report from Organization Representatives
- ICS 202 Incident Objectives [Planning Section]
- Essential Elements of Information [Operations Section]
- Current Resource Requests [Logistics Section]
- Current Missions [Operations Section]

4.1.2 **Time:** 60 minutes (1hr) prior to meeting start.

4.2 Output

4.2.1 Product(s)

- Common Operating Picture Update
- Strategy for Coordination/Support/Missions
- WebEOC Situation Report
- ICS-215, Operational Planning Worksheet
- ICS-215A, Incident Action Plan Safety Analysis

4.2.2 **Time:** Outputs information/decisions are distributed immediately following the meeting.

4.3 **Notes:** The process of developing strategies does not occur during a formal meeting. It is developed by the Operations Section following the approval of incident objectives in consultation with others such as Logistics, Safety and Security personnel to ensure that strategies are fully supportable.

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.)

Operations Section Chief [Slide 34]: “Good **[morning/afternoon/evening]**, everyone. The purpose of this meeting is to ensure everyone has a shared understanding of the situation and our strategy for the next operational period. The decisions made here will be critical to our coordinated and effective response. 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.]**

Operations Section Chief: “I will start by providing an overview, and then we will get updates on our Lifeline information.”

- **Summary of Previous Period [Slide 35]:**
[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 36-37]:**
[Provide a brief weather forecast and highlight any new or evolving threats to be aware of.]
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Operations Section Chief [Slide 38]: “Our overall 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.]

Operations Section Chief [Slides 39-48]: “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 Planning Section Chief will lead this effort but require additional information to fully illustrate the Lifeline situation]

The following Lifelines may be discussed:

- Safety and Security [Slide 41]
 - Food, Hydration, and Shelter [Slide 42]
 - Health and Medical [Slide 43]
 - Water Systems [Slide 44]
 - Energy (Power and Fuel) [Slide 45]
 - Communications [Slide 46]
 - Transportation [Slide 47]
 - Hazardous Material [Slide 48]
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Operations Section Chief [Slide 49]: Strategy Update - “My team has developed a plan of action and will present the resources required to achieve the objectives that were approved in our last meeting. This is our overarching plan for how we will conduct operations.”

- **Strategy Presentation:**
[Discuss strategies for the operational period, including how missions and objectives will be accomplished]
 - **Anticipated Challenges:**
[Identify several challenges or resource gaps that could impact the strategy's execution. Propose solutions or requests to address these.]
 - **Questions:** “That concludes my strategy update. Are there any questions?”
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Planning Section Chief [Slide 50]: “At this time, we are going to provide time for sections to provide any updates or cover material that was not addressed during the Lifeline review.”

[The following sections/staff have the opportunity to provide feedback]

- **Communications Office Director**
- **Public Information Officer/Joint Information Center**
- **Safety and Medical**
- **Liaison Officer**
- **Operations – Emergency Response Team members**
- **Logistics**
- **Planning**
- **Finance**
- **Recovery**

Operations Section Chief: “Based on the current situation, proposed strategy, and updates, we have opportunity to make decisions on items such as activating new missions, deploying additional resources, or authorizing mutual aid. Are there any proposed decisions?”

[Insert a list of decisions that require approval]

**** IF NECESSARY ** MEMA Director/Deputy:** “I **[approve/deny]** the request for **[insert here]**. Please ensure it is recorded and communicated to all sections.”

Planning Section Chief [Slide 60]: “We will now move on to closing comments.”

- Liaison Officer
- SEOC Manager
- MEMA Director or Deputy Director

Planning Section Chief: “This meeting is adjourned. The approved strategy and decisions will be distributed to all EOC personnel and stakeholders immediately. Thank you all for your time and attention.”

Planning Section Chief [Slide 61]: “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.