



**State of Maine
State Emergency Operations Center
SEOC Command & General Staff Meeting**

April 2026



1. Meeting Basics

- 1.1 **Meeting Title:** State Emergency Operations Center (SEOC) Command & General Staff Meeting
- 1.2 **Meeting Purpose:** This meeting provides a semi-formal setting to discuss priorities, review current status, and resolve challenges to ensure a coordinated response.
 - 1.2.1 **Frequency:** This meeting occurs just once during each operational period, following the Situation & Strategy Briefing in the operational rhythm.
 - 1.2.2 **Time:** Activation + 240 Minutes (4 Hours). After the initial operational period, the meeting occurs within 60 minutes after the completion of the Situation and Strategy Briefing (typically just after the briefing ends).
 - 1.2.3 **Location:** Governor's Conference Room
 - 1.2.4 **Duration:** ~60 minutes
 - 1.2.5 **Resource Requirements:** N/A. Note: This meeting is being held in a semi-formal setting to promote discussion between staff and relevant stakeholders.
 - 1.2.6 **Decisions:** Approved/prioritized objectives and strategies.

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 (Given the semi-formal nature, this position may be eliminated, determined by the SEOC Manager)
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, Public Information Officer, All General Staff Sections
 - 2.3.2 **Attendees (Optional):** Communications Office Director, Safety Officer, Liaison Officer

3. Meeting Agenda

- 3.1 **Initial Roll Call [No Slide]**; 0 Minutes; Planning Section Chief; Confirm the presence of attendees detailed in section 2.3. (Roll call sheet can be used as a reference.)
- 3.2 **Opening Remarks [No Slide]**; 2 Minutes; Policy Group; Remarks set the tone and state the meeting's purpose.
- 3.3 **Open Discussion [No Slide]**; ~50 Minutes; All attendees; Provides an open forum opportunity to discuss current status and issues; constraints, limitations, and shortfalls; and Input needed to finalize the incident objectives and strategies. Review current priorities for the upcoming operational period and a review of the ongoing situation along with any changes. Discussion will drive the finalization and approval of objectives and strategies for the next operational period. Discussion to resolve noted issues.

4. Meeting Inputs, Outputs, and Notes

4.1 Input

4.1.1 Product(s)

This C&G Meeting deviates wildly from a typical Incident Command System templated meeting. **Although the following products typically form the basis for the meeting, they are deemed as optional.** Realistically, staff will bring a variety of challenges and issues that need to be addressed in this semi-formal setting.

- Current Incident Action Plan [Planning Section]
- ICS 202 Incident Objectives [Planning Section]
- ICS-215, Operational Planning Worksheet [Operations Section]
- ICS-215A, Incident Action Plan Safety Analysis [Safety Officer]
- Essential Elements of Information [Operations Section]
- Current Situation Report [Planning Section]

4.1.2 **Time:** Information will be required at least 15 minutes prior to the start of the meeting.

4.2 Output

4.2.1 Product(s)

- Updated objectives and prioritization [Policy Group]
- Updated guidance on operations [Policy Group]
- Updated strategies for accomplishing the objectives [Policy Group]

4.2.2 **Time:** Information/decisions are compiled and incorporated into the Incident Action Plan by the Planning Section. The plan is released within 45 minutes of the meetings conclusion.

4.3 **Notes:** The Command & General Staff Meeting is the central, high-level briefing held during an SEOC activation. It brings together the heads of the General Staff sections and the Command Staff to ensure a unified and coordinated response. All decisions are recorded and integrated into the Incident Action Plan.

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]			

6. DRAFT MEETING SCRIPT

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

MEMA Director or Deputy Director: [SAMPLE TEXT] “Good [morning/afternoon/evening], everyone. Welcome to the SEOC Command and General Staff Meeting. It is our forum for a frank and open discussion on what's working, what's not, and how we can better support our partners. My intent for this meeting is for us to leave with approved objectives and a unified strategy that directly addresses the most pressing issues we're facing.”

Due to the informal nature of this meeting, this part may be considered optional or incorporated into the general discussion.

Planning Section Chief: “Based on the latest reports and analysis from the Situation Briefing, here are the proposed priorities for the upcoming operational period.”

- **Current Priorities:**
[Insert priorities for the next operational period here]
- **Situation Review:** “We have identified the following changes or developments since the last briefing:”

[Insert key updates on the situation here]

Due to the informal nature of this meeting, this part may be considered optional or incorporated into the general discussion.

Operations Section Chief: “Based on that update, we need to finalize these priorities and strategies. I'd like to get your input on the following:

- What are the most significant operational challenges, limitations, or shortfalls are we currently experiencing?
- Do the proposed objectives and strategies align with the current operational tempo and needs on the ground?
- What resources or support do we need to finalize the plan and resolve any of the issues that were identified?”

[Operations Section Chief will facilitate the discussion to resolve challenges and gain consensus on the topics.]

MEMA Director or Deputy Director: [SAMPLE TEXT] “Thank you all for your candid discussion and your commitment to this response. Based on our discussion, the objectives and strategies for the next operational period are now approved. The Planning Section will now integrate these decisions into the Incident Action Plan. The meeting is adjourned.”

Planning Section Chief: “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.