



State of Maine State Emergency Operations Center (SEOC)

EMERGENCY RESPONSE TEAM (ERT) MEMBER, AGENCY, & ORGANIZATION REPRESENTATIVE DESK GUIDE

Your Guide to SEOC Operations

July 2026

DO NOT REMOVE FROM THE SEOC



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Move along. Nothing to see here.

START HERE

HELLO AND WELCOME TO THE TEAM! [...and Don't Panic]

You have been selected to represent your organization within the State Emergency Operations Center (SEOC). Whether you are a veteran of past activations or this is your first time in the SEOC with us, your presence here is vital. You are the critical link between your home agency and the state's coordinated response effort.

HOW TO USE THIS DESK GUIDE

We understand that SEOC operations differ significantly from your daily business and responsibilities. This binder is designed to bridge that gap. It is your primary reference tool for the duration of your shift. While we use digital tools like WebEOC and Microsoft Teams to manage real-time communication, this guide provides the essential context on **what** to communicate and **when**.

WHAT'S INSIDE THIS DESK BOOK

- **Section 1: Your Role Within the SEOC.** A clear guide to your responsibilities, whether you are an ERT member, an NGO liaison, or a private sector representative.
- **Section 2: Understanding Community Lifelines.** An overview of what a Community Lifeline is and how the data you provide contributes to its assessment.
- **Section 3: Providing Information and Updates.** Exactly what data you need to gather and report.
- **Section 4: Participating in the Operational Rhythm.** When things happen and when you need to provide information.
- **Section 5: What Happens When You Are Finished.** A guide to concluding your shift, ensuring a smooth transfer of information and responsibilities to the next team.
- **Section 6: Things You Can Refer To.** An assortment of checklists, tools, and summaries that can be used throughout your shift.

IMPORTANT: Please do not remove this binder from the SEOC. If you identify missing pages or outdated contact information during your shift, please flag it for the SEOC Manager so we can update it for the next shift.

Initial Shift Checklist

Upon reporting to the SEOC, you will be required to complete several items so that you are ready for your shift. Please use this checklist to guide your initial setup.

SEOC Registration | Timeframe: Complete upon arrival at the SEOC.

- Sign in at the Security Desk, receive your badge, and sign the SEOC Roster (as necessary).
- Report to the Operations Section Chief for your initial briefing and seating assignment.

Table: SEOC Registration, MEMA 2026

Setup Workstation | Timeframe: Complete within 30 minutes of arrival.

- Find your designated seat in the SEOC area and log into your computer and email.
 - Verify your phone is working and provide your phone number to the Documentation Unit so that it can be updated within the Contact Roster.
 - Log into WebEOC, sign in using the "Sign-In Out Board," and review the Incident Board to familiarize yourself with the current situation.
- [**Note:** If you encounter technical issues with login or access, please immediately contact the Communications Office.]

Table: Setup Workstation, MEMA 2026

Establish Agency-Organization Link | Timeframe: Complete within 30 minutes of arrival.

- Contact your home agency dispatch or leadership.
- Confirm with them that you are now "Operational" at the SEOC.
- Verify your preferred method of communication with your home agency for this shift (e.g., dedicated phone line, email, or radio).

Table: Establish Agency-Organization Link, MEMA 2026

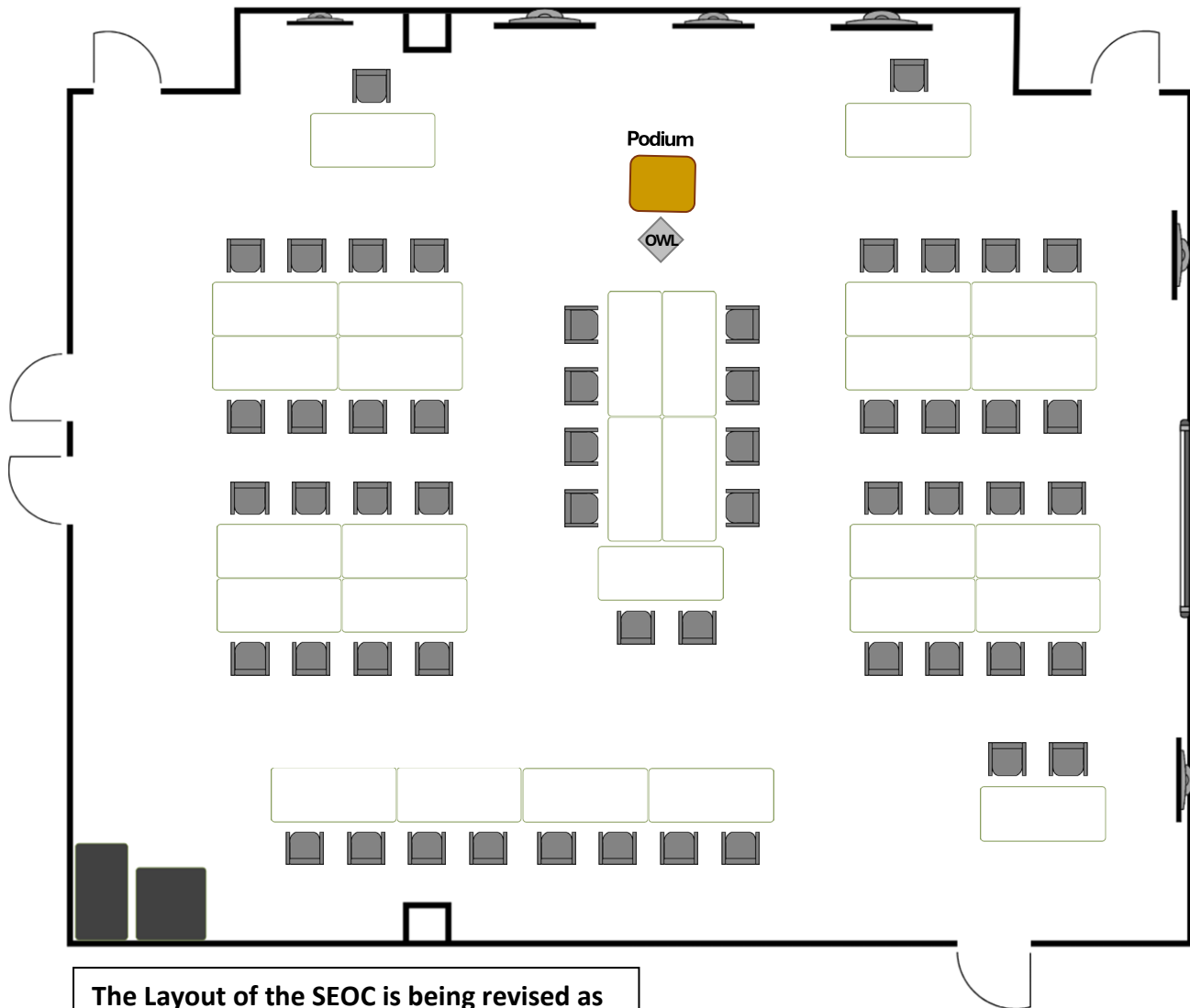
ONCE ALL ITEMS ARE COMPLETE, TURN TO SECTION 1: YOUR ROLE WITHIN THE SEOC.

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The State Emergency Operations Center Layout

The physical layout of the SEOC is designed to optimize workflows and maintain shared situational awareness. Understanding this seating configuration is essential for all SEOC staff; knowing the specific seating locations of section chiefs and support staff is vital for rapid collaboration and decision-making. The following graphic details the current operational layout.



The Layout of the SEOC is being revised as of 09 July 2026. Once complete, this diagram will be updated.

Figure: SEOC Footprint, MEMA 2026

Section 1: Your Role Within the SEOC

Your primary role within the SEOC is to serve as the critical link between the SEOC and your home agency or organization.

NOTE: For the purposes of this document, Emergency Response Team (ERT), Agency, and Organization Representatives have all been grouped under the term, “Emergency Response Team member” to reduce clutter.

In this capacity, you are the Subject Matter Expert for your agency or organizational capabilities. You are also the primary source of status information for your assigned Community Lifeline (explained in **Section 2: Understanding Community Lifelines**). The SEOC Command and General Staff relies on your assessment to determine if a Lifeline is stable or unstable.

Key Functions

To ensure a coordinated response, you must be able to perform the following duties.

- **Authority:** You must have the authority to commit resources and make decisions on behalf of your home agency or organization. You are here to act, not just to relay messages.
- **Coordination:** You are responsible for coordinating resource requests and response actions specific to your agency or organization's domain. You must ensure that requests are matched with the correct capabilities.
- **Situational Awareness:** You must continuously update the SEOC on the status of your agency or organization. Most importantly, you are responsible for updating the status of your assigned Community Lifeline, categorizing it as Green (Stabilized/Not Impacted), Yellow (Moderate Impact), or Red (Significant Impact).

Key Takeaways

You are here to serve as the critical link between the SEOC and your home agency or organization.

You are responsible for the following:

-1-

Knowing the SEOC Branch to which your agency belongs (see Operations Branches in Level 1 Full Activation & 2 Partial Activation Structures).

-2-

Aiding in the status updates of Community Lifelines as Green (Stabilized/Not Impacted), Yellow (Moderate Impact), or Red (Significant Impact). See Section 2 and Section 3 for more information.

-3-

Coordinating resource requests and response actions specific to your agency.

NOTE: Coordination vs. Command

It is important to distinguish your role in the SEOC from a tactical command role:

- Incident Commanders and field teams respond to the incident at the scene (Tactical).
- Emergency Response Team members support the incident from the SEOC (Strategic and Operational).

You are here to look at the "Big Picture" which includes anticipating needs 24, 48, or 72 hours out, and ensuring your agency contributes to the stabilization of Community Lifelines.

Reporting Structure

All Emergency Response Team members are assigned to the Operations Section or will report directly to the SEOC Manager. Your direct reporting line depends on the Activation Level of the SEOC. The SEOC Manager will identify the activation level and which associated reporting structure to use.

- **Level 3 Enhanced Monitoring & Level 4 Steady State Monitoring Activations:** The SEOC operates with a streamlined staff. You may be contacted by a MEMA staff member to monitor an event and provide information as needed, or you may be asked to respond to information requests from the SEOC Manager.
- **Level 1 Full Activation & Level 2 Partial Activation:** You will be assigned to the Operations Section, but to maintain a manageable span of control during complex incidents, the SEOC Manager and Operations Section Chief can also activate Branch Directors. You will then be assigned to a Branch based on your agency's Primary Lifeline Responsibility and report to that Branch Director.

Organization of the SEOC

The SEOC uses a hybrid Incident Command System structure. After determining where you will be assigned during the activation, familiarize yourself with the structure and SEOC layout to ensure that you know where to source real-time updates and which subject matter experts are available to help you build a more complete situational assessment.

The graphic below depicts the various sections and branches within the SEOC. **Section 6D, SEOC Organizational Reference** provides additional information on each of the sections and their assigned role within the SEOC. You will be assigned to an area depicted in orange.

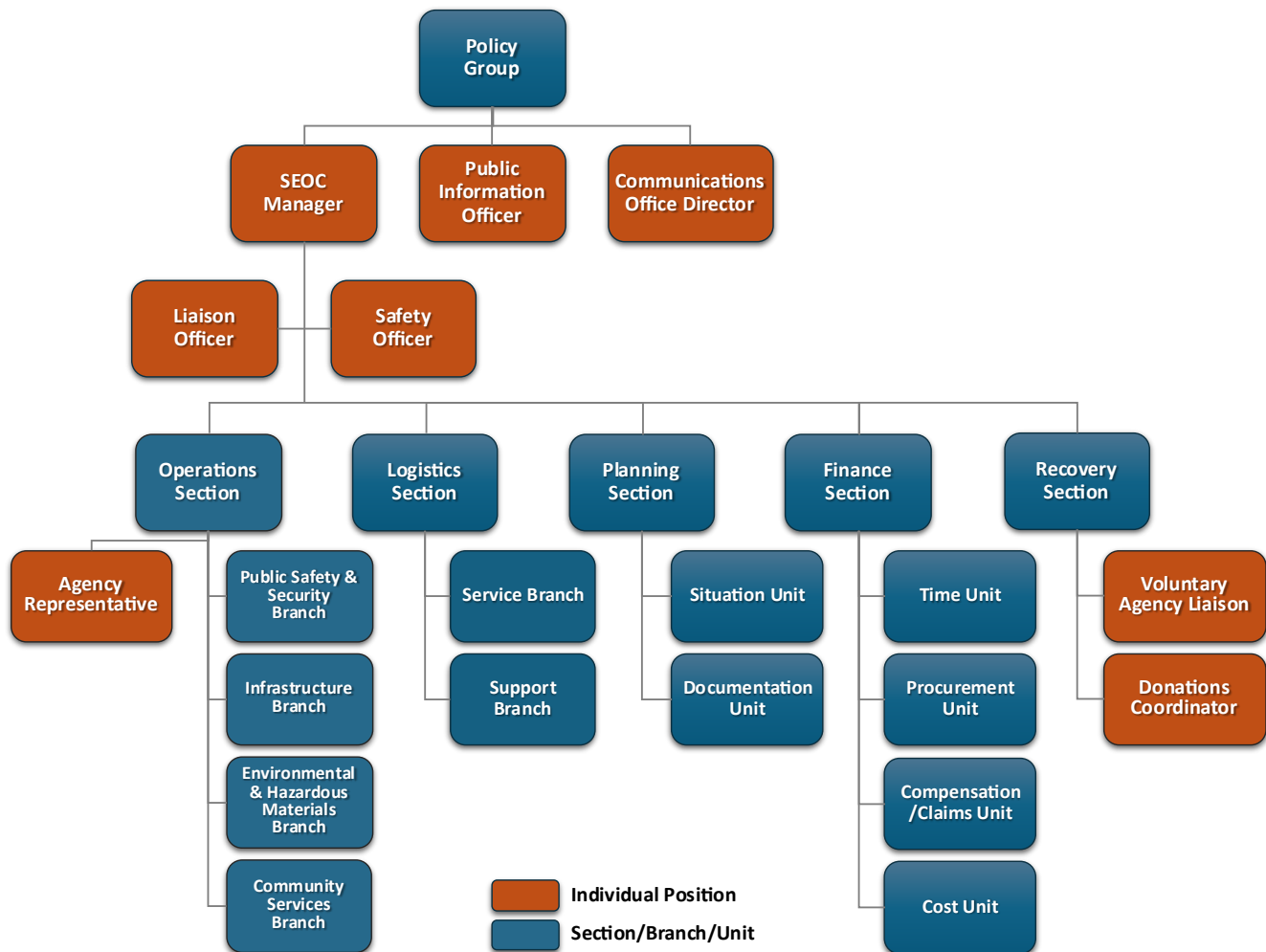


Figure: SEOC Organizational Chart (With Subordinate Section Branches), MEMA 2026

Operations Branches in Level 1 Full Activation & 2 Partial Activations

Within the Operations Section, there are four Branches that can be typically activated.

Note: Branch activation is scalable; not all branches are required for every incident.

ERT members and their associated agencies are organized as outlined below. Agencies designated as **Primary** in the branches below are responsible for updating the assigned Community Lifeline noted next to their name. Participating agencies are responsible for providing information that will aid in the Lifeline update.

1. Infrastructure Branch

Responsible Lifelines: Transportation, Water Systems, Energy, and Communications

- **Primary Focus:** Restoration of power, fuel, water, transportation systems, public works, and communications infrastructure.
- **Primary Agencies:** Department of Transportation (Transportation), Department of Health and Human Services - Maine Center for Disease Control and Prevention (Water Systems), Public Utilities Commission (Energy), Maine Emergency Management Agency Communications Office/Maine Office of Information Technology (Communications).
- **Participating Agencies:** Maine Turnpike Authority, Maine Office of Information Technology, Maine Emergency Services Communication Bureau.

2. Public Safety and Security Branch

Responsible Lifeline: Safety & Security

- **Primary Focus:** Law enforcement, fire services, search and rescue, and site security.
- **Primary Agencies:** Department of Public Safety – Maine State Police (Safety & Security).
- **Participating Agencies:** Department of Public Safety / Department of Marine Resources – Marine Patrol, Maine State Fire Marshal, Department of Inland Fisheries and Wildlife – Maine Warden Service, Department of Agriculture, Conservation, and Forestry – Maine Forest Service.

3. Community Services Branch

Responsible Lifelines: Food, Hydration, & Shelter and Health & Medical

- **Primary Focus:** Mass care, public health, medical services, and food/water/shelter.
- **Primary Agencies:** Maine Emergency Management Agency (Food, Hydration, & Shelter), Department of Health and Human Services - Maine Center for Disease Control and Prevention (Health & Medical).
- **Participating Agencies:** Department of Agriculture Conservation and Forestry, Department of Education, Department of Labor.

4. Environmental & Hazardous Materials Branch

Responsible Lifelines: Hazardous Materials

- **Primary Focus:** Oil and hazardous materials response, environmental protection.
- **Primary Agency:** Department of Environmental Protection (Hazardous Materials).
- **Participating Agencies:** Department of Agriculture Conservation and Forestry.

ONCE YOU HAVE BEEN ASSIGNED TO THE OPERATIONS SECTION, ONE OF THE BRANCHES, OR AS A DIRECT REPORT TO THE SEOC MANAGER, TURN TO SECTION 2: UNDERSTANDING COMMUNITY LIFELINES.

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Section 2: Understanding Community Lifelines

Key Takeaways

The SEOC organizes incident response around eight Community Lifelines. These represent the essential and interconnected services, such as Water and Energy, that communities depend on.

Understand your assigned Community Lifeline(s).

Use the standardized color scheme to communicate status. This allows leadership to identify critical failures and gaps at a glance.

Coordinate with partners to determine the most accurate color status for your Lifeline(s).

A Lifeline is "stabilized" once basic services are restored, even if provided through temporary measures like bottled water or generators.

What Is a Community Lifeline? (A Quick Primer)

A Community Lifeline represents the most fundamental services in the community that, when stabilized, enable all other aspects of society to function. During normal operations, Lifeline services are provided by public, private, and nonprofit entities that are organic within a community. They include a range of critical day-to-day services that communities rely on to protect life and property. When disrupted, decisive intervention (e.g., rapid re-establishment or employment of contingency response solutions) is required to stabilize the incident. To measure the progress of these stabilization efforts, community impact is re-evaluated from the start of an incident through the transition to short-term recovery.

The SEOC organizes state-level response actions by directly assigning coordination and information gathering responsibilities to an Emergency Response Team member based on federally recognized Community Lifelines. This approach enables efficient reporting to federal partners, as well as aids in the establishment of a single, consistent common operating picture for the response.

We use Community Lifelines to emphasize outcomes (e.g., "Do hospitals in the impacted area have power?"). By working in this manner, the SEOC can:

- **Prioritize:** Distinguish the highest priorities and most complex issues from other incident information.
- **Visualize:** Quickly show leadership which sectors are stable, and which are failing.
- **Solve:** Focus our efforts on stabilizing the service, rather than just deploying assets.

The Eight Community Lifelines

The SEOC organizes information using the following eight FEMA structured Community Lifelines. Each Lifeline is comprised of multiple components and subcomponents that help define the services that make up that Lifeline.

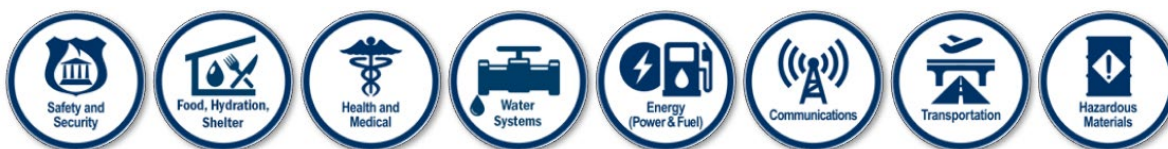


Figure: FEMA Community Lifeline Toolkit, Version 2.1 -07/2023

1. SAFETY AND SECURITY

Includes responder safety, community safety, and the continuity of government.

Components: Law Enforcement/Security; Fire Service; Search and Rescue; Government Service; Community Safety

2. FOOD, HYDRATION, & SHELTER

Includes traditional feeding and hydration services, mass care operations, and agricultural infrastructure/food distribution. (Note: Focuses on the resource availability to the public).

Components: Food; Hydration; Shelter; Agriculture

3. HEALTH AND MEDICAL

Includes all aspects of medical services required during an incident, including survivor care, fatality management, public health, and the medical supply chain.

Components: Medical Care; Patient Movement; Fatality Management; Public Health; Medical Supply Chain

4. WATER SYSTEMS

Includes all water movements related to intake, treatment, storage, collection, distribution, and discharge.

Components: Potable Water Infrastructure; Wastewater Management

5. ENERGY (Power and Fuel)

Includes the power grid (transmission and distribution) and fuel supply chains (gas stations, fuel depots).

Components: Power Grid; Fuel

7. COMMUNICATIONS

Includes all types of communications necessary to effectively respond to and help survivors, in addition to banking and electronic payment needs.

Components: Infrastructure; Alerts, Warnings, and Messages; 911 and Dispatch; Responder Communications; Finance

8. TRANSPORTATION

Includes all forms of transportation of people and resources to and from the incident.

Components: Highway/Roadway Motor Vehicle; Mass Transit; Railway; Aviation; Maritime

9. HAZARDOUS MATERIAL

Includes the management (including containment and removal) of all hazardous materials.

Components: Facilities; HAZMAT, Pollutants, Contaminants

A NOTE ON INTERDEPENDENCY

Lifelines do not operate in a vacuum. Failure in one typically causes failures in others. For example, a failure in Energy (power outage) often causes a failure in Communications (cell towers cease to operate) and Transportation (traffic signals no longer work). To accurately capture these cascading effects, you are encouraged to collaborate with other Emergency Response Team members to determine how your status impacts their operations before submitting your information of a Lifeline. You are responsible for contributing information and status updates to all Community Lifelines relevant to your mission.

Determining The Status of a Community Lifeline

The status of a Lifeline depends on the capability of the underlying components, and is informed by situational awareness reports, impact assessments, and conversing with partners across the public, private, and non-profit sectors.

As an Emergency Response Team member, you are responsible for providing and assessing information relevant to your organization or agency that will aid in updating the status of Lifeline components and subcomponents. The information that you need to provide to the Operations Section in order to categorize a Lifeline is detailed in **Section 3: Providing Information and Updates.**

Analyzing Lifeline Components

Lifeline components (Power Grid and Fuel components of the Energy Lifeline for example) can be analyzed using six assessment categories that capture essential information for response decision-makers.

Categories	Description
Component	Identify the component.
Status (What?)	Summarize the root cause(s) of disruption to Lifelines services.
Impacts (So What?)	Explain the disaster impacts to specific communities, disaster survivors, and response operations. Detail how the survivor experience or response operation will improve if this component is addressed. Specify the impacted areas and population totals.
Actions (Now What?)	Describe the actions that are being taken to address the disrupted services. Summarize the most critical actions being taken across the whole community.
Limiting Factors (What's the Gap?)	Express issues that are preventing services from being re-established. Such issues can stem from another Lifeline/component, resource shortfall, management or policy.
Estimated Time to Status Change and Re-establishment Requirements (When?)	Provide current component condition or an estimated timeframe for when a change in condition is expected.

Table: FEMA Community Lifeline Toolkit, Version 2.1 -07/2023

Component Analysis Example

Categories	Description
Component	Transportation Lifeline, Mass Transit Component, Sub-component: Bus
Status (What?)	Bus service is unavailable due to road debris.
Impacts (So What?)	100,000 survivors have no access to public transportation nor emergency support services.
Actions (Now What?)	Local jurisdictions are prioritizing route clearance to critical facilities, U.S. Army Corps of Engineers assigned to supplement state and local authorities with route clearance and debris removal efforts, modified mass transit schedules are being executed as roads become passable, messaging of modified routes through numerous messaging platforms and outlets (radio, television, social media).
Limiting Factors (What's the Gap?)	Full service will not resume until the routes are cleared and roads inspected.
Estimated Time to Status Change and Re-establishment Requirements (When?)	Full service estimated to resume in a week, with a modified service available as roads become clear.

Table: FEMA Community Lifeline Toolkit, Version 2.1 -07/2023

Lifeline Status Color Scheme

Once you have analyzed the components that relate to your agency or organization, you need to convert that analysis into a status color. The SEOC uses a standardized "Traffic Light" system to visualize this data. This allows staff to identify critical impact areas at a glance without reading detailed situation reports. *The Health and Medical Lifeline is used as an example.*



Grey
Unknown

Indicates the extent of disruption and impacts to Lifeline services is unknown.



Green
Minimal
Impact

Indicates the Lifeline is functioning at pre-incident levels, with only minor disruptions or limitations.



Yellow
Moderate
Impact

Indicates there are disruptions or limitations to the delivery of normal, pre-incident services and resources. The situation requires attention and proactive measures to prevent further deterioration and ensure community needs are met.

Restoration of this Lifeline is still in progress, and the community has not returned to pre-incident levels of service. This includes instances in which Lifeline restoration is being addressed through temporary means.



Red
Significant
Impact

Indicates there are severe challenges and obstacles hindering the essential services and resources associated with the Lifeline. Immediate attention and resources are required to address the situation and restore functionality.



Blue
Administrative

Does not indicate an operational status or condition; used for administrative purposes such as presentations and briefings.

Assigning a Status (Putting All of the Information Together)

After gathering sufficient information, you can use the flow chart below to think through the process of assigning a status to Lifelines. **Note:** Color designations represent a snapshot in time during an operational period. You must continually assess conditions as the incident evolves.

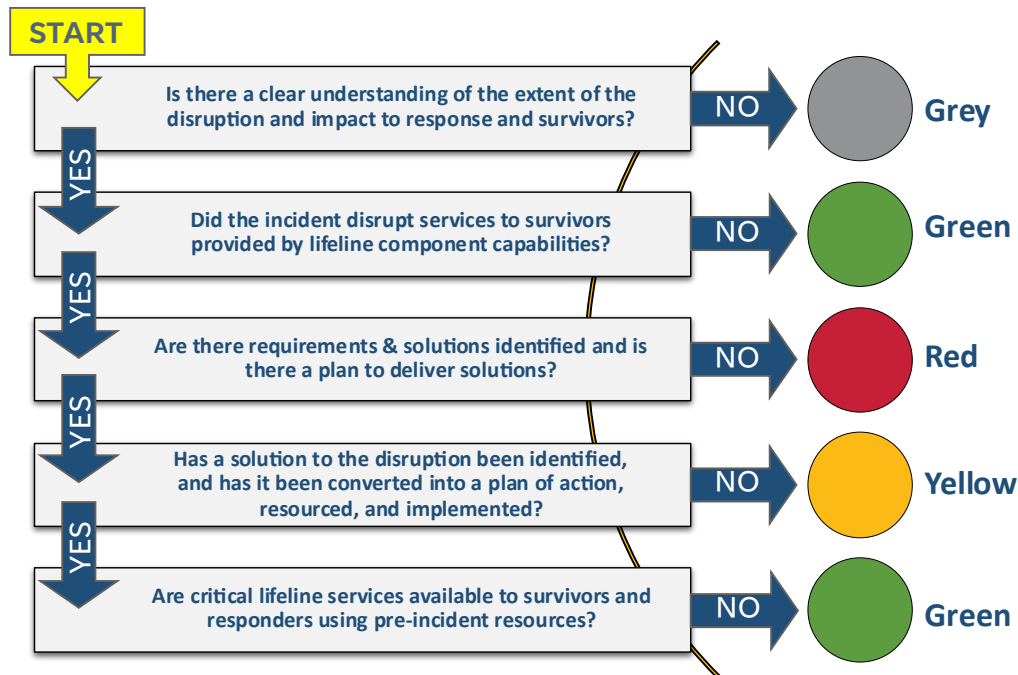


Figure: FEMA Community Lifeline Toolkit, Version 2.1 -07/2023

The baseline to which Lifelines should be compared is how the Lifeline itself functions in pre-incident conditions.

There are likely to be different perspectives and interpretations between various partners as to the significance of an impact on a Lifeline. As such, you should remember that the Lifelines construct is just as much about qualifying impacts as it is interpreting them. The Operations Section Chief, Operations Branch Director, or SEOC Manager (depending on current staffing) will adjudicate any conflicts regarding the status of a Lifeline.

What does it mean to “Stabilize a Community Lifeline?”

A Community Lifeline is considered "stabilized" when basic services are provided to survivors, removing the immediate threat to life and property. This does not always mean the infrastructure is fixed; it means the immediate need is met. Stabilization is achieved in two ways: Contingency Response (short-term, temporary solutions like setting up a field hospital or delivering bottled water) or Rapid Re-establishment (restoring normal providers via emergency

repairs, such as clearing debris from a road or using generators to power a facility). These measures bridge the gap until permanent infrastructure repairs are completed, ensuring the community can function even while long-term recovery is still underway.

The Merging of Structure and Data

In an incident, the official SEOC organizational chart tells you who you report to, but it does not tell you who you need to talk to. The 'Merging of Structure and Data' concept acknowledges that while our hierarchy provides order, our data is inherently interdependent. No Lifeline exists in a vacuum; a failure in Energy is often the root cause of a failure in Water or Communications. By identifying potential 'Data Partners,' you move beyond siloed reporting and begin to build a shared situational awareness that anticipates cascading failures before they occur.

The following SEOC Lifeline Collaboration Matrix provides a starting point to identify "real-world" dependencies that ERT members can use to facilitate awareness.

Primary Lifeline	Key Data Partner(s)	Why Synchronization is Critical (Example)
Safety & Security	Transportation	To coordinate route clearances and traffic control for emergency vehicle priority.
Food, Hydration, & Shelter	Water Systems	To ensure mass care sites have adequate potable water and sanitation services.
Health & Medical	Energy	To prioritize power restoration or generator fuel for hospitals and long-term care facilities.
Water Systems	Energy Health & Medical	Water pumps require power to maintain pressure; hospitals and shelters cannot operate without potable water.
Energy	Transportation Communications	To synchronize grid repair with the restoration of cellular and emergency radio towers.; clearing debris is required for utility crews to reach downed lines and substations.
Communications	Safety & Security	To ensure 911 dispatch and responder radio networks remain operational for field teams.
Transportation	Energy	To ensure fuel supply chains remain open for both repair crews and the general public.
Hazardous Materials	Water Systems	To monitor and mitigate contamination threats to the public water supply.

Table: Collaboration Matrix, MEMA 2026

ONCE YOU UNDERSTAND YOUR ASSIGNED LIFELINE, TURN TO SECTION 3: PROVIDING INFORMATION AND UPDATES.

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Section 3: Providing Information and Updates

Information Flow: Where does it come from? Where does it go?

The effectiveness of the SEOC depends on your role as an information conduit. You function as the bridge to your home agency, and your primary responsibility is to facilitate the flow of data by coordinating with your organization's subject matter experts to answer critical requests for information (RFIs).

Where information comes from (Sources)

- **Your Home Agency or Organization:** The network of contacts within your agency or organization involved in the event to ensure you have current data.
- **Field Staff:** Any personnel your agency has deployed to the scene for updates or status reports.
- **Internal Systems:** Your agency or organization's specific information tracking software, if available/present (e.g., CAD, outage maps, inventory logs, etc.)

Who information goes to (Recipients)

- **Verbal Reports:** Operations Section Chief, Operations Branch Director, or SEOC Manager (depending on current staffing).
- **Written/Digital Reports:** Logged directly into WebEOC boards or provided as Lifeline status updates to the Situation Briefings, after being validated by the Operations Section Chief, Operations Branch Director, or SEOC Manager (depending on current staffing).

Your input is not just paperwork; it drives the state's response. Here is the path your information takes:

Key Takeaways

Information Sharing:

Your primary responsibility is to disseminate critical information via two methods:

-1-

"Shout It Out": If life safety is at risk or a Lifeline is collapsing, announce it immediately. Use your microphone and lead with: **"Attention in the EOC."**

-2-

"Log It": For all other information, enter it into WebEOC to ensure it is captured in the next status update.

Know your assigned Lifelines and review the applicable checklists before the start of your shift.

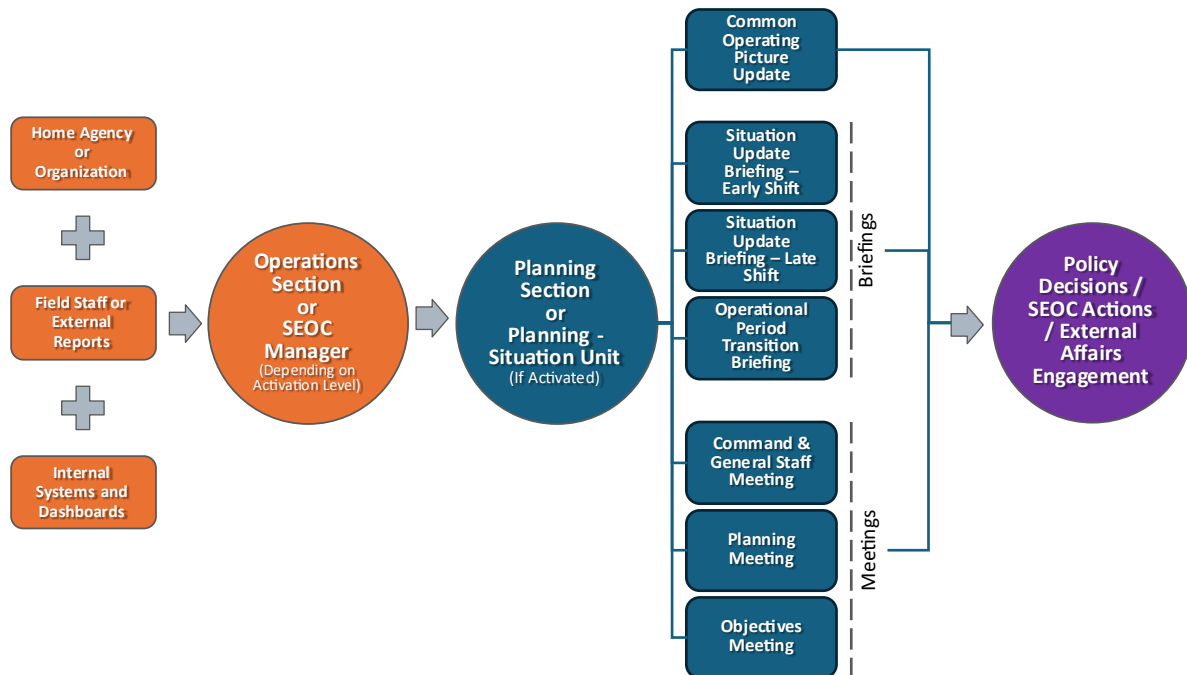


Figure: Information Flow from Emergency Response Team members to Actions, MEMA 2026

The figure above illustrates the information flow process within the SEOC. It depicts how raw data from multiple sources is gathered, verified, synthesized into a clear picture of the situation, and then used to drive strategic decision-making.

1. **Input and initial assessment** [depicted in ORANGE]: Data enters the SEOC from various sources like field staff, agency/organizational systems, or data directly procured from a home agency or organization. As the designated Emergency Response Team member, you compile this data, update your associated Lifeline status, and forward the data to the Operations Section Chief, Operations Branch Chief, or SEOC Manager depending on the level of activation. Data should be collected on an on-going basis and updated accordingly.
2. **Data Processing** [depicted in the BLUE circle]: The Planning Section's Situation Unit collects, logs, and validates the raw data, along with other data gathered from different sources, against the standing Critical Information Requirements. They continuously monitor the real-time Lifeline Status Boards updated by the Emergency Response Team members.
3. **Data Synthesis** [depicted as BLUE rectangles]: The data is synthesized into Lifeline Status information and used to populate the COP, three briefings, and three meetings. These support the creation of the Incident Action Plan, objectives, and a number of other reporting mechanisms.

4. **Action/Output** [depicted as the PURPLE circle]: The MEMA Director, SEOC Manager, and Public Information Officer use information from briefings, meetings, and the COP to execute decisions, adjust strategies, and coordinate public messaging.

NOTE: Although this flow is depicted as a linear process, data may become available at any point in the SEOC's operation that will trigger decisions or other measures. As a result, you should continuously gather data so that timely and effective actions can be implemented.

The Two Types of Information

You will generally work with two types of information. It is critical that you understand the difference, so you know **how fast** to report it.

TYPE	DEFINITION	THE "LITMUS TEST"	ACTION REQUIRED
Critical Information Requirement (CIR)	"The Game Changer" Information regarding immediate threats to life, safety, or major infrastructure failure. This is news that changes how we manage the disaster right now.	Does this mean people are dying or a system is collapsing immediately?	SHOUT IT OUT. Do not wait for a meeting. Use your microphone, or stand up, and verbally announce it to the SEOC immediately. Start with "Attention in the EOC," and provide the information.
Essential Element of Information (EEI)	"The Status Update" Standard data points we need to track progress (e.g., number of shelters open, percent of power restored).	Is this a number or status update needed for the next update briefing, or meeting?	LOG IT. Enter this into WebEOC or provide it during your scheduled report time.

Table: Information Types, MEMA 2026

Critical Information Requirements

Reminder: If you identify something as a Critical Information Requirement, SHOUT IT OUT. Do not wait for a meeting. Use your microphone, or stand up, and verbally announce it to the SEOC immediately. Start with "Attention in the EOC," and provide the information. If you are unsure, ask the Operations Section Chief, Operations Branch Director, or SEOC Manager (depending on current staffing). However, due to potential time constraints, we would prefer to have the information distributed immediately. There are no consequences for announcing something incorrectly.

Depending on the hazard or threat being experienced, additional CIRs and EEs may be assigned. These can be found in the Hazard Information Sheets found in **Section 6: Things You Can Refer To**.

Note: CIRs apply to ALL Lifelines. If any Lifeline turns "Red/Unstable," that is a CIR. Also, any event, not captured below, that poses a significant and imminent threat to public health and safety, property, or the environment is classified as a CIR.

1. Life Safety & Mass Casualty

- **Fatalities:** Any confirmed fatalities, serious injuries, or hospitalization of all residents/nonresidents resulting from the disaster/emergency.
- **State Centric Incidents:** Any accident involving state vehicles, equipment, or facilities that results in a loss or serious damage to equipment or property.
- **Mass Casualty Incident:** Any incident overwhelming the medical transport or treatment capacity of a local jurisdiction (e.g., >10 simultaneous critical transports).
- **Evacuations:** Any Shelter in Place or mandatory evacuation order of a populated area, or area including key infrastructure or facilities requiring special care (i.e. hospital, nursing home, school).

2. Critical Infrastructure Failure/Disruption

- **911/Comms Failure:** Complete loss of 911 receiving capability or public safety radio network in any county.
- **Dam Integrity:** Notification of a "Potential Failure" or "Imminent Failure" condition for any High Hazard Potential Dam.
- **Transportation Systems Status Changes:** Any complete closure or significant restriction of commercial airports (e.g., PWM, BGR), deep-water harbors, or ferry services. Additionally, this includes closures or restrictions of any Interstate (I-95, I-295), US Route, primary State supply route, or major line of communication (rail/bridge) anticipated to last >4 hours.
- **Grid Instability:** Loss of power to any Level 1 Critical Facility (Hospital, EOC, 911 Call Centers) where backup generation has failed or is unstable.

3. Operational Escalation

- **County Declaration:** Any County Emergency Management Agency, in coordination with county leadership, declaring a "State of Emergency" or activating their EOC to "Full" levels.

- **Request for Assistance:** Any major Request for Assistance from a county or other agencies that the SEOC is unable to support or cannot support on a timely basis.
- **Resource Exhaustion:** Formal requests for State Assets (National Guard, Forestry, State Police) or Mutual Aid (EMAC/IEMAC) due to the exhaustion of local/county resources.
- **Civil Unrest:** Confirmed reports of civil unrest, looting, or violence hindering emergency response operations.

Essential Elements of Information Requirements

EI are standardized data points required for consistent reporting and situational awareness. To streamline this process, EI are categorized by Community Lifeline. The table below outlines these categories and lists the primary agencies assigned to each.

Note: If you are not assigned to a specific Lifeline, you are responsible for maintaining broad situational awareness and contributing data to any relevant EI as the situation develops. Direct assignment questions to the Operations Section Chief, Operations Branch Director, or SEOC Manager (depending on current staffing).

SAFETY & SECURITY	
Assigned Agencies/Organizations: • Department of Agriculture, Conservation, and Forestry – Maine Forest Service • Department of Inland Fisheries and Wildlife – Maine Warden Service • Department of Marine Resources – Marine Patrol • Department of Public Safety – Maine State Police • Department of Corrections • U.S. Coast Guard [Also directly contributes to Transportation and Hazardous Materials Lifelines]	Refer to Page 25

Table: Safety & Security, MEMA 2026

FOOD, HYDRATION, & SHELTER	
Assigned Agencies/Organizations: • Department of Defense, Veterans, and Emergency Management – Maine Emergency Management Agency • Department of Agriculture, Conservation and Forestry • Department of Health and Human Services – Maine Center for Disease Control and Prevention • Department of Education (Sheltering Operations)	Refer to Page 26

Table: Food, Hydration, & Shelter, MEMA 2026

HEALTH & MEDICAL**Assigned Agencies/Organizations:**

- Department of Health and Human Services - Maine Center for Disease Control and Prevention
- Department of Public Safety - Maine Emergency Medical Services

Refer to
Page 27

Table: Health & Medical, MEMA 2026

WATER SYSTEMS**Assigned Agencies/Organizations:**

- Department of Health and Human Services – Maine Center for Disease Control and Prevention
- Department of Environmental Protection

Refer to
Page 28

Table: Water Systems, MEMA 2026

ENERGY**Assigned Agencies/Organizations:**

- Department of Energy Resources
- Public Utilities Commission

Refer to
Page 29

Table: Energy, MEMA 2026

COMMUNICATIONS**Assigned Agencies/Organizations:**

- Department of Defense, Veterans, and Emergency Management – Maine Emergency Management Agency Communications Office & External Affairs
- Maine Office of Information Technology

Refer to
Page 30

Table: Communications, MEMA 2026

TRANSPORTATION**Assigned Agencies/Organizations:**

- Department of Transportation
- Maine Turnpike Authority
- U.S. Coast Guard [Also directly contributes to Safety & Security and Hazardous Materials Lifelines]

Refer to
Page 31

Table: Transportation, MEMA 2026

HAZARDOUS MATERIAL**Assigned Agencies/Organizations:**

- Department of Environmental Protection
- Department of Marine Resources
- U.S. Coast Guard [Also directly contributes to Transportation and Hazardous Materials Lifelines]

Refer to
Page 32

Table: Hazardous Material, MEMA 2026

SAFETY & SECURITY LIFELINE

LIFELINE	SAFETY & SECURITY
	Stabilization Target: Threats to life-safety are no longer a concern for all response personnel and impacted communities. Government essential functions, including executive leadership, are operational. Sufficient search and rescue assets are on-scene to assist all survivors. Sufficient fire resources are available to support fire suppression efforts.
 Law Enforcement / Security	Law Enforcement/Security ☐ Reception centers / Family reunification centers established? ☐ Evacuation orders and approximate population impacted Select Type: () Voluntary () Mandatory () Total ☐ Curfews in place? ☐ Planned reentry procedures established? ☐ Police station facilities status: ___ # Fully Operational ___ # Partially Operational ___ # Non-Operational
 Fire Services	Fire Service ☐ Fire station facilities status: ___ # Fully Operational ___ # Partially Operational ___ # Non-Operational
 Search & Rescue	Search & Rescue (SAR) ☐ Search and Rescue Teams operating in division Select Type: () Local () State () Federal ☐ Status of ongoing SAR operations (include plans for remaining need or demobilization):
 Government Services	Government Services ☐ City Hall / Municipal / County / Emergency Management facilities status: ___ # Fully Operational ___ # Partially Operational ___ # Non-Operational ☐ School closures: Number of closures: Cause and anticipated reopening dates: ☐ Postal services: Status and gaps in capabilities: ☐ Long Term Recovery Groups: Status and plans:
 Community Safety	Community Safety ☐ Dams / Levees: ☐ At risk of failure? Location and population impacted: ☐ At least moderate damage? Location and population impacted: ☐ Communities requiring sandbag operations? ☐ Cemeteries Disrupted: Select Type: () Private () Public

Table: Community Lifelines Toolkit-Safety & Security, FEMA 2024

FOOD, HYDRATION, & SHELTER LIFELINE

LIFELINE	FOOD, HYDRATION, & SHELTER
 Food, Hydration, Shelter	Stabilization Target: All survivors, their pets, and service animals have access to food, water, and sanitation. Sheltering, including cellular reception, capacity, accessibility, and wrap-around services, is supporting the displaced population. Sufficient resources are in place to sustain agricultural requirements.
 Food	Food ☐ Unmet feeding needs? Details: ☐ Feeding stations or Points of Distribution providing food Number of stations: Locations: ☐ Grocery store chain closures, cause, and anticipated reopening Details:
 Hydration	Hydration ☐ # or % of people without potable water: ☐ # or % and locations of Points of Distribution providing water Details:
 Shelter	Shelter ☐ Capacity, overnight census, and # of: Congregate shelters Select Type: () Red Cross () Independent () State Managed Census / Capacity: Non-congregate shelters Census / Capacity: ☐ Pet shelters Status: ☐ Large animal shelters Status:
 Agriculture	Agriculture ☐ Commercial food supply impacts Details: ☐ Plant disease outbreaks Details: ☐ Animal disease outbreaks Details:

Table: Community Lifelines Toolkit-Food, Hydration, & Shelter, FEMA 2024

HEALTH & MEDICAL LIFELINE

LIFELINE	HEALTH & MEDICAL
	Stabilization Target: All survivors, their pets, and service animals have access to required medical and veterinary care. Emergency medical systems can manage patient movement requirements. Public health services are accessible to all survivors. Sufficient temporary fatality management support is in place to meet processing demand. Medical supply chain capable of adequately resupplying medical care providers.
	Medical Care ☐ # of confirmed injuries: ☐ Hospital and Emergency Medical Facility Status: Operational Status: ___ # Fully Operational ___ # Partially Operational ___ # Non-Operational Closures/Disruptions: Cause and anticipated re-opening dates: Capacity: # / % of beds available: ☐ Other Medical Facility and Veterans Affairs Facilities status and impacts: Details: ☐ Dialysis Centers and Pharmacies status: ___ # Fully Operational ___ # Partially Operational ___ # Non-Operational
	Patient Movement ☐ Unmet patient movement resource requirements? Details: ☐ Hospital evacuations: Select Status: () Planned () Executed Details: ☐ Aeromedical evacuation operations underway?
	Public Health ☐ Radiation health concerns? ☐ Food safety concerns? ☐ Chemical exposure? ☐ Vector control concerns? ☐ Air quality concerns? ☐ Medical waste concerns? ☐ Disease outbreaks?
	Fatality Management ☐ Unmet fatality management resource needs? Details: ☐ # of confirmed fatalities:
	Medical Supply Chain ☐ Medical commodity production facilities impacted? ☐ Medical gas service providers impacted?

Table: Community Lifelines Toolkit-Health & Medical, FEMA 2024

WATER SYSTEMS LIFELINE

LIFELINE	WATER SYSTEMS
	Stabilization Target: Survivors have access to temporary or permanent potable water infrastructure providing drinking water and wastewater management services. Sufficient resources are in place to support the temporary or permanent delivery of baseline water systems services.
	Potable Water Infrastructure ☐ Population without water: Population count and center location ☐ Population under Boil Water Advisory: Locations of Advisory: Water Service Provider: ☐ Water treatment facilities status: ___ # Fully Operational ___ # Partially Operational ___ # Non-Operational ☐ Intake, pump stations, pipeline, or other distribution system component impacts Details:
	Wastewater Management ☐ Wastewater treatment facilities status: Select Status: () Bypass () Offline () Limited ☐ Lift stations, force main, or other system component impacts Details:

Table: Community Lifelines Toolkit-Water Systems, FEMA 2024

ENERGY LIFELINE

LIFELINE	ENERGY
	Stabilization Target: Generators are providing temporary emergency power at critical facilities necessary to stabilize other Lifelines. Fuel distribution is available for responders. Sufficient fuel distribution is available for survivors, including to support individuals dependent on power for life-sustaining medical care.
 Power (Grid)	Power (Grid) ☐ # / % of population/jurisdiction without power: ____ / ____% ☐ Cause of power outages including impacts to: Select Impacted: () Generation () Transmission () Distribution systems ☐ Critical infrastructure requiring federal generators: Select Phase: () Assessment () Approval () Installation () Deinstallation ☐ Non-mission capable generation facilities: Type (nuclear, hydro, coal, LNG, other): ☐ Actions taken to restore power and estimated time of restoration: Details:
 Fuel	Fuel ☐ Critical infrastructure with non-federal generators anticipated to have unmet needs? Details: ☐ # / % of gas stations: ____ # / % Fully Operational ____ # / % Partially Operational ____ # / % Non-Operational ☐ # and location of fuel distribution points: Select Type: () Commercial () Responder Locations: ☐ Fuel shortages in supply chain anticipated or actual? ☐ Fuel distribution impacts (refineries, bulk fuel storage, pipelines): Details:

Table: Community Lifelines Toolkit-Energy, FEMA 2024

COMMUNICATIONS LIFELINE

LIFELINE	COMMUNICATIONS
 Communications	Stabilization Target: Survivors have access to commercial communications infrastructure to contact or be contacted by emergency services. LMR communications network is operational. PSAPs are available to the public. Survivors have access to financial services.
 Infrastructure	Infrastructure ☐ % population without cellular service: ☐ Telecommunications provider disruptions / outages Include cause, actions, and estimated time of restoration:
 Alerts, Warning, and Messages	Alerts, Warning, and Messages ☐ Impacts to local capacity to provide public alerts Details:
 911 and Dispatch	911 and Dispatch ☐ 911 / Public Safety Answering Points (PSAPs) Operational Status: Select Status: () Fully () Partially () Non-Operational Routing: Method of receiving and routing calls:
 Responder Communications	Responder Communications ☐ Locations with degraded communications Details: ☐ Unmet needs for communications devices Details: ☐ Unmet needs for communication systems Details:
 Finance	Finance ☐ # / % of facilities non-mission capable: ☐ # / % of banks/ATMs inoperable:

Table: Community Lifelines Toolkit-Communications, FEMA 2024

TRANSPORTATION LIFELINE

LIFELINE	TRANSPORTATION
	Stabilization Target: Multimodal routes (air, rail, road, port) are clear of debris and accessible by normal or alternate means.
 Highway/Roadway	Highway/Roadway ☐ Emergency route clearance requirements / completed Status: ☐ Impacts to highways / roadways / bridges Describe impacts to access, detours available, emergency repairs, and estimated time to restoration:
 Mass Transit	Mass Transit ☐ Impacts to mass transit Especially systems used for mass evacuation (bus / airport / other):
 Railway	Railway ☐ Railway bridges impacted Details: ☐ Commodity and passenger rail line disruptions Details:
 Aviation	Aviation ☐ Airport infrastructure impacts Runways, towers, ground support status: ☐ Commercial airline impacts Details: ☐ Ability for responder air operations to occur Status:
 Maritime	Maritime ☐ Port facilities impacted (landside and seaside) Operational Status: Select Status: () Fully () Partially () Non-Operational ☐ US Coast Guard Port Status: Details: ☐ Navigable waterway impacts, debris, other: Details:

Table: Community Lifelines Toolkit-Transportation, FEMA 2024

HAZARDOUS MATERIALS LIFELINE

LIFELINE	HAZARDOUS MATERIALS
	Stabilization Target: All contaminated areas are identified and secure.
 Facilities	Facilities ☐ Oil systems facilities impacted Operational Status: Select Status: () Fully () Partially () Non-Operational ☐ Hazardous materials facilities impacted Operational Status: Select Status: () Fully () Partially () Non-Operational
 HAZMAT, Pollutants, Contaminants	HAZMAT, Pollutants, Contaminants ☐ Debris total (cubic yards or tons): ☐ # of Derelict vessels:

Table: Community Lifelines Toolkit-Hazardous Materials, FEMA 2024

ONCE YOU UNDERSTAND YOUR ASSIGNED LIFELINE, TURN TO SECTION 4: PARTICIPATING IN THE OPERATIONAL RHYTHM.

Section 4: Participating in the Operational Rhythm

Key Takeaways

The SEOC uses a regular schedule during every shift with required briefings that are essential for information transfer and situational awareness.

Please reference the schedule and checklists regularly. All of your mandatory briefings and required actions are listed here.

The SEOC Manager sets the operational rhythm and meeting schedule, which is typically released at the end of the Transition Briefing. **Record these times on your Quick Reference Supplement** to help plan your tasks for the current operational period.

When things happen and when you need to provide information.

The SEOC Manager establishes a structured rhythm for all SEOC operations, defining a continuous 24-hour cycle that is typically broken into operational periods (e.g., 12 hours). This schedule ensures timely information transfer and decision-making.

As an Emergency Response Team member, your participation in this rhythm is critical. You are the conduit for information; if you miss a deadline, your agency's needs and contributions may not be accurately reflected.

Mandatory Requirements

While the SEOC Manager may adjust the schedule based on the incident, you are **REQUIRED** to participate in the following:

1. **Operational Period Transition Briefing** (Start of Shift)
2. **Situation & Strategy Briefing** (Middle of the Shift)
3. **Lifeline Assessment Submission** (Due one hour prior to the Situation & Strategy Briefing and Operational Period Transition Briefing)

Attendance at all other meetings is at the discretion of the SEOC Manager or your Section Chief.

Note: A full description, agenda, and script for each of these meetings can be found in Section 6B: Operational Rhythm Briefings/Meetings.

NOTE: Mandatory events for Emergency Response Team members are highlighted in green.

EVENT/MEETING	FREQUENCY	RESPONSIBILITY	PURPOSE
Initial Response & Assessment Briefing	One Time (Activation + 20 min)	SEOC Manager [Operations Section Chief Backup]	Provides SEOC staff, Emergency Response Team members, and key stakeholders with basic information regarding the situation and any allocated resources.
Process and Procedures Meeting	One Time (Activation + 90 min)	Planning Section Chief	Communicates essential organizational processes, or deviations to SEOC staff and Emergency Response Team members.

Table: Initial Activation Meetings, MEMA 2026

EVENT/MEETING	FREQUENCY	RESPONSIBILITY	PURPOSE
Operational Period Transition Briefing	Start of Shift (0700-0800 1900-2000)	SEOC Manager [Ops Section Chief Backup]	[MANDATORY] Formal transition. Final brief for the outgoing shift; kickoff for the incoming shift.
Objectives Meeting	Early Shift (0830-0900 2030-2100)	SEOC Manager	Sets operational period objectives. (Attendance usually limited to Command/General Staff).
Situation & Strategy Briefing	Mid-Shift (1100-1200 2300-0000)	Operations Section Chief	[MANDATORY] Comprehensive status check. Confirm progress, identify issues, coordinate strategy.
SEOC Command & General (C&G) Staff Meeting	Mid-Shift (1200-1300 0000-0100)	SEOC Manager	Leadership alignment on priorities.
Planning Meeting	Late-Shift (1600-1700 0400-0500)	Planning Section Chief	Approves the IAP for the next operational period.
Executive Briefing [If required]	Daily or as directed	SEOC Manager [Ops Section Chief Backup]	Briefing for State Leadership/Governor's Office.

Table: Reoccurring Operational Period Meetings, MEMA 2026

This **EXAMPLE** schedule repeats every operational period (e.g., 12 or 24 hours). Use this quick reference to manage your time. The meetings you need to attend are highlighted in green. Actions required to support these meetings are highlighted in orange.

TIME (D-Day) (N-Night)	EVENT / MEETING	ATTENDEES (Mandatory)	OUTPUT / DELIVERABLE
(D) 0630-0700 (N) 1830-1900	Staff Arrival & Shift Change	All Incoming/Outgoing Staff	Individual Position Hand Offs, Logins
(D) 0700-0800 (N) 1900-2000	Operational Period Transition Briefing	All Incoming/Outgoing Staff	Start of new Ops Period, Formal transition of shifts
(D) 0800 (N) 2000	Status Check	Section Chiefs and Emergency Response Team members	Verify all systems/comms active
(D) 0830-0900 (N) 2030-2100	Objectives Meeting	Policy Group, SEOC Manager, Planning Section, Operations Section	Incident and Operational Period Objectives
(D) 1000 (N) 2200	Lifeline Assessments – Situation Updates Due	All Sections and Emergency Response Team members	Input data into WebEOC or Slide Deck / Submit to Planning via Operations
(D) 1100-1200 (N) 2300-0000	Situation & Strategy Briefing	All SEOC staff, Emergency Response Team members, Relevant Counties, Tribal Nations, and Stakeholders	Update COP, Confirm Progress, Identify Issues
(D) 1200-1300 (N) 0000-0100	Command & General Staff Meeting	Policy Group, SEOC Manager, Public Information Officer, All General Staff Sections	Leadership alignment on priorities, issue resolution
(D) 1600-1700 (N) 0400-0500	Planning Meeting (for Next Ops Period)	Policy Group, Command Staff & General Staff (All)	Develop Next IAP Assignments, Validated Final IAP
(D) 1700-1715 (N) 0500-0515	Incident Action Plan Approved & Published	Planning Section	IAP Distributed to Stakeholders
(D) 1800 (N) 0600	Lifeline Assessments – Situation Updates Due	All Sections and Emergency Response Team members	Input data into WebEOC or Slide Deck / Submit to Planning via Operations
(D) 1830-1900 (N) 0630-0700	Section Clean-Up & Position Hand Off	All Staff	Update WebEOC Logs, Brief Incoming Shift
(D) 1900-2000 (N) 0700-0800	Operational Period Transition Briefing	All Incoming/Outgoing Staff	Start of new Ops Period / Formal transition of shifts

Table: EXAMPLE Meeting Schedule, MEMA 2026

SEOC ERT Member: **EXAMPLE** Operational Rhythm Checklist

Use this checklist to ensure timely participation in mandatory briefings and submission of data.

DAY SHIFT [Example]

START OF SHIFT (0630-0800)

- ☐ **Staff Arrival & Shift Change (0630-0700):** Conduct individual handover with outgoing Emergency Response Team members. Log in to systems.
- ☐ **Operational Period Transition Briefing (0700-0800):** [**MANDATORY**] Attend the formal transition briefing. Receive assignments and the new Incident Action Plan (IAP).
- ☐ **Initial Status Check (0800-):** Verify all systems and communications are active.

EARLY-SHIFT (0800-1100)

- ☐ **Objectives Published (0930):** Receive and review objectives distributed by the Planning Section, along with any associated plans. If you do not get them, contact the SEOC Manager, Operations Section Chief, or Operations Branch Chief.
- ☐ **Lifeline Assessment (1000):** [**DELIVERABLE**] Input data into WebEOC or Slide Deck. Submit to Planning Section via Operations Section.

MID-SHIFT (1100-1500)

- ☐ **Situation & Strategy Briefing (1100-1200):** [**MANDATORY**] Attend the status update. Confirm progress, identify issues, and coordinate strategy.

LATE-SHIFT (1500-1900)

- ☐ **Incident Action Plan Published (1700-1715):** Receive and review the IAP distributed by the Planning Section.
- ☐ **Lifeline Assessment (1800):** [**DELIVERABLE**] Input updated data into WebEOC or Slide Deck. Submit to Planning Section via Operations Section.
- ☐ **Section Clean-Up & Position Hand Off (1830-1900):** Update WebEOC logs. Brief incoming shift relief if applicable.
- ☐ **Shift Change Briefing (1900-2000):** [**MANDATORY**] Attend the formal close-out of the operational period and transfer of command.

NIGHT SHIFT [Example]**START OF SHIFT (1830-1900)**

- ☐ **Staff Arrival & Shift Change (1830-1900):** Conduct individual handover with outgoing Emergency Response Team members. Log in to systems.
- ☐ **Operational Period Transition Briefing (1900-2000):** **[MANDATORY]** Attend the formal transition briefing. Receive assignments and the new Incident Action Plan (IAP).
- ☐ **Initial Status Check (2000-):** Verify all systems and communications are active.

EARLY-SHIFT (2000-2300)

- ☐ **Objectives Published (2130):** Receive and review objectives distributed by the Planning Section, along with any associated plans. If you do not get them, contact the SEOC Manager, Operations Section Chief, or Operations Branch Chief.
- ☐ **Lifeline Assessment (2200):** **[DELIVERABLE]** Input data into WebEOC or Slide Deck. Submit to Planning Section via Operations Section.

MID-SHIFT (2300-0300)

- ☐ **Situation & Strategy Briefing (2300-0000):** **[MANDATORY]** Attend the status update. Confirm progress, identify issues, and coordinate strategy.

LATE-SHIFT (0300-0800)

- ☐ **Incident Action Plan Published (0500-0515):** Receive and review the IAP distributed by the Planning Section.
- ☐ **Lifeline Assessment (0600):** **[DELIVERABLE]** Input updated data into WebEOC or Slide Deck. Submit to Planning Section via Operations Section.
- ☐ **Section Clean-Up & Position Hand Off (0630-0700):** Update WebEOC logs. Brief incoming shift relief if applicable.
- ☐ **Shift Change Briefing (0700-0800):** **[MANDATORY]** Attend the formal close-out of the operational period and transfer of command.

ONCE YOU UNDERSTAND WHEN MEETINGS OCCUR AND WHEN YOU NEED TO PROVIDE INFORMATION, TURN TO SECTION 5: WHAT HAPPENS WHEN YOU ARE FINISHED.

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Section 5: What Happens When You Are Finished

Your time in the SEOC will end in one of two ways: a Shift Change (where operations continue) or a Full Demobilization (where the incident response concludes and the SEOC is deactivated). The procedures for each are distinct.

Shift Change Handoff (Incident Ongoing)

When the incident is ongoing, but your shift is over, your primary goal is continuity. Your replacement must be able to sit down and immediately understand the current situation without losing momentum.

END OF SHIFT CHECKLIST

- ☐ **Update WebEOC:** Ensure all your log entries, resource requests, and Lifeline status boards are current as of the last 30 minutes.
- ☐ **Clean Up Pending Actions:** Review your "To-Do" list. If a task isn't finished, note exactly what the next step is so your relief can take over.
- ☐ **After Action Review (AAR):** Add any comments or observations to the AAR board within WebEOC. (Ideally, this should be done throughout the shift.)
- ☐ **Prepare "Transition" Notes:** Write a short summary (bullet points) covering:
 - **Current Status:** What is the "major effort" for your agency right now?
 - **Resource Status:** What resources are mobilized to support the response?
 - **Critical Issues:** What problems are currently unsolved?
 - **Pending Decisions:** Is the SEOC Manager waiting for an answer from your agency or organization?
 - **Key Contacts:** Who did you talk to at your home agency or organization today?
- ☐ **Face-to-Face Briefing:** When your relief arrives, walk them through your transition notes. Do not just hand them a piece of paper.
- ☐ **Computer Closeout:** Sign out of WebEOC and any other related systems.

Key Takeaways

If you are handing off a shift change for an incident that is still ongoing, follow the checklist to the left (most likely scenario).

If the SEOC Manager orders a full demobilization or deactivation, follow the checklist on the next page.

- ☐ **Sign Out:** Once your relief has assumed responsibility as the new Emergency Response Team member, sign out on the SEOC Staff Roster.

Full Demobilization (Incident Concluding)

When the SEOC Manager orders a full demobilization, or deactivation of the SEOC, your goal shifts to documentation and recovery. You are closing out your agency or organization's presence at the SEOC.

FULL DEMOBILIZATION/DEACTIVATION CHECKLIST

- ☐ **Resolve Open Requests:** Ensure every Resource Request assigned to your agency or organization is marked as "Filled," "Cancelled," or "Demobilized" in WebEOC. Do not leave "Pending" requests.
- ☐ **Submit Final Logs:** Verify your activity log is complete and submit a digital copy to the Documentation Unit (Planning Section).
- ☐ **Financial Packet:** If your agency incurred costs that may be reimbursable, submit copies of all financial documents (contracts, receipts) to the Finance Section.
- ☐ **After Action Review (AAR):** Add any comments or observations to the AAR board within WebEOC.
- ☐ **Notify Home Agency:** Inform your agency leadership that the SEOC is deactivating and you are returning to normal duty.
- ☐ **Computer Closeout:** Sign out of WebEOC and any other related systems.
- ☐ **Clean Your Station:**
 - Remove all personal items.
 - Delete temporary files from the desktop (not the shared drive).
 - Sanitize your workspace (wipe down phone, keyboard, desk).
- ☐ **Return Equipment:** Turn in any issued equipment, or badges to the Logistics Section.
- ☐ **Checkout:** Sign out on the SEOC Staff Roster and inform the SEOC Manager, Operations Section Chief, or Operations Branch Chief you are departing.

ONCE YOU UNDERSTAND THE STEPS FOR COMPLETING A SHIFT CHANGE OR DEMOBILIZATION, TURN TO SECTION 6: THINGS YOU CAN REFER TO.

Section 6: Things You Can Refer To

This section serves as your central reference library. It contains the essential documents, checklists, rosters, and reference sheets needed to execute your duties as an Emergency Response Team member.

Use these tabs to guide your daily operations. Whenever you are unsure about a process, a meeting format, or a specific software task, refer to these documents to find the solution.

This section contains the following tabs:

- A. **Ground Rules and Professional Standards:** Outlines the code of conduct, behavioral expectations, and operational etiquette required for all personnel working within the SEOC environment.
- B. **Operational Rhythm Briefings/Meetings:** Provides information for each briefing and meeting in the operational cycle, detailing the purpose, required attendees, and expected outcomes.
- C. **Hazard Information Sheets and Associated CIRs/EEIs:** Provides hazard-specific guidance to support accurate reporting. This tab details the supplemental Essential Elements of Information and Critical Information Requirements necessary for distinct incident types (e.g., winter storms, floods).
- D. **SEOC Organizational Reference:** Defines the specific roles and responsibilities of Command and General Staff sections.
- E. **WebEOC Guide:** Offers instructions for navigating the WebEOC software, including logging in, board management, and resource requests.
- F. **Acronyms:** A glossary defining the common acronyms and abbreviations used within this manual and the broader emergency management community.
- G. **Call Roster:** A directory of contact information for all activated SEOC staff, Emergency Response Team members, and key external partners (Built at the start of an event).

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6.A Ground Rules and Professional Standards

SEOC operations depend on discipline, professionalism, and mutual respect. As the Emergency Response Team member, you are expected to adhere to the following ground rules to ensure the facility remains focused and efficient.

General SEOC Etiquette

- **Noise Discipline:** The SEOC floor is an open work environment. Keep conversations low and brief. Move extended discussions to breakout rooms or hallways. Silence all cell phones and radios as needed.
- **Professionalism:** Maintain a professional demeanor at all times. Stress levels will be high; patience and courtesy are mandatory.
- **Workspace:** Keep your assigned station clean and organized. Do not leave sensitive documents unattended. Do not eat at workstations near critical equipment (radios/consoles).
- **Chain of Command:** Respect the established Incident Command System structure. If you have an issue with SEOC operations, report it to the Operations Section Chief, not the SEOC Manager directly, unless it is a life-safety emergency.
- **Self-Dispatch:** NEVER self-dispatch your agency or organization's resources based on hearsay or side conversations. All resource movements must be coordinated through the SEOC process (WebEOC/IAP) to ensure tracking and safety.
- **Media:** Do not speak to the media or post incident photos/information to personal social media accounts. Refer all media inquiries to the Public Information Officer immediately.

Meeting Conduct

- **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 or organization'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.
- **No 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 or organizations, do not debate it in a briefing. Identify the issue, agree to meet immediately after the briefing, and move on.

Information Security and Data Management

- **Need to Know:** Share sensitive information only with those who have a valid operational need.
- **Computer Security:** Lock your computer screen whenever you step away from your desk (Windows Key + L).
- **Passwords:** Do not share your WebEOC or network login credentials with anyone.
- **WebEOC and Activity Logging:** WebEOC is the primary system of record for all SEOC operations. You are responsible for documenting your actions in the Activity Log Report. Mission-critical information must be entered immediately to maintain situational awareness. If you take handwritten notes during your shift, they must be transcribed into WebEOC. Paper ICS 214 forms are reserved solely for use during WebEOC outages.

6.B Operational Rhythm Briefings/Meetings

The SEOC Operational Rhythm consists of a series of briefings and meetings designed to maintain a common operating picture, ensure effective information flow across all functional areas, and synchronize response activities.

The Initial Response & Assessment Briefing and the Process & Procedures Meeting are singular events. They occur only once during the initial SEOC activation to establish operations before the recurring cycle begins.

INITIAL RESPONSE & ASSESSMENT BRIEFING [Initial Activation Process – One Time Only]

Briefing Purpose: The Initial Response & Assessment Briefing provides SEOC staff and key stakeholders with basic information regarding the situation and any allocated resources.

Attendees:

- **Required:** All SEOC staff, Emergency Response Team members, and any impacted County Emergency Management Agency or Tribal Nation.
- **Optional:** Observers and other stakeholders as appropriate

PROCESS & PROCEDURES MEETING [Initial Activation Process – One Time Only]

Meeting Purpose: The SEOC Process & Procedures Meeting communicates essential organizational processes, or deviations, reporting timelines, and any necessary deviations from standard SOPs to SEOC staff and Emergency Response Team members.

Attendees:

- **Required:** Policy Group, Command & General Staff (All)
- **Optional:** Federal Emergency Management Agency, Maine National Guard

The remaining five briefings and meetings occur as part of a reoccurring operational period. A ‘standard’ period begins with the Operational Period Transition Briefing and proceeds through each of the events detailed below until a full 12-hour period (or the timeframe established by the SEOC Manager) has completed. The period then starts again with the same meeting events.

OPERATIONAL PERIOD TRANSITION BRIEFING / SHIFT CHANGEOVER

Briefing Purpose: The Operational Period Transition Briefing acts as the formal changeover point between two operational periods. It serves as a crucial final briefing for personnel ending their shift and the official kickoff of the next shift.

Attendees:

- **Required:** All incoming/outgoing SEOC staff and Emergency Response Team members
- **Optional:** Observers and other stakeholders as appropriate

OBJECTIVES MEETING

Meeting Purpose: The Objectives Meeting establishes the incident and operational period objectives for the initial operational period. In subsequent periods, the meeting is used to review and validate current objectives, modify them based on changing conditions, or develop new objectives for the next operational period.

Attendees:

- **Required:** Policy Group, SEOC Manager, Planning Section, Operations Section
- **Optional:** Federal Emergency Management Agency, Maine National Guard

SITUATION & STRATEGY BRIEFING

Briefing 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 to determine future needs, impacts, and issues in order to develop a cohesive strategy for ongoing coordination and support.

Attendees:

- **Required:** All SEOC staff, Emergency Response Team members, and any impacted County Emergency Management Agency or Tribal Nation.
- **Optional:** Observers and other stakeholders as appropriate.

COMMAND & GENERAL (C&G) STAFF MEETING

Meeting Purpose: This meeting provides a semi-formal setting to discuss priorities, review current status, and resolve challenges to ensure a coordinated response.

Attendees:

- **Required:** Policy Group, SEOC Manager, Public Information Officer, All General Staff Sections
- **Optional:** Communications Office Director, Safety Officer, Liaison Officer

PLANNING MEETING

Meeting Purpose: Serves as a final review and validation of the drafted Incident Action Plan (IAP) prior to the SEOC Manager or Policy Group Lead approval of the Incident Action Plan and its subsequent distribution.

Attendees:

- **Required:** Policy Group, Command Staff and General Staff (All)
- **Optional:** Federal Emergency Management Agency, Maine National Guard

The graphic on the following page illustrates how each meeting fits into the SEOC operational period. As a reminder, operational periods can vary depending on the circumstances. The graphic depicts a “typical” shift. The SEOC Manager will make the final determination and publish the schedule shortly after the SEOC is activated.



The following pages in this tab detail each of the briefings and meetings. They have been designed to be separated from this Desk Guide as needed. As such, page numbers are not accurate.

The briefings and meeting documents are presented in the following order:

1. Initial Response & Assessment Briefing
2. Process & Procedures Meeting
3. Operational Period Transition Briefing
4. Objectives Meeting
5. Situation & Strategy Briefing
6. SEOC Command & General Staff Meeting
7. Planning Meeting



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

July 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 Rhythm (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.



State of Maine State Emergency Operations Center Process & Procedures Meeting

July 2026



1. Meeting Basics

- 1.1 **Meeting Title:** Process & Procedures Meeting
- 1.2 **Meeting Purpose:** The State Emergency Operations Center (SEOC) Process & Procedures Meeting communicates essential organizational processes, or deviations, reporting timelines, and any necessary deviations from standard SOPs to SEOC staff and Emergency Response Team members.
 - 1.2.1 **Frequency:** One time only. Occurs during the SEOC Activation Process.
 - 1.2.2 **Time:** Activation + 90 minutes
 - 1.2.3 **Location:** Policy or Business Office
 - 1.2.4 **Duration:** ~30 minutes using documented SOPs
 - 1.2.5 **Resource Requirements:** N/A
 - 1.2.6 **Decisions:** Deviations from the Standing Operational Procedures; Staffing and overtime requests.

2. Meeting Composition

- 2.1 **Lead:** Planning 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.
- 2.3 **Attendees:**
 - 2.3.1 Attendees (Required): Policy Group, Command & General Staff (All)
 - 2.3.2 Attendees (Optional): Federal Emergency Management Agency, Maine National Guard

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 **SEOC Standards Review [No slide];** 10 Minutes; Planning Section Chief; Provides an opportunity to review SEOC standing operational procedures, assignments, information

flow, and demobilizations plan. Procedural deviations will be approved by the SEOC Manager.

- 3.3 **Logistics Review [No slide];** 5 Minutes; Logistics Section Chief; Provides a review of procedures related to SEOC administrative management (e.g. requesting office supplies, cleaning services, provision of meals). Procedural deviations will be highlighted and approved by the SEOC Manager.
- 3.4 **Communications Review [No slide];** 5 Minutes; Communications Office Director; Reviews communications policies and procedures, discusses allocated communication frequencies, additional HAM radio support, equipment issues, and the subsequent impact on SEOC operations. Procedural deviations will be approved by the MEMA Director, or MEMA Deputy in their absence.
- 3.5 **Public Engagement Review [No slide];** 5 Minutes; Public Information Officer; Reviews procedures and policies for engaging with the public to include alerts, social media interaction, and contacts with news outlets or other relevant organizations. Procedural deviations will be approved by the MEMA Director, or MEMA Deputy in their absence.
- 3.6 **Finance Review [No slide];** 5 Minutes; Finance Chief; Consists of a review of spending limits, overtime guidelines, documentation of costs and resources, lodging needs, etc. Procedural deviations will be approved by the MEMA Director, or MEMA Deputy in their absence.
- 3.7 **Comments/Alibis [No slide];** ~2 Minutes; Planning Section Chief; 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)

- Standing Operating Procedures [Previously Established]
- Policy Decision on Spending Limits [Policy Section]
- Disaster Declaration Status [Recovery Section]
- Immediate Needs [Finance Section]
- Media Engagement Requests [Public Information Officer]

4.1.2 **Time:** All standing operating procedures should be finalized prior to any event. Any recommended deviations should be recorded prior to the meetings start.

4.3 **Output**

4.3.1 Product(s)

- Approved deviations
- Approved information for release to all SEOC staff and representatives

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

4.4 **Notes:** If deviations are limited, the meeting should be conducted well under the initial duration estimate.

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
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.)

Planning Section Chief: “Good [morning/afternoon/evening], everyone. Welcome to the Process and Procedures Meeting. The purpose of this meeting is to communicate essential processes and to address any necessary deviations from our standard procedures. We'll be using our established SOPs as the baseline for this discussion.”

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

Planning Section Chief: “We will start with the SEOC Standards Review. I will provide a brief overview of our standing operational procedures and highlight any necessary deviations specific to this event.”

- **Review of Standing Procedures:**
[Discuss any pertinent operational procedures here, such as watch schedules, reporting requirements, or inter-section coordination protocols]
 - **Proposed Deviations:** “Are there any proposed deviations from our standing operational procedures that need to be addressed?”
- ** IF NECESSARY **** SEOC Manager: “I [approve/deny] the request for [insert here]. Please ensure it is recorded and communicated to all sections.”

Logistics Section Chief: “This will be a review our procedures for SEOC administrative management. This includes requesting office supplies, arranging for cleaning services, and the provision of meals.”

- **Review of Logistics/Administrative Procedures:**
[Discuss any pertinent administrative procedures]
 - **Proposed Deviations:** “Are there any proposed deviations that need to be addressed?”
- ** IF NECESSARY **** SEOC Manager: “I [approve/deny] the request for [insert here]. Please ensure it is recorded and communicated to all sections.”

Communications Office Director Chief: “Our communications policies and procedures, including allocated radio frequencies and equipment issues will be based on current SOPs” [or update accordingly].

- **Review of Communications Procedures:**
[Discuss any pertinent communication procedures]

- **Proposed Deviations:** “Are there any proposed deviations that need to be addressed?”

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

Public Information Officer: “I will review our procedures for engaging with the public, including our processes for issuing alerts, social media interaction, and managing media inquiries.”

- **Review of Public Engagement Procedures:**
[Discuss any pertinent engagement procedures]
- **Proposed Deviations:** “Are there any proposed deviations that need to be addressed?”

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

Finance Section Chief: “Our finance review today covers spending limits, overtime guidelines, and documentation procedures.”

- **Review of Financial Procedures:**
[Discuss any pertinent financial procedures]
- **Proposed Deviations:** “Are there any proposed deviations that need to be addressed?”

**** 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: “This is the end of our agenda. Before we wrap up, are there any remaining comments or questions.”

[Allow a moment for any final comments or questions]

Planning Section Chief: “Hearing no further comments or questions, this meeting is adjourned. The approved deviations and information will be distributed immediately. Thank you all for your time and attention.”

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.



State of Maine State Emergency Operations Center Operational Period Transition Briefing

July 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.

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.]

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.]
-

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.]

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]

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]

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]

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]
-

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]
-

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]
-

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]
-

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]
-

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.]

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"]

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.”

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.



State of Maine State Emergency Operations Center Objectives Meeting

July 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, Logistics 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]			
Logistics 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]

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.



State of Maine State Emergency Operations Center Situation & Strategy Briefing

July 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.]
-

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]
-

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?”
-

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.

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

July 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.

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State of Maine State Emergency Operations Center Planning Meeting

July 2026



1. Meeting Basics

- 1.1 **Meeting Title:** Planning Meeting
- 1.2 **Meeting Purpose:** Serves as a final review and validation of the drafted Incident Action Plan (IAP). Its purpose is to obtain final concurrence from all key stakeholders before the SEOC Manager or Policy Group Lead approves of the Incident Action Plan and its subsequent distribution.
 - 1.2.1 **Frequency:** This meeting occurs just once during each operational period.
 - 1.2.2 **Time:** Activation + 540 minutes (9 Hours)
 - 1.2.3 **Location:** Policy Office
 - 1.2.4 **Duration:** ~60 minutes
 - 1.2.5 **Resource Requirements:** Computer Access, Wi-Fi
 - 1.2.6 **Decisions:** Approval of the Incident Action Plan

2. Meeting Composition

- 2.1 **Lead:** Planning 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.
- 2.3 **Attendees:**
 - 2.3.1 Attendees (Required): Policy Group, Command Staff & General Staff (All)
 - 2.3.2 Attendees (Optional): Federal Emergency Management Agency, Maine National Guard

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 **Situation, Priorities and Objectives Review [No Slide];** 5 Minutes; Planning Section Chief; Provides any changes related to the event that have occurred since the end of the Situation Update Briefing. The Planning Section Chief also reviews the next operational period objectives.

- 3.3 **Review the Incident Action Plan (IAP) [No Slide];** 30 Minutes; Planning Section Chief; Review the plan and clarification of any issues or concerns.
- 3.4 **Plan Support [No Slide];** 20 Minutes; Planning Section Chief; Facilitates approval of the plan by all Command & General Staff representatives. **Concurrence is mandatory before the plan can be approved.**
- 3.5 **Comments/Alibis [No Slide];** ~2 Minutes; Planning Section Chief; Provides an opportunity to add any additional updates or final comments. Once all questions have been addressed and any final issues resolved, the MEMA Director, or MEMA Deputy in his absence [Policy Group] will provide the official, final approval of the Incident Action Plan.

4. Meeting Inputs, Outputs, and Notes

4.1 Input

4.1.1 Product(s)

- Situational Awareness [Planning Section]
- ICS 201 Incident Briefing or IAP from the ICP, or SITREP from Agency Representative [Operations Section]
- ICS 202 Incident Objectives [Planning Section]
- ICS 204 Assignments [Operations Section]
- ICS 205 Incident Radio Communications Plan [Communications Office]
- ICS 205A Communications List [Communications Office]
- ICS 206 Medical Plan [Safety Officer]

4.1.2 **Time:** Information will be required 30 minutes prior to the start of the meeting.

4.2 Output

4.2.1 Product(s): Approved Incident Action Plan

4.2.2 **Time:** The Incident Action Plan will be distributed within one hour of the meetings' conclusion.

- 4.3 **Notes:** The Planning Meeting validates drafted operational plans and resource assignments. Its goal is to ensure Command & General Staff can support the plan and to secure their concurrence before the Incident Action Plan is approved.

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
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.)

Planning Section Chief: “Good [morning/afternoon/evening], everyone. This is the Planning Meeting for operational period [XX]. The purpose of this meeting is to review the drafted Incident Action Plan and gain final concurrence from all command and general staff before it is officially approved.”

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

Planning Section Chief: “Let's begin by reviewing the latest situational updates, priorities, and objectives for the upcoming operational period.”

- **Situation Updates:**
[State “No Change” or provide any brief updates that have occurred since the last briefing]
- **Priorities & Objectives:**
[Review the key priorities and objectives as defined in the plan, confirming they are still accurate]

Planning Section Chief: “We will now review the drafted Incident Action Plan section by section. Please, feel free to ask questions or raise any concerns as we go.”

[Walk the group through the key components of the IAP: ICS 204 Assignments, ICS 205 Communications Plan, ICS 206 Medical Plan, etc.]

Planning Section Chief: “At this point, we will go around the table to confirm that each section can support this plan and that their assignments and resource needs are accurately reflected. Concurrence is mandatory before we can move forward.”

- Communications Office Director? (Confirm radio plan and communication support)
- Public Information Officer? (Confirm public messaging and communication strategy)
- Liaison Officer? (Provide any external partner considerations or input)
- Safety Officer? (Confirm safety plan and risk mitigation measures)
- Operations Section? (Confirm assignments and ability to execute)
- Logistics Section? (Confirm resource support and needs)
- Finance Section? (Confirm financial support)
- Recovery Section? (Confirm long-term recovery considerations)
- SEOC Manager? (Provide overall readiness and coordination update)

- Federal Emergency Management Agency (If attending)? (Provide any final federal considerations or input)
 - Maine National Guard (If attending)? (Provide any final military considerations or input)
-

Planning Section Chief: “Thank you for your review and concurrence. Are there any final questions or comments before we seek final approval?”

[Allow a moment for any final comments or questions]

SEOC Manager/MEMA Director or Deputy Director: [SAMPLE TEXT] “Thank you, everyone. Based on your review and concurrence, the Incident Action Plan for the upcoming operational period is officially approved. We are ready to begin execution and the Planning Section will distribute the final plan.”

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.

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6.C Hazard Information Sheets and Associated CIRs/EEIs

The following documents comprise a set of State of Maine Severe Seasonal Hazard Response SEOC Quick Reference guides. They detail emergency protocols for severe summer weather, severe winter weather, hurricanes and tropical storms, flooding, and drought. Each guide outlines the SEOC timeline, triggers, and actions for enhanced monitoring, partial activation, and full activation. The documents also identify critical information requirements, essential elements of information, and hazard-specific data to coordinate multi-agency responses.

Information Sheets:

- **Severe Summer Weather:** Summarizes the coordination of the multi-agency response to rapid-onset summer weather extremes. Staff use the full appendix to mobilize public cooling centers, target welfare checks, monitor statewide critical facilities, and deploy damage assessment teams following sudden microbursts, tornadoes, and heat waves.
- **Severe Winter Weather:** Summarizes the coordination of the multi-agency response to blizzards, ice storms, heavy snow, extreme cold, and snow squalls. Staff use the full appendix to sustain public warming centers, execute welfare checks, coordinate large-scale grid restoration, and monitor critical transportation infrastructure.
- **Hurricanes & Tropical Storms:** Summarizes the coordination of the multi-agency response to tropical cyclones. Staff use the full appendix to manage complex coastal evacuations, mass sheltering, commodities distribution, debris management, and fatality management.
- **Flooding:** Summarizes the coordination of the multi-agency response to destructive flood events. Staff use the full appendix to mobilize high-clearance water vehicles, support municipal sandbagging, coordinate life-saving evacuations, monitor dam integrity, and execute boil-water advisories.
- **Drought:** Summarizes the coordination of the multi-agency response to severe and prolonged drought conditions. Staff use the full appendix to synchronize water management strategies, support agricultural relief programs, manage the deployment of emergency drinking water, and mitigate wildland fire risks.

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SEVERE SEASONAL WEATHER - SUMMER

SEVERE SEASONAL HAZARD RESPONSE | SEOC QUICK REFERENCE

Severe summer weather includes heat waves, thunderstorms, lightning, damaging winds, hail, tornadoes, and microbursts. Unlike long-duration winter storms, these localized events materialize with little warning. They cause concentrated infrastructure damage, sudden power outages, and critical public health emergencies, such as heat stroke among vulnerable populations.

APPENDIX PURPOSE

Coordinates the multi-agency response to rapid-onset summer weather extremes. Staff members use Appendix 1 to mobilize public cooling centers, target welfare checks, monitor statewide critical facilities, and deploy damage assessment teams following sudden microbursts, tornadoes, and heat waves.

LEAD AGENCY

Maine Emergency Management Agency

Establishes National Weather Service (NWS) communication, coordinates Emergency Management Assistance Compact requests, and advises the Governor.

SEOC TIMELINE, TRIGGERS, & ACTIONS

Enhanced Monitoring (L3)

- NWS forecasts extreme heat
- NWS issues thunderstorm watches
- Coordinate initial messaging
- Track municipal cooling capacities

Partial Activation (L2)

- NWS issues severe storm warnings
- Monitor localized utility disruptions
- Assess tourist and transient populations
- Track structural damages

Full Activation (L1)

- Sudden impact events strike
- Confirm mass power outages
- Monitor the staging of life-saving rescue teams
- Stabilize community lifelines

CRITICAL INFORMATION REQUIREMENTS

MASS CASUALTIES & HEALTH SURGES

Have emergency medical services experienced surges in heat illnesses or injuries?

GRID INSTABILITY & VULNERABILITY

Has peak cooling demand caused rolling brownouts or threatened critical facilities?

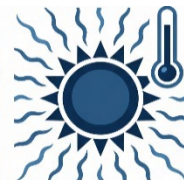
PATH OF DESTRUCTION

Have wind and flood damage isolated communities and strained resources?

HAZARD FOCUS



COASTAL & INLAND FLOODING



EXTREME HEAT



HIGH-IMPACT SUSTAINED WINDS



THUNDERSTORMS & LIGHTNING



TORNADOES



MICROBURST & HAIL

ESSENTIAL ELEMENTS OF INFORMATION

Universal Impacts • Damage: Debris type & clearance volume. • Roads/Bridges: Real-time status of closures. • Power: Customer outages by utility & restoration time estimates. • Search & Rescue: Locations, numbers evacuated. • Resource Needs: Requests for specialized assets.	Hazard-Specific Data • Heat: Forecast maximum heat index & duration. • Inland Floods: USGS river gauge readings and dam spill way rates. • Wind: Max wind gusts from official stations. • Tornado/Microburst: Path length, width, and Enhanced Fujita Scale (EF Scale) rating.
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CRITICAL DEFINITIONS FOR PLANNING

Extreme Heat Warning	Issued when heat index values expected to reach 105°F or greater for 2 hours or more in the next 12 to 48 hours.
Flash Flood Warning	Issued for sudden, violent flooding occurring within minutes or a few hours of intense rainfall or a dam failure.
Severe Thunderstorm Warning	Issued for storms producing wind gusts of at least 58 mph or hail 1 inch in diameter or larger.
Tornado Warning	Issued when a tornado is either sighted by trained observers or indicated by weather radar.
Watch vs. Warning	Watch: Hazardous weather is possible . Warning: Hazardous weather is occurring or imminent .

TORNADO ENHANCED FUJITA (EF) SCALE RATINGS

EF Scale Rating	Wind Speed (MPH)	Typical Damage Observations
EF-0	65 – 85	Light damage. Peels surface off some roofs; some damage to gutters or siding; branches broken off trees; shallow-rooted trees pushed over.
EF-1	86 – 110	Moderate damage. Roofs severely stripped; mobile homes overturned or badly damaged; loss of exterior doors; windows and other glass broken.
EF-2	111 – 135	Considerable damage. Roofs torn off well-constructed houses; foundations of frame homes shifted; mobile homes completely destroyed; large trees snapped or uprooted; light-object missiles generated; cars lifted off ground.
EF-3	136 – 165	Severe damage. Entire stories of well-constructed houses destroyed; severe damage to large buildings such as shopping malls; trains overturned; trees debarked; heavy cars lifted off the ground and thrown; structures with weak foundations blown away some distance.
EF-4	166 – 200	Devastating damage. Well-constructed houses and whole frame houses completely leveled; cars thrown and small missiles generated.
EF-5	200 +	Incredible damage. Strong frame houses leveled off foundations and swept away; automobile-sized missiles fly through the air in excess of 109 yards; high-rise buildings have significant structural deformation; incredible phenomena will occur.

Citation: <https://weather.com/storms/tornado/news/2024-05-03-enhanced-fujita-scale-tornado-explained>

SEVERE SEASONAL WEATHER - WINTER

SEVERE SEASONAL HAZARD RESPONSE | SEOC QUICK REFERENCE

Severe winter weather includes blizzards, ice storms, heavy snow, extreme cold, and snow squalls. While winter storms offer days of predictive lead time compared to summer events, they still pose significant risks. These storms cause prolonged transportation disruptions, damage the electrical grid, and create public health emergencies during extended power outages.

APPENDIX PURPOSE

Coordinates the multi-agency response to severe winter weather extremes. Staff use this appendix to sustain public warming centers, execute welfare checks, coordinate large-scale grid restoration, and monitor critical transportation infrastructure during blizzards, ice storms, and extreme cold events.

LEAD AGENCY

Maine Emergency Management Agency

Establishes National Weather Service (NWS) communication, manages response activities, synchronizes resource requests, coordinates public information, and advises the Governor.

SEOC TIMELINE, TRIGGERS, & ACTIONS

Enhanced Monitoring (L3)

- NWS forecasts significant winter system
- Conduct initial coordination
- Review heating fuel levels
- Monitor municipal road salt stockpiles

Partial Activation (L2)

- NWS issues severe winter watches
- MaineDOT pre-treats roads
- Coordinate warming center standby
- Issue public travel plan warnings

Full Activation (L1)

- NWS issues severe winter warnings
- Manage highway blockages
- Clear priority transportation routes
- Track real-time power outages

CRITICAL INFORMATION REQUIREMENTS

TRANSPORTATION DISRUPTION

Have impassable interstates trapped motorists and halted critical supply chains?

GRID COLLAPSE & FUEL

Have ice accumulations caused catastrophic electrical failure, and have regional heating fuel shortages been identified?

STRUCTURAL THREATS

Have excessive snow loads caused widespread roof collapses on commercial buildings, agricultural facilities, and residential homes?

HAZARD FOCUS



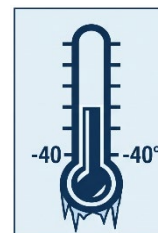
BLIZZARDS



ICE STORMS



HEAVY SNOW



EXTREME COLD



SNOW SQUALLS

ESSENTIAL ELEMENTS OF INFORMATION

Universal Impacts

- **Roads:** Status of state roads and interstate highways.
- **Power:** Customer outages by county and estimated restoration time.
- **Mass Care:** Capacities of open warming centers.
- **Commodities:** Status of home heating fuel deliveries, diesel supplies, and municipal road salt stockpiles.
- **Resources:** Requests for specialized assets.

Hazard-Specific Data

- **Blizzard:** Snowfall rates and visibility restrictions.
- **Ice Storm:** Radial ice accretion totals.
- **Cold:** Forecasted wind chill minimums.
- **Squall:** Visual confirmation of highway conditions via MaineDOT cameras.

CRITICAL DEFINITIONS FOR PLANNING

Blizzard Warning	Sustained winds of 35 mph or greater combined with falling or blowing snow to reduce visibility to 1/4 mile or less for at least 3 hours.
Ice Storm Warning	Crippling ice accumulations of 1/2 inch or more that snap tree limbs and down utility lines.
Nor'easter	Disruptive low-pressure system bringing heavy snow, gale-force winds, and coastal storm surge.
Wind Chill Warning	Wind and cold temperatures combine to create dangerous conditions that accelerate heat loss from exposed skin.
Winter Storm Severity Index	Scale used by the National Weather Service to communicate the operational impact of winter weather based on factors like snow amount, ice accumulation, and wind.
Watch vs. Warning	Watch: Hazardous weather is possible . Warning: Hazardous weather is occurring or imminent .

WINTER STORM SEVERITY INDEX (WSSI)

Scale	Typical Damage and Effects
Limited	Rarely a direct threat to life and property. Typically results in little inconveniences to daily life.
Minor	Rarely a direct threat to life and property. Typically results in an inconvenience to daily life and minor travel disruptions.
Moderate	Often results in some disruptions to daily life. Hazardous driving conditions and localized infrastructure impacts are possible.
Major	Extensive property damage is likely (e.g., roof collapses, severe ice damage to the utility grid). Significant disruptions to daily life and travel are expected. Immediate life-saving actions may be needed.
Extreme	Extensive and widespread severe property damage. Results in extreme disruptions to daily life and the complete paralysis of the Transportation Lifeline. Immediate life-saving actions will be needed.

Citation: https://www.weather.gov/ict/WSSI_Overview

HURRICANES & TROPICAL STORMS

SEVERE SEASONAL HAZARD RESPONSE | SEOC QUICK REFERENCE

Hurricanes and Tropical Storms are large, organized storms that can produce dangerous winds, extreme rainfall, storm surge, and tornadoes. These massive systems can also cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, and business interruption.

APPENDIX PURPOSE

Coordinates the multi-agency response to tropical cyclones. Staff implement this appendix to manage complex coastal evacuations, mass sheltering, commodities distribution, debris management, and fatality management prior to and following landfall.

LEAD AGENCY

Maine Emergency Management Agency

Establishes National Hurricane Center communication, coordinates Emergency Management Assistance Compact requests, and advises the Governor.

SEOC TIMELINE, TRIGGERS, & ACTIONS

Enhanced Monitoring (L3)

- National Hurricane Center issues 5-day forecast track
- Draft SEOC manning roster
- Verify staging areas & MOUs
- Initiate mass care coordination

Partial Activation (L2)

- Establish Evac Ops Group
- Assess mass transit requirements
- Request State of Emergency
- Initiate shelter operations

Full Activation (L1)

- General evacuations begin (E0)
- Close bridges/transport routes
- Stage life-safety rescue teams
- Secure infrastructure before winds

CRITICAL INFORMATION REQUIREMENTS

COASTAL EVACUATION & PORTS

Do multiple coastal towns require mass evacuation or show infrastructure failure?

DAM STABILITY & BASINS

Have major river basins exceeded flood stage, and are dams facing overtopping risks?

WIDESPREAD POWER FAILURE

What percentage of the state population lacks power, and what is the estimated time of re-establishment?

HAZARD FOCUS



INLAND FRESHWATER FLOODING



AMPLIFIED COASTAL STORM SURGE



ISOLATED RAIN BAND TORNADOES



HIGH-IMPACT SUSTAINED WINDS

ESSENTIAL ELEMENTS OF INFORMATION

Universal Impacts

- **Damage:** Debris type & clearance volume.
- **Roads/Bridges:** Real-time status of closures.
- **Power:** Customer outages by utility & restoration time estimates.
- **Search & Rescue:** Locations, numbers evacuated.
- **Resource Needs:** Requests for specialized assets.

Hazard-Specific Data

- **Coastal:** Actual tide levels vs. forecast levels.
- **Inland Floods:** USGS river gauge readings and dam spill way rates.
- **Wind:** Max wind gusts from official stations.
- **Tornado/Microburst:** Path length, width, and Enhanced Fujita Scale (EF Scale) rating.

CRITICAL DEFINITIONS FOR PLANNING

H Hour	Marker signifying the arrival of tropical storm force winds. High-profile vehicle movement must end before H Hour.
E Hour	Marker indicating the start of evacuation operations. Calculated by subtracting clearance time from H Hour.
HURREVAC	Decision-support tool used to calculate evacuation clearance times and inform evacuation timing.
Cone of Uncertainty	Graphic showing probable track based on forecast errors. Does not represent storm size, wind extent, or impact area.
Storm Surge	Abnormal, destructive rise of ocean water above predicted astronomical tides, driven by severe storm winds.

SAFFIR-SIMPSON HURRICANE WIND SCALE

[Including an excerpt of Beaufort Wind Scale for tropical depression category]

Category	Sustained Wind Speed	Effects
Tropical Depression	0 to 38 mph	Tropical disturbances originate in tropical waters
	Beaufort Scale 5 19-24 mph	Moderate waves (6-10 ft), small trees begin to sway
	Beaufort Scale 6 25-31 mph	Large waves (9-13 ft), large branches in motion
	Beaufort Scale 7 32-38 mph	High wind, moderate gale, large 13-19 ft waves, large trees in motion
Tropical Storm	Winds: 39-73 mph	Sustained winds capable of causing structural damage, typically at ≥ 58 mph
Hurricane Category 1	Winds: 74–95 mph	Very dangerous winds will produce some damage
Hurricane Category 2	Winds: 96–110 mph	Extremely dangerous winds will cause extensive damage
Hurricane Category 3	Winds: 111–129 mph	Devastating damage will occur
Hurricane Category 4	Winds: 130–156 mph	Catastrophic damage will occur
Hurricane Category 5	Winds: 157+ mph	Catastrophic damage will occur

FLOODING

SEVERE SEASONAL HAZARD RESPONSE | SEOC QUICK REFERENCE

Flooding is one of Maine's most frequent and destructive natural disasters, threatening infrastructure, property, and local economies. Because flood conditions escalate with little warning, the response demands the immediate deployment of life-saving resources, efforts to restore disrupted transportation networks, action to address contaminated water supplies, and the safeguarding of displaced populations.

APPENDIX PURPOSE

Coordinates the multi-agency response to destructive flood events. Staff use this appendix to mobilize high-clearance water vehicles, support municipal sandbagging, coordinate life-saving evacuations, monitor dam integrity, and execute boil-water advisories for compromised systems.

LEAD AGENCY

Maine Emergency Management Agency

Establishes National Weather Service (NWS) communication, coordinates resource requests, monitors hydrological data, synchronizes public information, and advises the Governor.

SEOC TIMELINE, TRIGGERS, & ACTIONS

Enhanced Monitoring (L3)

- NWS issues specific flood watches
- Monitor USGS river gauge telemetry
- Conduct coordination calls with DEP
- Verify sandbag and pump stockpiles

Partial Activation (L2)

- NWS issues specific flood warnings (Moderate flood)
- Stage state managed assets
- MaineDOT pre-positions barricades
- Issue coordinated evacuation warnings

Full Activation (L1)

- NWS issues specific flood warnings (Major flood)
- Rivers crest or flash flooding occurs
- Monitor the securing of compromised roads & bridges
- Synchronize mass care logistics

CRITICAL INFORMATION REQUIREMENTS

RIVERINE & DAM THREATS

Have major river systems exceeded flood stage, and are any dams facing structural failure or overtopping?

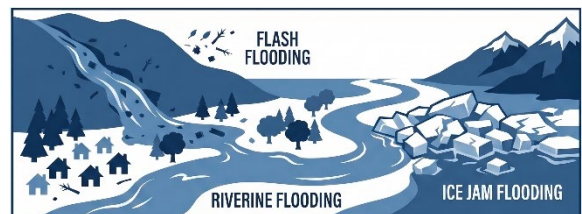
COMMUNITY ISOLATION

Have rising floodwaters or washed-out bridges isolated communities from medical/supply access?

COASTAL INUNDATION

Does peak storm surge coincide with astronomical high tides, and have severed causeways isolated islands?

HAZARD FOCUS



INLAND FRESHWATER FLOODING



COASTAL FLOODING AND STORM SURGE

ESSENTIAL ELEMENTS OF INFORMATION

Universal Impacts	Hazard-Specific Data
• Washouts: Status of state highways, local roads, and bridges. • Shelters: Geographic locations, capacities, and unmet needs. • Water Systems: Operational status of drinking and wastewater facilities. • Rescues: Number and location of active swift-water boat rescues. • Hazmat: Number and severity of environmental spills.	• Washouts: Status of state highways, local roads, and bridges. • Shelters: Geographic locations, capacities, and unmet needs. • Water Systems: Operational status of drinking and wastewater facilities. • Rescues: Number and location of active swift-water boat rescues. • HAZMAT: Number and severity of environmental spills.

CRITICAL DEFINITIONS FOR PLANNING

Flash Flood Warning	Urgent warning issued when a sudden, violent flood develops in minutes or hours.
100-Year Flood	Base flood event with a 1 percent annual chance of being equaled or exceeded.
Hydrostatic Pressure	Pressure exerted by standing or slow-moving water against infrastructure.
Storm Surge	An abnormal, destructive rise of ocean water above predicted astronomical tides, driven by severe storm winds and low pressure.
Watch vs. Warning	Watch: Hazardous weather is possible . Warning: Hazardous weather is occurring or imminent .

FLOOD SEVERITY & INTENSITY CATEGORIES

Flood Category	Typical Damage Observations
Minor	Minimal property damage occurs. Primary threats are public nuisance, such as the temporary inundation of secondary dirt roads, public parks, and known low-lying agricultural fields. There is typically no immediate threat to life safety, though minor traffic detours may be required.
Moderate	Damaging inundation of residential structures and paved roads near streams and coastlines begins to occur. Floodwaters may breach residential basements or low-elevation commercial spaces. Localized, targeted evacuations of vulnerable populations and the transfer of valuable property (vehicles, livestock) to higher elevations become necessary, prompting the activation of municipal shelters.
Major	Extensive, catastrophic, and deep inundation of residential structures, commercial districts, and primary transportation arteries (including state highways). Significant, widespread, and formally mandated evacuations are required to preserve life safety. Communities may face multi-day isolation due to structural collapses.
Record	Flooding that equals or exceeds the highest documented water stage or volumetric discharge ever previously observed at a specific geographic location. This represents an unprecedented, highly destructive event requiring massive mutual aid support, federal intervention, and long-term recovery phases spanning months or years.

Citation: <https://forecast.weather.gov/glossary.php?word=flood+categories>

DROUGHT

SEVERE SEASONAL HAZARD RESPONSE | SEOC QUICK REFERENCE

Unlike rapid-onset hazards, droughts are insidious creeping disasters characterized by a prolonged, compounding period of low precipitation that damages municipal water supplies, commercial agriculture, and the environment. Effective response demands the long-term, sustained coordination of water management strategies, agricultural support programs, and the monitoring of public reservoirs.

APPENDIX PURPOSE

Coordinates the multi-agency response to severe and prolonged drought conditions. Staff use this appendix to synchronize water management strategies, support agricultural relief programs, manage the deployment of emergency drinking water, and mitigate wildland fire risks.

LEAD AGENCY

MEMA & U.S. Geological Survey (USGS)

MEMA manages the SEOC, synchronizes public information, and advises the Governor. USGS collects scientific data, monitors groundwater levels, and tracks precipitation deficits.

SEOC TIMELINE, TRIGGERS, & ACTIONS

Enhanced Monitoring (L3)

- USDM indicates D0 (Abnormally Dry) conditions
- Drought Task Force convenes
- Establish operational readiness
- Conduct interagency coordination call

Partial Activation (L2)

- USDM classifies regions as D1 (Moderate Drought) or D2 (Severe Drought) – MEMA Director Determination
- Request voluntary water conservation
- Elevate wildland fire readiness postures

Full Activation (L1)

- USDM classifies regions as D3 (Extreme Drought) or D4 (Exceptional Drought) – MEMA Director Determination
- Coordinate the deployment of emergency potable water buffaloes
- Request federal agricultural disaster relief

CRITICAL INFORMATION REQUIREMENTS

CRITICAL WATER SUPPLY FAILURE

Do rural communities lack groundwater entirely, and do they require state-level deployments of emergency water buffaloes?

AGRICULTURAL THRESHOLDS

Do sustained crop and livestock losses reach the financial thresholds required to trigger USDA disaster designations?

INDUSTRY STOPPAGE

Does streamflow drop to levels that force the mandatory shutdown of hydroelectric facilities and paper mills?

HAZARD FOCUS



DROUGHT

ESSENTIAL ELEMENTS OF INFORMATION

Universal Impacts

- **Drought Status:** Weekly geographic categorization of counties (D0-D4).
- **Public Systems:** Reservoir capacity percentages and days-of-supply.
- **Dry Wells:** Tracked number and geographic clustering of failed residential wells.
- **Fire Danger:** Keetch-Byram Drought Indices and number of active wildland fires.

Hazard-Specific Data

- **Yield Estimates:** Verified percentages of crop loss calculated by DACF.
- **Soil Moisture:** Standard Precipitation Index percentages indicating root-zone dryness.
- **Groundwater:** Depth-to-water measurements from USGS telemetry networks.
- **Restrictions:** Estimated public compliance rates for mandatory water conservation.

CRITICAL DEFINITIONS FOR PLANNING

Agricultural Drought	Condition where precipitation deficits and reduced groundwater impact agricultural yields.
Hydrologic Drought	Condition where low water supply occurs in streams, reservoirs, and groundwater levels
Keetch-Byram Index	Continuous reference scale used by the Maine Forest Service to estimate soil and duff layer dryness.
Meteorological Drought	Condition where dry weather patterns dominate an area and disrupt continuous rainfall cycles.
U.S. Drought Monitor	Weekly map identifying the geographic footprint and severity classification of drought conditions.

DROUGHT SEVERITY & INTENSITY CATEGORIES

Drought Category	Typical Damage Observations
D0 - Abnormally Dry	Short-term dryness slowing the planting and growth of crops or pastures. This typically represents a region going into a drought or some lingering water deficits for a region coming out of a drought.
D1 - Moderate Drought	Some visible damage to crops and pastures occurs. Streams, reservoirs, or local wells run low. Minor water shortages develop, and state agencies typically request voluntary water-use restrictions.
D2 - Severe Drought	Crop or pasture losses become likely. Streams, reservoirs, and wells reach low levels. Widespread water shortages develop, and state authorities may implement localized mandatory water-use restrictions.
D3 - Extreme Drought	Major crop and pasture losses occur. Widespread water shortages exist across multiple counties, resulting in enforced mandatory water restrictions and the mobilization of emergency water assets.
D4 - Exceptional Drought	Exceptional and devastating crop and pasture losses occur. Shortages of water in reservoirs, streams, and private wells create total water emergencies, requiring federal intervention and emergency drinking water distribution.

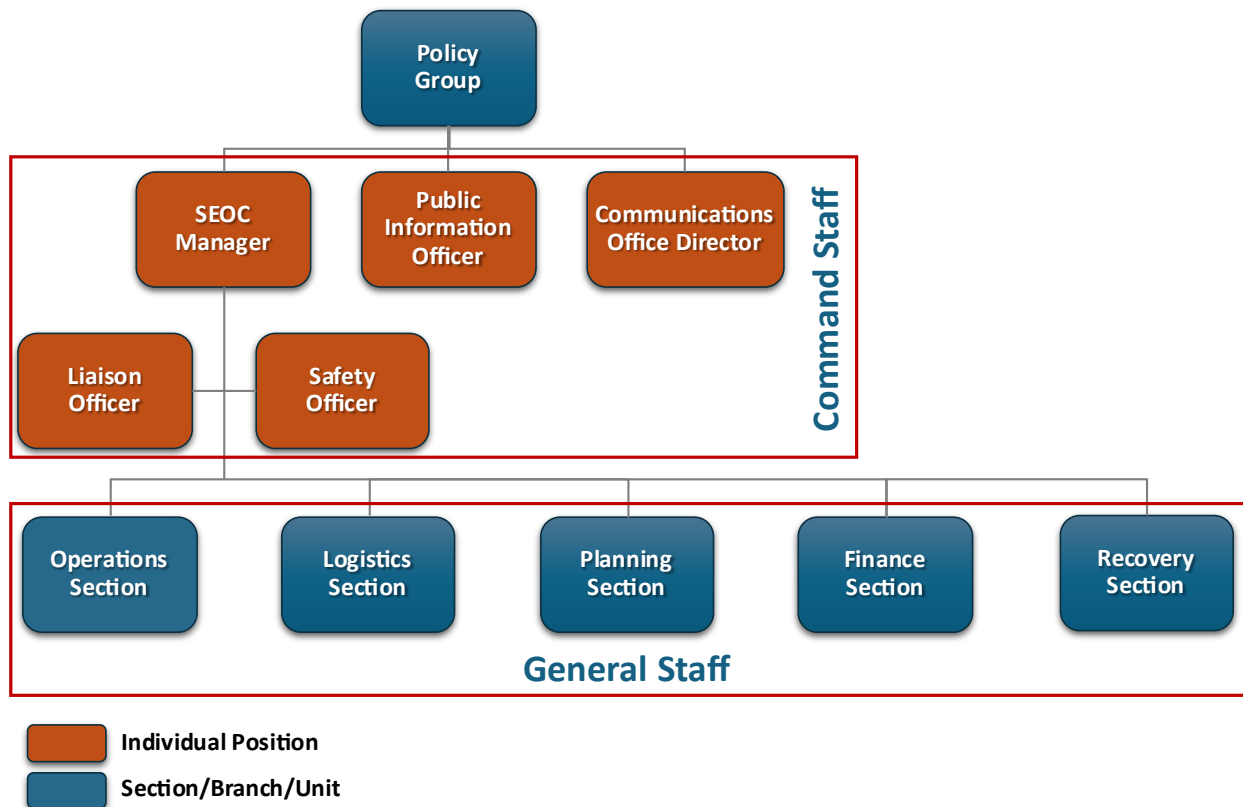
Citation: <https://droughtmonitor.unl.edu/About/AbouttheData/DroughtClassification.aspx>

6.D SEOC Organizational Reference

Use this section to orient yourself within the Maine SEOC structure and to identify the correct points of contact for your specific needs. As an Emergency Response Team member, your operational success depends on understanding how your role integrates with the wider response organization.

The following descriptions below can be used to determine which Section or Officer handles the issues you are facing. This knowledge enables you to direct your inquiries and resource requests to the appropriate decision-makers, rather than the general leadership.

All descriptions are based on the organizational chart, depicted below. These sections are scalable and may, or may not, be activated depending on the event or incident response.



POLICY GROUP

An executive-level group that manages high-level government relations and strategic guidance.

- **Major Functions:** Advising on legal implications, waivers, declarations, and making high-impact decisions.

- **Group Lead Responsibilities:** The Group Lead is typically the MEMA Director or Deputy Director but can be augmented by other authorities. They provides executive strategic policy guidance and manages interagency relations at the highest level of state government.

COMMAND STAFF

A specialized group of officers who report directly to the Policy Group Lead, unless otherwise noted. They handle critical activities that fall outside the functional responsibilities of the General Staff sections, specifically regarding SEOC management, public engagement, and communications. The staff are part of a hybrid-organizational structure used by MEMA and as such it differs from a standard Incident Command structure.

SEOC Manager

The designated lead for the SEOC, serving as the primary authority for the activation. This position replaces the traditional "Incident Commander" title to distinguish the strategic, state-level coordination role from tactical field operations.

- **Major Functions:** Focuses on strategic coordination, state-level objectives, and organizational management of the response. The SEOC Manager handles the "organization of the response" rather than the incident itself.
- **Responsibilities:** In coordination with the MEMA Director, the SEOC Manager establishes overall operational priorities, authorizes resource deployment, and serves as the primary communicator with relevant stakeholders.

Public Information Officer (PIO)

The primary conduit for information release, serving as the official voice of the SEOC activation. This position functions as a critical link between the technical data of the emergency response and the public's understanding of the incident.

- **Major Functions:** Focuses on the gathering, verification, coordination, and dissemination of accurate information to the public, media, and response partners. The PIO ensures the "Right Information, to the Right People, at the Right Time." This position also oversees the Joint Information Center (JIC) and ensures alignment between MEMA, the Governor's Office, and other agencies.
- **Responsibilities:** Under the direction of the Policy Group, and in coordination with the SEOC Manager and the Communications Office Director, the PIO

drafts/approves content for emergency alerts, manages media inquiries, monitors public sentiment and rumors, and conducts on-camera briefings to maintain public trust.

Communications Office Director

The lead for the Communications Office, serving as the primary authority for ensuring secure, interoperable connectivity for the activation. This position oversees the technical pathways required for data and voice transmission.

- **Major Functions:** Focuses on planning, installing, and maintaining technical infrastructure (LAN/WAN), managing the radio frequency spectrum, and providing technical help desk support. The Communications Office Director handles the "systems of communication" ensuring the network exists for operations to occur.
- **Responsibilities:** In coordination with the SEOC Manager and technical partners, the Communications Office Director ensures the reliability and security of information systems and manages the technical infrastructure required for the SEOC and field response to communicate effectively.

Liaison Officer

The lead for interagency cooperation, serving as the primary bridge between the SEOC and supporting partners. This position acts as the central point of contact for Agency Representatives, external organizations, and stakeholders not directly involved in the command structure. This is one of two positions within the Command Staff that reports to the SEOC Manager.

- **Major Functions:** Focuses on stakeholder management, resource coordination across jurisdictions, and ensuring that assisting agencies are fully integrated into the SEOC workflow. The Liaison Officer handles the "relationships of the response" to ensure unity of effort.
- **Responsibilities:** In coordination with the SEOC Manager, the Liaison Officer maintains a directory of assisting agencies, addresses concerns from external agency representatives, and ensures that cooperating organizations are kept informed of the incident status and operational planning.

Agency Representative

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. The Agency Representative facilitates coordination, cooperation, and communication between the Incident Command Post, the Incident Management Team, the County, and MEMA. The Agency Representative reports to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer.

- **Major Functions:** Serves as the official MEMA representative and a conduit for information flow between the home agency and the incident site. They identify emerging risks, anticipate coordination gaps, and ensure state resources integrate effectively into the overall response. Additionally, they maintain a Common Operating Picture for state leadership while representing MEMA interests and statutory requirements.
- **Responsibilities:** Maintain situational awareness at the Incident Command Post and the SEOC, update WebEOC logs, and provide scheduled situation updates on Community Lifelines and protective actions. They facilitate the resource request process, attend essential planning and tactics meetings, and track the status of all deployed MEMA personnel. The representative also maintains a continuous activity log with timestamps and transitions all incident records to the documentation unit upon demobilization.

Safety Officer

The designated lead for strategic risk management, serving as the primary authority for analyzing hazards that affect responders across multiple regions. This position distinguishes strategic-level safety coordination from tactical, site-specific safety officers found at the local level. This is second of two positions within the Command Staff that reports to the SEOC Manager.

- **Major Functions:** Focuses on issues that impact responders across large swaths of the state, such as radioactive releases or widespread weather events, while also overseeing the physical and mental well-being of SEOC staff. The Safety Officer handles the "strategic safety posture" rather than incident site safety.
- **Responsibilities:** In coordination with the SEOC Manager, the Safety Officer monitors operational conditions and reviews the Incident Action Plan (IAP) for safety implications at a state level. They assess broad-scale risks to ensure that

state-wide operational objectives can be achieved without compromising the safety of responders across the affected regions.

GENERAL STAFF

The functional teams for the SEOC, handling the operational execution of the SEOC activation. This group comprises the Section Chiefs and their respective staffs (Operations, Planning, Logistics, and Finance) who are responsible for the primary aspects of the response mission.

Operations Section

The bridge between high-level strategy and the organizations executing operational objectives. It utilizes a flexible, modular structure based on the incident's scope.

- **Major Functions:** Directing the execution of the Incident Action Plan, managing deployed resources, and coordinating with Emergency Response Team members based on Community Lifelines.
- **Section Chief Responsibilities:** Directs operations, anticipates resource needs, manages safety/execution of response, and works with Emergency Response Team members to collect data for the Common Operating Picture.

Logistics Section

The primary coordinator of resources and support required to sustain both responders and the SEOC facility itself.

- **Major Functions:** Securing facilities, managing supplies, coordinating transportation, and meeting personnel administrative needs (meals, lodging, welfare).
- **Section Chief Responsibilities:** Oversees the ordering, obtaining, and accounting of essential personnel, equipment, and supplies. Manages the scalable structure of support branches to ensure effective span of control.

Planning Section

The strategic hub of the SEOC responsible for the ongoing incident planning cycle. It ensures all responders share a Common Operating Picture.

- **Major Functions:** Collecting and evaluating intelligence, developing the Incident Action Plan, tracking resources, managing risk, and maintaining incident documentation (archives/logs).
- **Section Chief Responsibilities:** Collects situation and resource status info, evaluates it, and processes it into action plans. Disseminates information via the IAP, formal briefings, and map/status board displays.

Finance Section

The section responsible for managing all financial and cost-analysis aspects of an incident. It is activated only when specific financial services are required.

- **Major Functions:** Monitoring incident costs, administering procurement and vendor contracts, tracking personnel time, and managing injury/liability claims.
- **Section Chief Responsibilities:** Directs the management of financial matters, including contract negotiation, cost-effectiveness analysis, and documentation for future reimbursement.

Recovery Section

The section responsible for assisting in restoration and resilience efforts, serving as the primary authority for the transition from crisis response to long-term sustainability. This section operates in parallel with response operations to capture critical data needed for future federal funding and community rebuilding.

- **Major Functions:** Focuses on damage assessment, economic impact analysis, and the administration of state and federal assistance programs (Public Assistance and Individual Assistance). The Recovery Section handles the "aftermath of the response" to ensure the state maximizes eligibility for disaster relief funding.
- **Section Chief Responsibilities:** In coordination with the SEOC Manager, the Recovery Section Chief directs the compilation of Initial Damage Assessments (IDA) from local jurisdictions, preparation of necessary documentation for Governor's State of Emergency proclamations and Presidential Disaster Declarations and oversees the development of the strategy for long-term community recovery and hazard mitigation.

6.E WebEOC Guide

To Be Incorporated at a Later Time: This section will demonstrate how to log on, where to go in NEXUS/WebEOC and other tasks designed to address the most common errors.

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6.F Common Acronyms in the SEOC

Like many specialized fields, Emergency Management has its own language filled with acronyms. This list covers several of the most common terms you will hear in the SEOC, helping you translate 'alphabet soup' into actionable information. Keep this reference handy during briefings and shift changes.

AAR: After Action Report. A document that captures the performance of the response during an exercise or real-world event, identifying strengths to be maintained and areas for improvement.

CONOPS: Concept of Operations. A high-level overview describing "how" an organization will operate during a specific incident, outlining the sequence of actions and command relationships.

COP: Common Operating Picture. A single display of relevant operational information (e.g., maps, data) shared by all personnel to ensure everyone is working from the same data.

COOP: Continuity of Operations. An effort within individual agencies/departments to ensure that their "essential functions" (e.g., payroll, IT, vital records) continue to be performed even during a wide-scale emergency.

DMAT: Disaster Medical Assistance Team. A federally deployed team of medical professionals (doctors, nurses, paramedics) supported by the National Disaster Medical System (NDMS) to provide rapid-response medical care.

EMA: Emergency Management Agency. Refers to the local or county-level counterpart to MEMA (e.g., "The County EMA Director").

EMAC: Emergency Management Assistance Compact. A congressionally ratified mutual aid agreement that allows states to share resources (personnel, equipment, commodities) during governor-declared states of emergency. It provides legal protections and reimbursement mechanisms for assisting states.

EMS: Emergency Medical Services. The system of emergency medical care dedicated to providing acute medical care and transport to definitive care.

EOC / SEOC: Emergency Operations Center / State Emergency Operations Center. The physical location where the coordination of information and resources to support incident management activities normally takes place.

EOP: Emergency Operations Plan. The ongoing plan maintained by an organization that outlines response procedures for various hazards.

ESF: Emergency Support Function. The structure used to group resources and capabilities into functional areas (e.g., ESF-1 is Transportation, ESF-8 is Public Health).

FCO: Federal Coordinating Officer. The federal officer appointed by the President (usually from FEMA) to manage the federal resource support to the State during a major disaster declaration. (The FCO works in partnership with the State Coordinating Officer, or SCO).

HAZMAT: Hazardous Materials. Substances that pose a reasonable risk to health, property, or the environment (e.g., chemical spills, radiological materials).

IAP: Incident Action Plan. A written plan that defines the incident objectives and reflects the tactics necessary to manage an incident during an operational period.

ICP: Incident Command Post. The field location where the primary tactical-level, on-scene incident command functions are performed. (Distinct from the SEOC, which focuses on strategic support and coordination).

ICS: Incident Command System. A standardized approach to the command, control, and coordination of emergency response.

IEMAC: International Emergency Management Assistance Compact. A mutual aid agreement specifically between the New England states and the Eastern Canadian provinces to facilitate cross-border assistance during emergencies.

IPAWS: Integrated Public Alert and Warning System. FEMA's national system for local alerting that allows authorized public safety officials (alerting authorities) to send warnings to the public through multiple communications pathways, including Emergency Alert System (EAS) broadcasts, Wireless Emergency Alerts (WEA) on cell phones, and NOAA Weather Radio.

JIC: Joint Information Center. A location where public information staff perform public affairs functions; often closely linked to the SEOC.

NAWAS: National Warning System. A dedicated telephone warning system used to disseminate warnings (like severe weather or civil emergencies) to state and local warning points.

NGO: Non-Governmental Organization. A non-profit entity that is based on humanitarian or cooperative interests rather than commercial interests (e.g., The Salvation Army).

NIMS: National Incident Management System. The comprehensive, national approach to incident management that applies at all jurisdictional levels.

PIO: Public Information Officer. The person responsible for interfacing with the public and media and/or with other agencies with incident related information requirements.

POD: Point of Distribution. A centralized location where the public receives life-sustaining commodities (MREs, water, tarps) following a disaster.

PPE: Personal Protective Equipment. Specialized clothing or equipment worn by responders for protection against safety and health hazards (e.g., N95 masks, Tyvek suits, hard hats).

SitRep: Situation Report. A periodic report describing the current situation, including current actions, future plans, and resource status.

SME: Subject Matter Expert. An individual with deep technical knowledge in a specific area (e.g., a meteorologist or a hazardous materials specialist).

SLTT: State, Local, Tribal, and Territorial. A common acronym used to refer to all levels of non-federal government stakeholders.

SOP: Standard Operating Procedure. Detailed, written instructions to achieve uniformity of the performance of a specific function.

UC: Unified Command. An authority structure in which the role of incident commander is shared by two or more individuals, each having authority in a different operating agency or jurisdiction.

VOAD: Voluntary Organizations Active in Disaster. A coalition of NGOs (faith-based, community-based) that coordinate to avoid duplication of effort and maximize support to disaster survivors (e.g., Maine VOAD).

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6.G Call Roster

The call roster is provided by the documentation unit during the initial activation of the SEOC. As information is collected, the rosters will be updated and distributed by the documentation unit.

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