

ANNEX B

STATE OF MAINE - EMERGENCY OPERATIONS PLAN 2026

Annex B: State Emergency Operations Center Procedures



JULY 2026



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Record of Changes

Annex B: State Emergency Operations Center Procedures of the Emergency Operations Plan is meant to be continuously updated and revised to reflect lessons learned during incident response or exercise play. Change annotations are managed by the Preparedness and Homeland Security Division's Senior Planner to ensure continuity across multiple planning documents.

Change #	Page	Date	Contact Info	Description
001	97	20260528	wiliam.sumner@maine.gov	Updated Appendix J, COP with MEMA Director approved layout.
002	Throughout Document	20260710	wiliam.sumner@maine.gov	Full revision of multiple Appendices based on training observations and Division Director review.
003		20260721	wiliam.sumner@maine.gov	Added PIO SOP to end of document.

Annex Maintenance and Distribution

This procedural annex functions as a primary reference guide within the SEOC during emergency activations. The annex shall be reviewed annually to ensure consistency with current plans, procedures, equipment, record-keeping systems, display devices, and communication capabilities.

Updates: MEMA personnel, in coordination with the Operations and Response Division, update this living document continuously based on best practices, formal after-action reviews, and evolving operational needs.

Validation: As updates are distributed, The MEMA Preparedness and Homeland Security Division, coordinated by the State Training Officer and State Exercise Officer, will provide training sessions or exercises to validate and disseminate any procedural changes.

Section 1: Introduction/Situation

General Overview

The State Emergency Operations Center (SEOC) Procedures annex serves as the primary Standard Operating Procedure and training reference for state-level response. The SEOC functions as the central coordination hub, providing a physical or virtual environment where decision-makers synchronize efforts, bridging the gap between strategic Emergency Operations Plan direction and operational support to the response effort.

Operational Role & Critical Functions

The SEOC is activated when an incident exceeds local and county capabilities. Its primary mission is to implement the State Emergency Operations Plan and support the response by performing five critical functions:

- A. **Situational Awareness:** Synthesizing data to maintain a Common Operating Picture for all partners, including the integration of intelligence from the Maine Information and Analysis Center and Community Lifeline status.
- B. **Resource Management:** Acting as the central ordering point for external resources. This includes sourcing and deploying state assets, authorizing emergency expenditures, and adjudicating scarce resources.
- C. **Coordination:** Facilitating unity of effort across jurisdictions, coordinating out-of-state aid via an Emergency Management Assistance Compact or an International Emergency Management Assistance Compact, and serving as the primary gateway for Federal assistance.
- D. **Strategic Planning & Support:** Conducting crisis action planning for future operational periods (24-72 hours) to develop Incident Action Plans and forecast requirements.
- E. **Public Information:** Managing the dissemination of coordinated emergency information and protective action messages to the public and media through the Joint Information Center.

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Section 2: Foundational Elements

Purpose

The purpose of this annex is to establish the formal structure, disciplined processes, and standardized workflow necessary to manage the SEOC during an activation. It provides a consistent framework for SEOC governance, ensuring that all personnel adhere to a unified standard of operations.

Scope

This annex applies to all MEMA sections, State agency representatives, and partner organization representatives supporting the SEOC or providing remote support during periods of activation.

Mission

The SEOC derives its mission from the State Emergency Operations Plan, operating under the authority of Maine Revised Statutes, Title 37-B. The SEOC supports local, county, and tribal governments by managing information flow and coordinating state resources for incidents that exceed local and county capacity. All SEOC operations align with the principles of the National Incident Management System.

Objectives

The strategic objectives of the SEOC are designed to execute the critical functions of response:

- Provide a comprehensive Common Operating Picture of the incident to drive decision-making.
- Provide, prioritize, and track resources to ensure they reach the areas of greatest need.
- Support responders and plan for future actions to ensure unity of effort across jurisdictions.
- Manage and disseminate public information while providing unified messaging and communications support to emergency responders.
- Authorize emergency expenditures and track incident costs to ensure fiscal responsibility.
- Ensure that the physical structure and technical infrastructure are operationally ready to support sustained emergency operations.

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Section 3: Execution

This section outlines the activation process and operational workflow of the SEOC, defining how the facility transitions from steady-state monitoring to active crisis management. It establishes the standardized cycle of activation, planning, execution, and demobilization, ensuring a unity of effort across all state agencies and partners. This concept of operations is designed to be scalable, allowing the SEOC to expand or contract its footprint based on the specific complexity of the incident.

Activation

The SEOC serves as the primary coordination node for state-level response. Activation is not a singular state but a scalable posture that adjusts to the complexity and severity of an incident.

Activation Authority and Process

The MEMA Director retains the primary authority to activate the SEOC. In their absence, this authority is delegated to the Deputy Director or the Director of Operations and Response.

The activation process follows a standardized workflow detailed in **Appendix A: Maine SEOC Activation Procedure**. This process typically initiates with a Posture Determination Call between MEMA leadership to assess the threat and determine the necessary activation level.

Triggers for Activation: Activation is generally warranted when one or more of the following thresholds are met:

- **Multi-Jurisdictional Impact:** The incident involves multiple counties or agencies, requiring complex coordination.
- **Resource Depletion:** Local and county capabilities are overwhelmed, necessitating state-level resource support.
- **Rapid Escalation:** The Incident Commander or County EMA Director indicates the incident has the potential to expand rapidly or generate cascading effects.
- **Imminent Threat:** Credible predictions of hazardous weather or elevated threat levels (e.g., hurricane warning, terrorist threat) require preemptive coordination.

Activation Levels

MEMA maintains four distinct levels of operation to ensure the response posture matches the incident requirements. Each level determines staffing requirements, operational focus, and physical SEOC usage.

Level	Description	Criteria and Actions
Level 4	Steady State Monitoring	Normal day-to-day operations where a MEMA Staff Lead and other MEMA staff monitor routine events. MEMA initiates internal communication updates as necessary.
Level 3	Enhanced Monitoring	A specific threat is identified. Key staff and the MEMA Director monitor closely; Emergency Response Team (ERT) members may be placed on standby.
Level 2	Partial Activation	An incident begins to overwhelm local and county capabilities, requiring state coordination. Relevant ERT members and core MEMA staff deploy to the SEOC or operate virtually to manage specific Community Lifelines.
Level 1	Full Activation	Widespread threat to public safety. The SEOC is fully staffed by all MEMA sections and ERT members. The Governor may declare a State of Emergency.

Personnel Alert Procedure

The MEMA Operations and Response Division staff maintains and updates the official SEOC Alert Roster for MEMA staff, ERT members, and partner organization representatives. The roster includes current contact information and assigned activation level recall groups.

Upon authorization of a Level 3 Enhanced Monitoring, Level 2 Partial Activation, or Level 1 Full Activation, the MEMA Operations and Response Division initiates the call-down procedure using the automated notification system and the SEOC Alert Roster.

- **Confirmation:** Personnel must confirm receipt of the alert and provide an estimated time of arrival.
- **Communications Failure:** In the event of a catastrophic communications failure where notification cannot be received, designated SEOC staff and ERT members are authorized to self-deploy to the SEOC, provided they can do so safely and have secured their own families.

Operational Rhythm and Reporting Requirements

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 structured rhythm ensures timely information transfer and decision-making and aligns all SEOC activities with the Incident Action Plan. The schedule of required meetings and reporting frequency is detailed in **Appendix G: Operational Rhythm Schedule Reference**.

Note: Detailed documentation for each operational period event, including meeting composition, agendas, and sample scripts, is maintained in the **Appendix H: Operational Rhythm Briefings and Meetings**. Refer to this appendix for execution guidance.

Operational Period

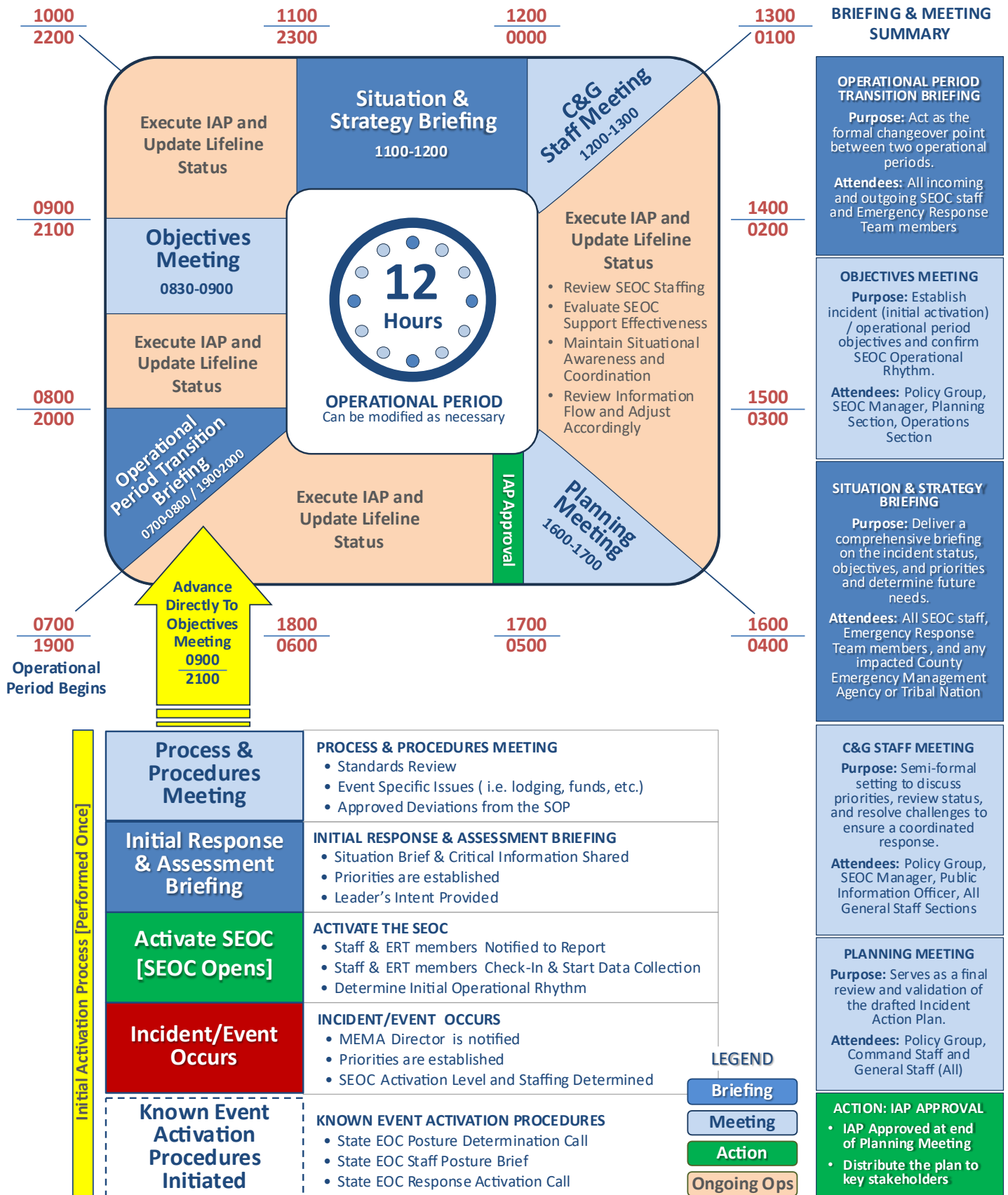
The SEOC typically operates on a 12-hour operational period (e.g., 0700–1900 and 1900–0700), though this may be adjusted based on the incident tempo.

The Operational Rhythm

The SEOC adheres to a modified version of the FEMA Operational Planning Cycle ("The Planning P") to generate the Incident Action Plan for each period. The Planning Section Chief facilitates this cycle, ensuring that:

1. Objectives are set by the Policy Group and SEOC Manager.
2. Strategies are developed by the Section Chiefs.
3. Operational tasks/resources are assigned by the Operations Section and ERT members.

The following graphic illustrates the parts of a 'typical' operational rhythm, as well as how briefings and meetings are organized. As a reminder, operational periods can vary depending on the circumstances. The SEOC Manager will make the final determination and publish the schedule.



Refer to **Appendix G: Operational Rhythm Schedule Reference** for the detailed Planning P checklist and **Appendix H: Operational Rhythm Briefings and Meetings** for specific meeting agendas and attendee requirements.

Operational Rhythm Briefings and 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:** Provides SEOC staff and key stakeholders with basic information regarding the situation and any allocated resources.
- **Process & Procedures Meeting:** Communicates essential organizational processes, or deviations, reporting timelines, and any necessary deviations from Standard Operating Procedures to SEOC staff and Emergency Response Team members.

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:** 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.
- **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.
- **Situation & Strategy Briefing:** Meets a twofold goal: 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.

- **Command & General Staff Meeting:** Provides a semi-formal setting to discuss priorities, review current status, and resolve challenges to ensure a coordinated response.
- **Planning Meeting:** Serves as a final review and validation of the drafted Incident Action Plan prior to the SEOC Manager or Policy Group Lead approval of the Incident Action Plan and its subsequent distribution.

Community Lifelines Integration

The SEOC utilizes the eight federally recognized Community Lifelines as the primary framework for managing a response. A Community Lifeline is defined as a fundamental service that enables the continuous operation of government functions and critical business and is essential to human health and safety or economic security.

By focusing on these lifelines (e.g., Food/Water/Shelter, Health & Medical, Energy), the SEOC shifts its focus from simply "managing the incident" to "stabilizing the community." During SEOC activations, Lifelines act as the "engine" of the SEOC Operational Rhythm. A thorough review of Lifelines is included in **Appendix F: Community Lifelines and ERT Alignment**.

Status Evaluation and Reporting

- **Data Collection:** ERT members serve as the primary source of data for their assigned Lifeline. They must evaluate the status of each sub-component (e.g., "Fuel" is a sub-component of "Energy") to determine the overall condition of the Lifeline.
- **Data Integration:** County Emergency Management Agencies, Tribal Liaisons, Tribal Emergency Managers, and/or Tribal Chiefs are responsible for gathering data from private-sector organizations and municipal partners. This information is fed to the Planning Section to corroborate state-level assessments. Affected tribes will be requested to provide information coordinated specifically through an established liaison.
- **Reporting Cycle:** ERT members provide incident information based on the reporting schedule established by the SEOC Manager. The Planning Section compiles these individual assessments into a unified Lifeline Status Update for the Situation Report.

Operational Application

- **Driver of Strategy:** The status of Lifelines (Red/Yellow/Green) directly dictates the Incident Objectives set by the SEOC Manager for the next operational period. If "Energy" is Red, the primary objective must be power restoration.
- **Briefing Focus:** During the Situation & Strategy Briefing, status is reported on "Unstable" (Red/Yellow) Lifelines only. Stable (Green) lifelines are not briefed to save time.
- **Resource Prioritization:** When resources are scarce, priority is automatically given to requests that stabilize a "Red" Lifeline over a "Yellow" or "Green" one.

Stabilization Targets

A Lifeline is considered "Stabilized" (Green) when basic services are restored to a level that sustains life and property, even if a temporary solution is used (e.g., a generator powering a hospital means "Energy" is stabilized, even if the grid is still down). ERT members must clearly document the root cause of instability (e.g., "Road blocked by washout") so Operations can target a specific fix.

Information Management & Situational Awareness

The primary output of the SEOC is actionable information. The Planning Section is responsible for synthesizing raw data into a Common Operating Picture that drives decision-making. The Planning Section Chief directs all activities regarding information flow, status updates, documentation, and the incident action planning process. Detailed steps, meeting schedules, and roles for the incident action planning process are consolidated in **Appendix G: Operational Rhythm Schedule Reference**.

Information Flow

Information enters and leaves the SEOC through a structured validation process:

1. **Input:** Information enters the SEOC from multiple sources: Field Units, Partner Agencies, County EOCs, and Public Reports. ERT members serve as the primary conduit for data, updating the status of their assigned Community Lifelines in real time via WebEOC.
2. **Processing:** The Situation Unit collects data from ERT members, county EOCs, and field reports, validating it against the Critical Information Requirements.

3. **Synthesis:** Validated data is synthesized into the Common Operating Picture, displayed on the SEOC main screens, and published in the Situation Report (SitRep).
4. **Action:** The SEOC Manager and Command Staff use the Common Operating Picture to adjust strategic objectives and resource allocations.

Common Operating Picture (COP)

The Common Operating Picture establishes a single, consistent, real-time representation of the incident environment. The SEOC uses established digital platforms to display data relevant to the incident, including critical infrastructure status, resource deployment, and forecast impacts.

COP Maintenance Procedures

- **Collect Data:** Planning Section personnel receive information inputs from all SEOC sections, ERT members, external partners, and Field Operations. The section coordinates and monitors all internal message center activities.
- **Evaluate Information:** The Planning Section evaluates information for accuracy, relevancy, and timeliness. Information validation occurs through cross-referencing multiple sources and direct confirmation with field personnel or ERT members.
- **Synthesize Status:** Validated information is incorporated into official status reports, maps, and dashboards. The Planning Section Chief authorizes the formal synthesis of all status reports.
- **Display Status:** The Common Operating Picture is broadcast continuously on primary display screens within the facility.

Common Operating Picture Display Standards

- **Ensure Timeliness:** The SEOC updates all displays constantly. This action provides current information, which supports effective response decisions. Personnel record the date and time of entries on charts. This action validates the information displayed.
- **Establish Flexibility:** Displays must accommodate a wide range of emergency situations. They must also possess the capability for rapid movement to alternate operating centers, supporting continuity of operations.
- **Support Interpretation:** The SEOC presents information in the most effective manner. This ensures all personnel understand the data quickly and accurately.

- **Enhance Accessibility:** Displays must remain visible from all parts of the SEOC. Staff must view all essential information without relocating. The SEOC centers the most important displays before the SEOC Manager.
- **Test Systems:** SEOC drills and exercises test display systems frequently. This action trains staff responsible for maintaining displays in update procedures. It alerts senior SEOC staff to the types of available information. Frequent testing permits modifications and improvements of charts, increasing their usefulness.

Geographic Information Systems (GIS) Support

- **Address Mapping Needs:** GIS personnel (staffed by MEMA and MEGIS and located within the Planning Section's Situation Unit) ensures the SEOC addresses all map requirements. They suggest mapping products useful to incident planners.
- **Prepare Overlays:** GIS Unit personnel prepares GIS-based map overlays using incident information as required.

Reporting Requirements

- **Situation Reports (SitReps):** Published at the end of each operational period (or as directed).
- **Lifeline Status:** ERT members must update their Lifeline status (Green/Yellow/Red) immediately upon a significant change in stability, rather than waiting for a scheduled deadline.

Deactivation and Demobilization

Deactivation is a phased process that begins as soon as incident objectives are met and the immediate threat subsides. The SEOC executes deactivation in a systematic, phased process. This process ensures effective resource drawdown, essential documentation, and a smooth transition to recovery operations.

Demobilization Planning

The SEOC Manager issues the formal decision to reduce activation levels or completely deactivate the SEOC. The decision relies on the Planning Section's assessment confirming:

- Incident objectives achieve completion.

- Immediate threats subside.
- County capabilities manage remaining response and transition to recovery.
- State-level coordination requirements decrease significantly.

The Planning Section, with input from the Logistics Section, develops a formal Demobilization Plan once the SEOC Manager sets deactivation objectives. The plan specifies the orderly release of personnel and resources. Key points of this plan include:

- **Phased Release:** Resources and staff are released in a prioritized order; those whose functions are no longer required are demobilized first to preserve fiscal resources.
- **Accountability:** The Logistics Section must verify the return or transfer of all equipment before any personnel are cleared to depart. Section Chiefs are responsible for the final checkout of their staff.

SEOC Closeout Procedures

Each Section Chief is responsible for the specific drawdown of their area to ensure nothing is missed. All personnel clean and secure their respective workspaces. In addition, sections are responsible for the following:

- **Operations:** Ensures all agency representatives have been released and their final status reports submitted.
- **Planning:** Archives all incident documentation (final Incident Action Plan, all situation updates, and the Master Incident Log for example).
- **Logistics:** Directs the physical closeout of the SEOC. Inventories all SEOC equipment, communication devices, and consumable supplies. Oversees the return of all non-expendable equipment (radios, laptops) and conducts a final facility walkthrough.
- **Finance:** Finalizes all time logs, collects outstanding invoices, and prepares the initial cost summary report.
- **Communications Office:** Restores all communication and technology systems to standby status.

A checklist for individual actions has been included in **Appendix L: Deactivation & Demobilization Checklist**.

Transition to Recovery

As the response phase winds down, the SEOC transitions authority to the State Disaster Recovery Team. The Planning Section ensures that all incident documentation, cost tracking logs, and unfinished mission tasks are formally handed over to the Recovery Section to support the long-term restoration of the community.

After-Action Process

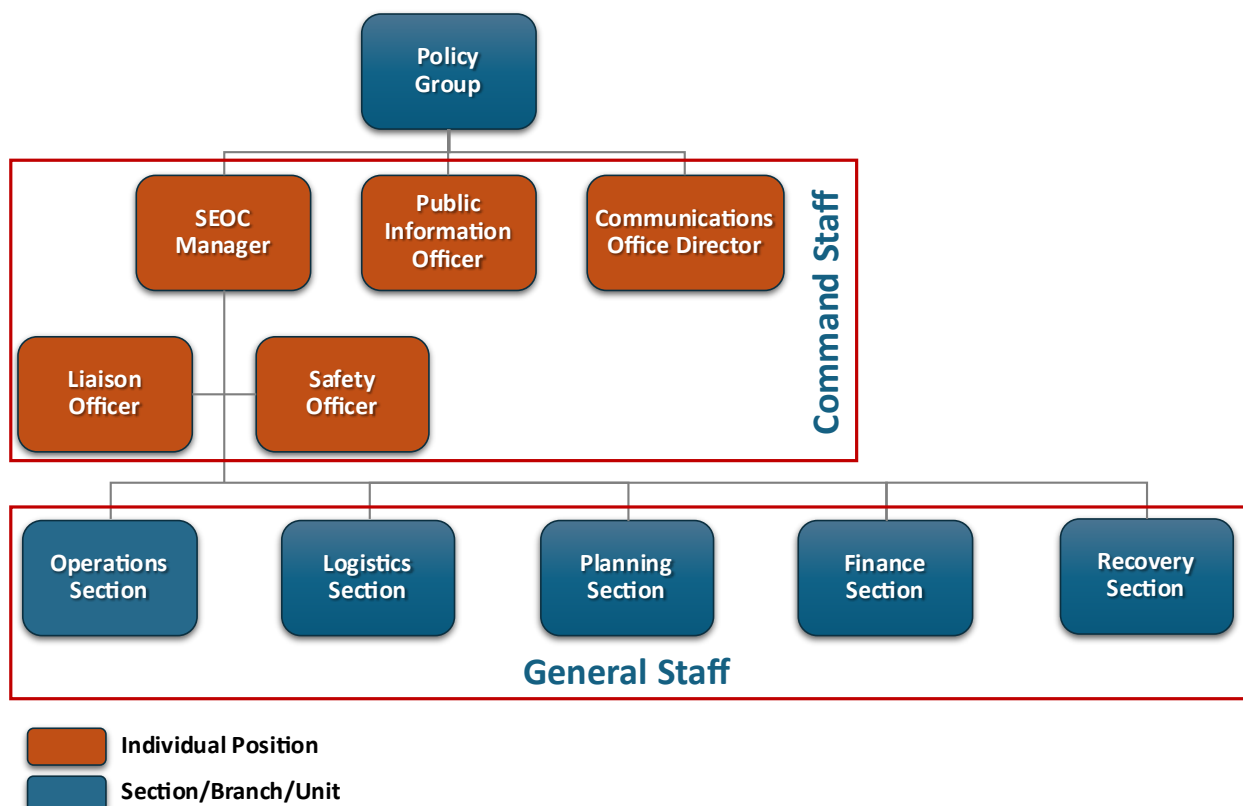
The Planning Section, Documentation Unit records lessons identified during the activation to drive continuous improvement.

- **Collect Feedback:** The Documentation Unit collects written feedback (WebEOC After-Action Review Board and/or follow-up survey) and verbal feedback from all SEOC personnel and partners.
- **Conduct Hotwash:** Section Chiefs conduct immediate, short debriefings (hotwashes) with their teams upon deactivation to capture immediate observations.
- **Draft After-Action Review | Improvement Plan:** The Planning Section gathers documents and coordinates with SEOC Manager to transfer documents and information to the State Exercise Officer for drafting of the After-Action Review report and Improvement Plan. The After-Action Review documents successful practices and areas for improvement. The Improvement Plan assigns specific corrective actions to MEMA sections and partners.
- **Implement the Improvement Plan:** The MEMA State Exercise Officer tracks all corrective actions identified in the Improvement Plan. The MEMA Director/Deputy Director is responsible for certifying that corrective actions have been implemented as intended.

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Section 4: Administration & Resources

The primary functions of the SEOC are managing and coordinating emergency responses, collecting and disseminating information, mobilizing and tracking resources, and providing support for public information and policy decisions. The SEOC structure utilizes a hybrid Incident Command System (ICS) framework, tailored for strategic coordination rather than direct tactical command. The structure consists of Command and General Staff sections, and single resource agency and organization representatives (ERT members) who manage information flow corresponding to the Community Lifelines.



Policy Group

Purpose: The Policy Group is an executive-level body that provides strategic guidance, manages high-level interagency relations, and addresses legal and political implications of the emergency response. This group operates separately from the daily operations of the SEOC, focusing instead on long-term impacts and continuity of government.

Composition: The Policy Group is coordinated by the MEMA Director and typically includes:

- Governor and key staff
- DVEM Commissioner (Adjutant General)
- Department Commissioners or their authorized designees
- Federal Coordinating Officer or senior federal officials
- Subject Matter Experts
- Other officials as designated by the Governor or MEMA Director

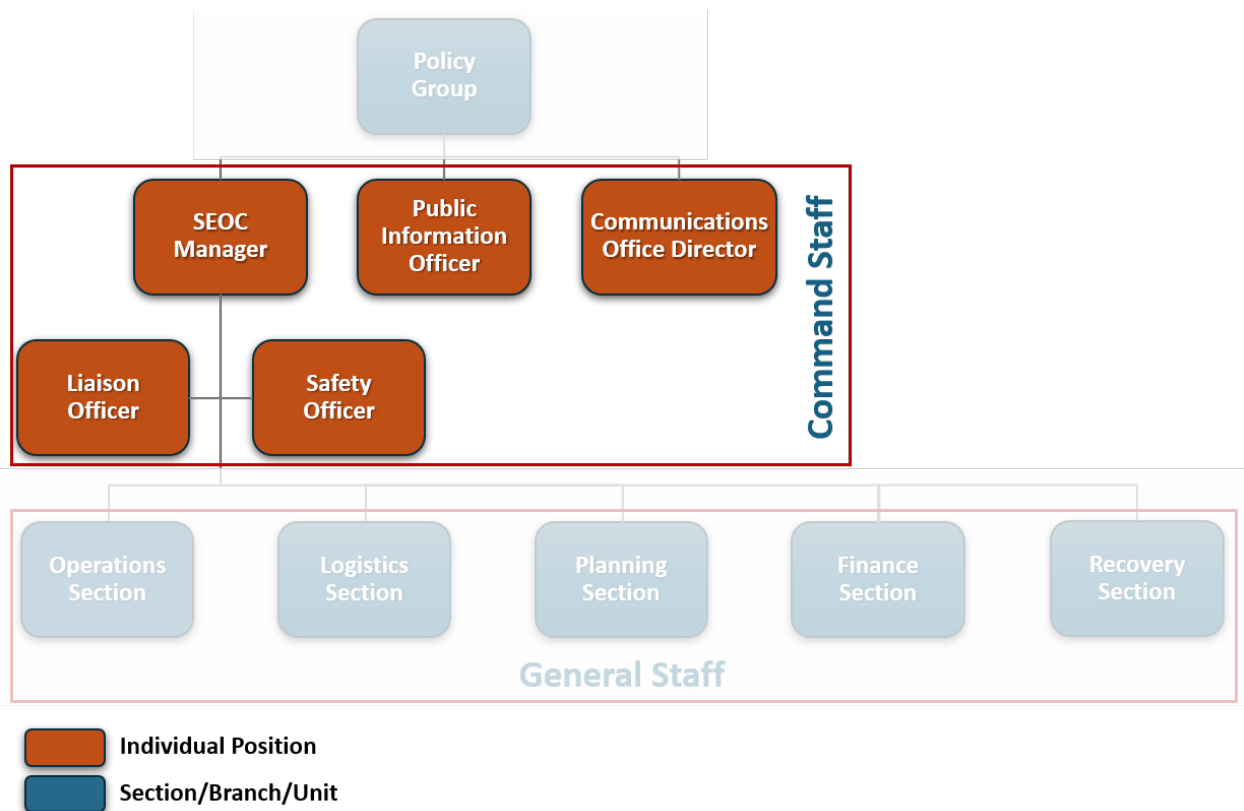
Group Responsibilities: The Policy Group resolves high-level policy issues that are beyond the scope of the SEOC Manager's operational authority. Major functions include:

- **Strategic Guidance:** Establishing the overarching priorities for the state's response and recovery efforts.
- **Emergency Authorities:** Advising on and drafting Emergency Declarations, executive orders, and waivers to ordinances or regulations.
- **Resource Arbitration:** Making final decisions regarding the allocation of scarce critical resources when competing needs exceed available supply.
- **Fiscal & Legal Authorization:** Approving access to emergency funding and advising on legal implications of response actions.
- **High-Impact Decisions:** authorizing large-scale evacuations or other population protection measures.

Group Lead Responsibilities: The Group Lead is typically the MEMA Director or Deputy Director, though this role may be augmented by other authorities depending on the incident.

- **Role:** Provides executive strategic policy guidance to the SEOC Manager and Command Staff.
- **Coordination:** Manages interagency relations at the highest level of state government, serving as the primary liaison between the SEOC and the Governor's Office.

Command Staff



The Command Staff is 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. The Command Staff positions include the SEOC Manager, Communications Office Director, Public Information Officer, Safety Officer, and Liaison Officer.

SEOC Manager

The SEOC Manager is appointed by the MEMA Director and holds the primary authority for SEOC operations during the activation.

The SEOC Manager serves as the designated lead for the SEOC, focusing on strategic coordination, state-level objectives, and organizational management of the response. The title “SEOC Manager” replaces the traditional “Incident Commander” to strictly distinguish the strategic, state-level coordination role from tactical field operations. This change reflects the

potential for incidents to become complex, difficult, and expensive, requiring an individual capable of managing the organization of the response rather than the incident itself.

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.

Key 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. Specific responsibilities include:

- **Determine Organization:** Appoints Section Chiefs and determines the necessary service levels and staffing to manage specific functional areas.
- **Set Objectives:** In conjunction with the Policy Group and Planning Section Chief, establishes Incident Objectives and operational priorities for each operational period.
- **Manage Response Coordination:** Directs efforts and coordinates action with key stakeholders, including the Governor’s Office and Federal partners (e.g., FEMA).
- **Operational Period Designation:** Establishes the operational period (e.g., 12-hour shifts) and rhythm for the activation.
- **Evaluate Activation Posture:** Evaluates appropriate SEOC activation levels, recommends a preferred course of action, and initiates the personnel call-down upon approval.
- **Resource Approval:** Retains final approval authority for high-priority or controversial resource requests, specifically those requiring significant financial commitment or extraordinary State liability.
- **Approve Incident Action Plan:** Reviews and signs the Incident Action Plan for each operational period.
- **Order Deactivation:** Issues the formal decision to reduce activation levels or completely deactivate the SEOC, leading final briefings and notifying relevant parties.
- **Closeout & Review:** Leads the scheduling and execution of After-Action Reviews, defining the scope and establishing review objectives to formally close out the emergency response.

Public Information Officer

Purpose: The Public Information Officer (PIO) acts as 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: The PIO focuses on the gathering, verification, coordination, and dissemination of accurate information to the public, media, and response partners. The core mission is ensuring the "Right Information, to the Right People, at the Right Time." This position also oversees the Joint Information Center 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 and approves content for emergency alerts, manages media inquiries, monitors public sentiment and rumors, and conducts on-camera briefings to maintain public trust. Specific responsibilities are as follows:

- **Information Limits:** Determine, according to direction from the SEOC Manager, any limits on information release.
- **Content Development:** Develop accurate, accessible, and timely information for use in press/media briefings.
- **Approval Chain:** Obtain SEOC Manager's approval of news releases.
- **Media Briefings:** Conduct periodic media briefings.
- **Media Access:** Arrange for tours and other interviews or briefings that may be required.
- **Intelligence:** Monitor and forward media information that may be useful to incident planning.
- **Internal Updates:** Maintain current information, summaries, and/or displays on the incident.
- **Staff Info:** Make information about the incident available to incident personnel.
- **Planning:** Participate in planning meetings throughout the operational period.

Public Information Officer and the Joint Information Center

Purpose: The Joint Information Center (JIC) serves as the centralized location for coordinating public information among all response organizations, including federal, state, local, and private-sector partners. Its primary mission is to ensure that clear, accurate, and consistent information is delivered to the public and media in a timely manner.

Establishment & Organization

- **Activation:** The MEMA Director determines the establishment of a JIC based on the scale and complexity of the emergency. It is generally operational when the SEOC is activated.
- **Composition:** The JIC is a cooperative network that mirrors the ICS structure. It may include Public Information Officers from each jurisdiction, agency, private sector, and non-governmental organization involved in the incident.
- **Leadership:** The JIC Manager oversees daily operations and reports directly to the Lead PIO. In the absence of sufficient staff, the Lead PIO can perform the role of the JIC Manager.

Spokesperson Designation: The Lead PIO serves as the primary conduit for information to the media and public.

- **Primary Spokesperson:** The role is typically filled by the MEMA Director, the Commissioner of DVEM (Adjutant General), or the Lead PIO.
- **Subject Matter Experts:** In emergencies requiring technical expertise, the principal spokesperson may be designated from the department that is the seat of that expertise (e.g., CDC for pandemics).
- **Support:** Other trained Public Information staff may answer routine media queries but must defer complex or sensitive issues to the designated spokesperson.

Operational Tools

- **Maine 2-1-1 (Public Inquiry):** Maine 2-1-1 functions as the primary Help Line for the JIC. It provides a 24/7 distinct channel for the public to access information and for the JIC to gather information on public sentiment or emerging needs.

- **Social Media:** The JIC utilizes a designated social media team to broadcast alerts and warnings, correct misinformation, and monitor public sentiment across official agency accounts.

Responsibilities During an Event: The PIO and JIC staff are responsible for the following actions during activation:

- **Coordination:** Coordinate disaster-related information 24/7 with MEMA, ERT members, and the Governor’s Communications Office to ensure a unified message.
- **Dissemination:** Issue press releases on behalf of state agencies, particularly for those with no PIO present in the JIC. Focus on specific protective actions (warnings, evacuations, shelter-in-place).
- **Briefings:** Attend all Senior Staff Briefings and Strategy Meetings to acquire current information and assist in developing the media strategy.
- **Media Facility Management:**
 - Configure the MEMA Classroom for briefings and press conferences.
 - Prepare Media Kits with pertinent event and SEOC information.
 - Credential and brief media members upon arrival regarding restricted areas and briefing schedules.
 - Limit media presence to the MEMA Classroom, except for scheduled, escorted visits to the SEOC floor for “B-roll” or stand-up interviews (at the discretion of the PIO and only when it does not disrupt operations).
- **Monitoring:** Continually monitor traditional media coverage and social media to verify accuracy and identify misinformation that requires immediate correction.

Responsibilities After an Event: During recovery and deactivation phases, the JIC will:

- **Recovery Info:** Coordinate with local, state, and federal agencies to disseminate information regarding recovery programs and assistance.
- **Health & Safety:** Work with DHHS and other partners to disseminate information on long-term health hazards.
- **Donations Management:** Disseminate information regarding legitimate unmet needs and volunteer opportunities to avert a “secondary disaster” of unwanted goods.
- **Demobilization:** Ensure all equipment is returned and files are archived for the After-Action Report.

Communications Office & Director

Purpose: The Communications Office ensures that the SEOC and all response partners have reliable, interoperable, and secure means of sharing voice and data information. This office manages the technical infrastructure, the frequency spectrum, and the digital systems (including GIS and visual displays) used during the incident.

Structure: The Communications Office is scalable based on the incident's complexity. It may operate as a single unit or expand into specialized branches:

- **Technical Support Unit:** Provides help desk support for SEOC hardware, software, and visual display systems.
- **Infrastructure Unit:** Manages network connectivity (LAN/WAN), internet access, secure data links, and server availability.
- **Radio Operations Unit:** Manages radio communications, including frequency coordination and equipment distribution.

Communications Office Director Responsibilities: The Communications Office Director leads the installation, maintenance, and protection of the SEOC's information systems. Major responsibilities include:

- **Develop Communications Plans:** Lead the development of the Incident Communications Plan (ICS 205) to ensure interoperability among state, local, and federal agencies.
- **WebEOC Management:** Create the incident in WebEOC, communicate the incident name to all participants, and ensure all staff are logged into the appropriate incident.
- **Manage Infrastructure:** Oversee the installation and maintenance of all SEOC technical infrastructure, ensuring computer systems, networks, and internet connections are readily available for response efforts.
- **Support Visual Displays:** Coordinate the posting of visual displays on SEOC screens and ensure the Common Operating Picture technology is functional.
- **Coordinate Frequencies:** Manage radio frequency assignments to prevent interference and ensure clear channels for operations.

- **Data & GIS Support:** Ensure map needs are addressed by preparing GIS-based map overlays and assisting with data analysis for incident planners.
- **Message Center Operations:** Coordinate and monitor internal message center activities to ensure efficient information flow within the SEOC.
- **Technical Support:** Manage the Help Desk function to provide immediate troubleshooting for SEOC personnel and act as the liaison for any technology repairs.
- **Distribute Equipment:** Oversee the distribution, tracking, and recovery of communications equipment (radios, satellite phones, etc.) to SEOC and field staff.

Safety Officer

This is one of two positions within the Command Staff that reports to the SEOC Manager.

Purpose: The Safety Officer serves as the designated lead for strategic risk management, analyzing hazards that affect responders across the entire incident area. This position is activated on an as-needed basis by the SEOC Manager and distinguishes strategic-level safety coordination from the tactical, site-specific safety officers found at the local and county level.

Major Functions: The Safety Officer handles the "strategic safety posture" rather than incident site safety. This involves monitoring issues that impact responders across large swaths of the state (such as radioactive releases, widespread severe weather, or pandemic protocols) while simultaneously overseeing the physical and mental well-being of staff working within the SEOC.

Responsibilities: In coordination with the SEOC Manager, the Safety Officer monitors operational conditions to ensure state-wide objectives can be achieved without compromising responder safety. Specific responsibilities include:

- **Strategic Risk Assessment:** Identify and mitigate hazardous situations that pose broad-scale risks to field operations.
- **Plan Review:** Review the Incident Action Plan for safety implications at the state level and approve the Medical Plan (ICS 206).
- **Emergency Authority:** Exercise emergency authority to immediately stop and prevent any unsafe acts or operations.
- **Safety Communications:** Ensure safety messages and briefings are delivered to SEOC staff and included in the Incident Action Plan.
- **Specialized Support:** Assign assistants or technical specialists qualified to evaluate special hazards (e.g., infectious disease, structural engineering).
- **Accident Investigation:** Initiate preliminary investigations of accidents that occur within the SEOC or significant state-level incidents.
- **Planning Integration:** Participate in all planning meetings throughout the operational period to provide safety input on proposed strategies.

Liaison Officer Responsibilities

This is the second of two positions within the Command Staff that reports to the SEOC Manager.

Purpose: The Liaison Officer serves as the primary point of contact for external agencies that are assisting or cooperating with the State's response efforts but are not represented in the General Staff structure. This position acts as the central bridge between the SEOC and County Emergency Management Agency partners, and supporting partners including Federal organizations (FEMA), the Maine National Guard, and Tribal Nations.

Major Functions: The Liaison Officer focuses on stakeholder management, resource coordination across jurisdictions, and ensuring that assisting agencies are fully integrated into the SEOC workflow. This role handles the "relationships of the response" to ensure unity of effort among diverse organizations.

Responsibilities: In coordination with the SEOC Manager, the Liaison Officer addresses concerns from external agency representatives and ensures that cooperating organizations are kept informed of the incident status. Specific responsibilities include:

- **Point of Contact:** Act as the primary point of contact for agency representatives and stakeholders not directly involved in the command structure.
- **Directory Maintenance:** Maintain a current list of assisting and cooperating agencies and their on-site representatives.
- **Coordination:** Assist in setting up and coordinating interagency contacts & meetings.
- **Planning Input:** Participate in planning meetings to provide status updates on agency resources, including the capabilities and limitations of external partners.
- **Demobilization:** Provide agency-specific demobilization information and requirements to ensuring a smooth release of resources.
- **County Liaison:** Request situation reports from affected counties and maintain contact with County EOCs.

Agency Representative Responsibilities

This position represents an assisting or cooperating agency and reports to the Liaison Officer, or to the Incident Commander in the absence of a Liaison Officer.

Purpose: The Agency Representative facilitates coordination, cooperation, and communication among the Incident Command Post, the Incident Management Team, the County, and MEMA. MEMA deploys staff to serve as the Agency Representative at an Incident Command Post, another state or County Emergency Operations Center, a FEMA Regional Response Coordination Center, a FEMA Joint Field Office, or an elected official.

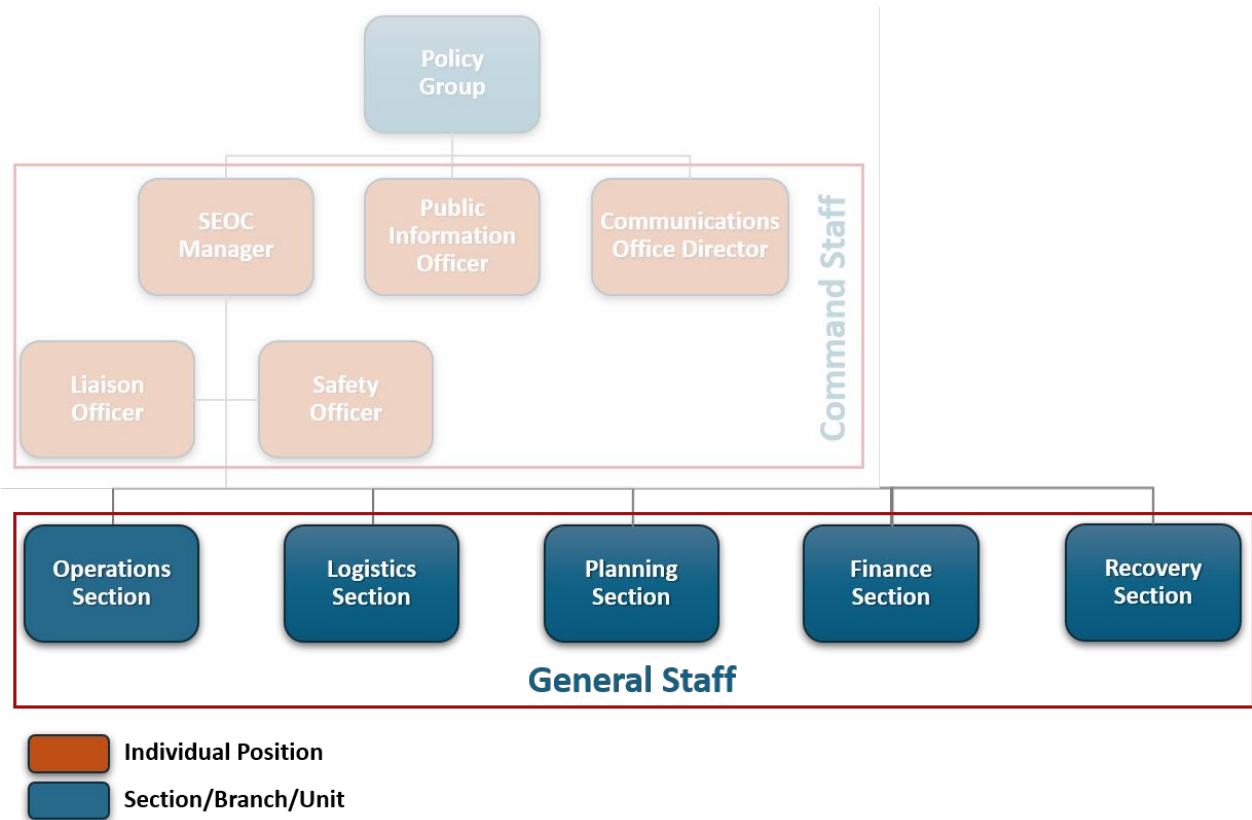
Major Functions: The Agency Representative serves as a conduit for information flow, operational support, and coordination between MEMA and the incident management structure. This role represents the interests and statutory requirements of MEMA, identifies emerging risks, anticipates coordination gaps, and ensures state resources integrate into the overall response. MEMA policy provides an incident-specific delegation of authority to direct the deployment, including the authority to make decisions on matters affecting agency participation.

Responsibilities: The responsibilities remain dynamic and require continuous judgment. Specific responsibilities include:

- **Strategic Liaison:** Act as the official MEMA representative at the incident site. Facilitate communication, coordination, and information sharing.
- **Delegated Authority:** Share verified situational information and recommend state support. Avoid unauthorized policy decisions or resource commitments.
- **Information Management:** Track issues at the Incident Command Post and the SEOC. Update the WebEOC Incident Log. Maintain a time-stamped log to document decisions, directives, and interagency actions.
- **Reporting:** Provide scheduled situation updates to the SEOC. Detail Community Lifelines, evacuations, and protective actions. Call recipients to verify receipt of critical electronic information. Report incident impacts, critical incidents, emerging risks, and resource shortages.
- **Resource Support:** Facilitate the resource request process. Enter needs into WebEOC with mission details and a local follow-up contact. Require official channels for resource requests. Decline tactical assignments unless the Incident Commander directs them.

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General Staff (ICS Sections)



The General Staff is responsible for the functional aspects of the SEOC structure. The General Staff typically consists of the Operations, Planning, Logistics, Finance, and Recovery sections. Ideally, these sections should not be combined except in extreme circumstances, as determined by the SEOC Manager. Due to MEMA staffing limitations, augmentation from external agencies may need to be considered.

Members of the General Staff report directly to the SEOC Manager. If a General Staff position is not activated, the SEOC Manager will have responsibility for that functional activity.

Deputy positions may be established for each of the General Staff positions. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate.

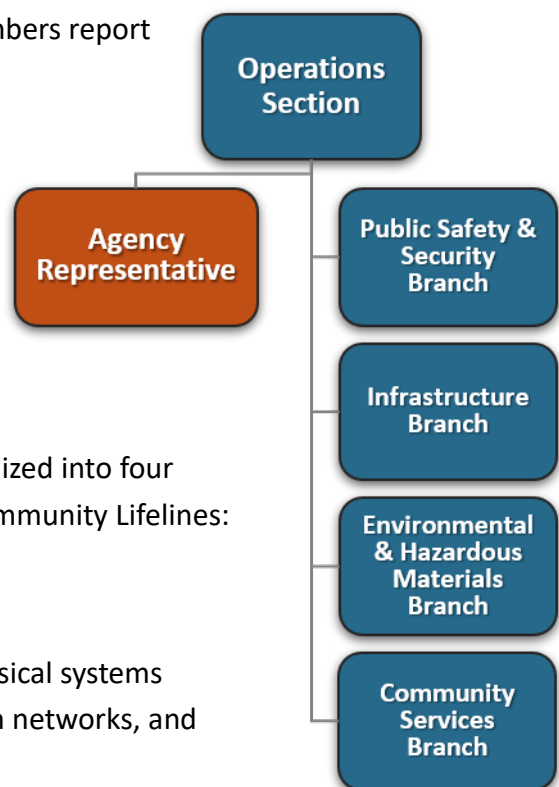
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Operations Section

Purpose: The Operations Section focuses on strategic activity execution and coordination. At the state level, emphasis is placed on performing as the bridge between high-level strategy and the organizations executing operational objectives. Responsibilities include developing operational strategies, anticipating resource needs, preparing alternative actions, and managing the safety and execution of the response to achieve incident goals.

Structure: The Operations Section utilizes a flexible, modular structure based on the Incident Command System. This structure is expanded or condensed based on the incident's scope and complexity to ensure effective Span of Control.

- **Level 3/4 Activation (Flat Structure):** ERT members report directly to the Operations Section Chief.
- **Level 1/2 Activation (Branch Structure):**
To maintain a manageable span of control, the Operations Section Chief activates Branch Directors. ERT members are assigned to a Branch based on their Primary Lifeline Responsibility.



Operations Branches: The Operations Section is organized into four branches to ensure comprehensive coverage of all Community Lifelines:

A. Infrastructure Branch

- **Primary Focus:** Coordination of critical physical systems including power, fuel, water, transportation networks, and communications infrastructure.
- **Assigned Community Lifelines:** Transportation, Water Systems, Energy, Communications.
- **Key Agencies:** Department of Transportation, Public Utilities Commission, DHHS/CDC, MEMA / Office of Information Technology.

B. Public Safety and Security Branch

- **Primary Focus:** Law enforcement, fire services, search and rescue, site security, and government continuity.
- **Assigned Community Lifelines:** Safety & Security.
- **Key Agencies:** Department of Public Safety, Maine State Police, Maine Marine Patrol, State Fire Marshal, Maine Warden Service, Maine Forest Service.

C. Environmental & Hazardous Materials Branch

- **Primary Focus:** Oil and hazardous materials response, environmental protection, and containment.
- **Assigned Community Lifelines:** Hazardous Materials.
- **Key Agencies:** Department of Environmental Protection, Department of Agriculture, Conservation and Forestry.

D. Community Services Branch

- **Primary Focus:** Support for individuals and communities, including mass care, housing, human services, and public health support.
- **Assigned Community Lifelines:** Food, Hydration, & Shelter; Health & Medical.
- **Key Agencies:** MEMA (Mass Care), DHHS/CDC, Department of Education, Department of Labor, Volunteer Agencies.

Operations Section Chief Responsibilities: The Operations Section Chief execution of the Incident Action Plan, managing deployed resources, and coordinating with Emergency Response Team members based on Community Lifelines.

- **Develop Operational Plans:** Translate strategic objectives into specific, actionable plans for the operational period and develop the Operations portion of the Incident Action Plan.
- **Staffing:** Assign/reassign tasks to appropriate staff and recommend staffing levels for the next operational period.

- **Direct and Coordinate Resources:** Organize, assign, and supervise all state-level resources to carry out the plan.
- **Establish Priorities:** Set priorities to ensure the most critical tasks are addressed first.
- **Situational Awareness:** Monitor weather reports, power outages, river gauges, and road events (511/Virtual Maine) to anticipate problems for the upcoming operational period.
- **Common Operating Picture Coordination:** Announce the situation update schedule and coordinate with the Planning Chief to ensure data is collected. Reviews and distributes the SitRep at the close of the shift.
- **Coordinate Mutual Aid:** Coordinate requests for mutual aid and other operational resources from external agencies.
- **Conduct Briefings:** Lead the Situation & Strategy Briefing and support the delivery of the Operational Period Transition Briefing and Executive Briefing as required.

Operations Officer Responsibilities: The Operations Officer (or Deputy) supports the Section Chief by maintaining awareness of the SEOC floor and managing data flow.

- **Situation Tracking:** Maintain situational awareness of current significant events and track response status.
- **SitRep Production:** Obtain necessary updates from ERT members to construct the SitRep and ICS 201 Form. Distribute the final report to FEMA, partners, and counties via WebEOC.
- **Communication Management:** Log all phone calls into the Operations Desk log, monitor incoming email to Operations accounts, and share significant events with all SEOC personnel.
- **Visual Displays:** Coordinate content on television and projector screens in the SEOC to ensure the Common Operating Picture is current.
- **Mission Tracking:** Monitor and follow up on overdue Mission/Tasks in WebEOC.
- **Continuity:** Act as the Operations Section Chief in their absence.

Agency Representative Responsibilities: Although the representative falls under the Operations Section for reporting requirements, position responsibilities are outlined in the previous Command staff section. This is due to the level of authority that the position typically holds when deployed.

Emergency Response Team Member Responsibilities: ERT members serve as the designated Subject Matter Experts for their specific agency or organizational capabilities. They are the primary source of status information for their assigned Community Lifeline.

- **Authority:** Possess the delegated authority to commit resources and make decisions on behalf of their home agency or organization. ERT members are present in the SEOC to act, not merely to relay messages back and forth to their headquarters.
- **Coordination:** Coordinating resource requests and response actions specific to their agency or organization's domain. Ensure that requests are accurately matched with the correct capabilities to prevent delays.
- **Situational Awareness:** Continuously update the SEOC on the status of their agency or organization and the status of their assigned Community Lifeline.

Logistics Section

Purpose: The Logistics Section is responsible for providing all incident support needs, serving as the primary provider of facilities, services, and material support for both the incident responders and the SEOC facility itself. It functions as a **single point ordering system**, ensuring that all requests for resources—from personnel and equipment to transportation and housing—are coordinated centrally to prevent duplication and ensure fiscal accountability.

Structure: The Logistics Section utilizes a scalable, modular structure based on incident complexity. In typical SEOC activations, it is managed by a limited staff but can expand to manage diverse support needs as the incident grows.

- **Level 3/4 Activation (Flat Structure):** Unit Leaders report directly to the Logistics Section Chief.
- **Level 1/2 Activation (Branch Structure):** To maintain a manageable span of control, the Logistics Section Chief activates Branch Directors to oversee specific units.

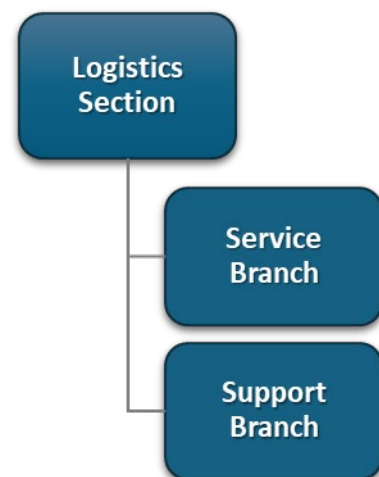
Logistics Branches: When fully activated, the section can be organized into two branches:

A. Service Branch

- **Medical Unit:** Responsible for the health and safety of SEOC personnel (e.g., first aid, medical monitoring).
- **Food Unit:** Responsible for providing meals and hydration for SEOC personnel during activations.

B. Support Branch

- **Supply Unit:** Responsible for ordering personnel, equipment, and supplies; receiving and storing all supplies for the incident; and servicing non-expendable equipment.
- **Facilities Unit:** Responsible for the layout, activation, security, sanitation, lighting, and workspace maintenance of the SEOC facility.



- **Ground Support Unit:** Responsible for the transport of personnel, supplies, and food, as well as the fueling, service, and maintenance of vehicles.

Logistics Section Chief Responsibilities: The Logistics Section Chief manages the overall delivery of support services. Major responsibilities include:

- **Resource Management:** Manage all incident logistics, ensuring that the correct resources are provided to meet identified requirements.
- **Service Requirements:** Identify anticipated and known incident service and support requirements for planned operations.
- **Procurement:** Contact vendors and commodity providers before and during an incident to ensure adequate supplies are available.
- **Request Processing:** Review all "Requests for Assistance" in WebEOC, approving or reassigning them to appropriate ERT/DRT members for fulfillment.
- **Mutual Aid:** Evaluate activation of the Emergency Management Assistance Compact or International Emergency Management Assistance Compact to procure additional personnel from other states for response or recovery.
- **Demobilization:** Oversee the demobilization of the Logistics Section and associated resources.

Logistics Officer Responsibilities: The Logistics Officer (or Deputy) focuses on the execution of resource distribution and facility management.

- **Tracking & Distribution:** Primarily responsible for identifying, designating, and directing the distribution or deployment of resources and tracking their status.
- **Fiscal Compliance:** In coordination with the Finance Section, ensure staff follows emergency purchasing procedures and that all costs are authorized, documented, and tracked.
- **Facility Access:** Coordinate with the SEOC Manager to ensure access control, badging, and proper direction for responding personnel upon arrival at the SEOC.

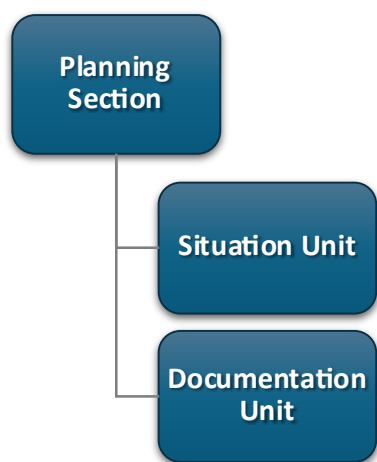
- **Communications Support:** Ensure that the SEOC communications center is activated and that links are established with activated county EOCs (in coordination with the Communications Office).
- **Technology:** Assign all technology-related issues to appropriate personnel and monitor automated computer processes to ensure efficient operation.
- **Needs Assessment:** Analyze requests for supplies or equipment to verify the need and confirm that the resource is not already available internally.
- **Continuity:** Act as the Logistics Section Chief in their absence.

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Planning Section

Purpose: The Planning Section functions as the strategic hub of the SEOC, responsible for the ongoing incident planning cycle. It collects and evaluates intelligence, tracks resources, manages risk, and develops the Incident Action Plan. The section analyzes information to provide planning for future actions, keeps decision-makers informed through a Common Operating Picture, and adapts the strategy to evolving conditions.

Structure: To ensure comprehensive situational awareness and documentation, the Planning Section Chief oversees two primary units:



- **Situation Unit:** Functions as the primary data analysis hub. Responsible for collecting, analyzing, and processing all incident status data to maintain the Common Operating Picture. This unit prepares Situation Updates, maintains the official incident event log, and integrates Geographic Information Systems (GIS) capabilities to produce specialized mapping products, geospatial analysis, and critical infrastructure overlays that support decision-making.
- **Documentation Unit:** Responsible for establishing and maintaining the official incident file. This unit archives all Incident Action Plans, forms, reports, and records necessary for legal, financial, and after-action review purposes.

Planning Section Chief Responsibilities: The Planning Section Chief oversees the collection, evaluation, and dissemination of incident information. Major responsibilities include:

- **Incident Action Plan Development:** Supervise the preparation of the Incident Action Plan, incorporating subordinate plans and input from the SEOC Manager and Operations Section.
- **Strategic Forecasting:** Provide periodic predictions on incident potential, identifying future requirements and alternative strategies.

- **Information Management:** Establish information requirements and reporting schedules for all units. Ensure WebEOC significant events are updated and incident status information is displayed.
- **Coordination:** Contact other states experiencing similar problems to share intelligence and best practices.
- **Demobilization:** Oversee the preparation of the Demobilization Plan.
- **Facilitate Briefings and Meetings:** Serve as the primary facilitator for all briefings and meetings conducted during the operational period.

Planning Officer Responsibilities: The Planning Officer supports the Section Chief by monitoring current events and ensuring the technical readiness of the section.

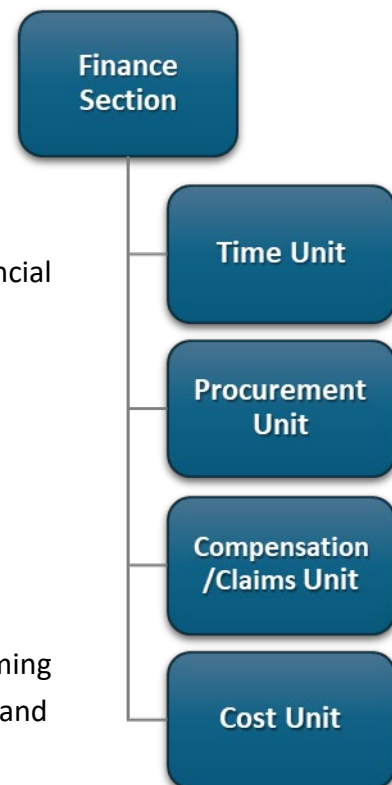
- **Documentation:** Ensure that position logs and incident documentation are kept current and that all documents created during the event are saved for the official record.
- **Situational Awareness:** Ensure that maps, status boards, and weather reports are current and displayed so that all ERT members have access to information.
- **Support Documents:** Obtain necessary plans, checklists, MOUs, and other support procedures that may be needed during the event.
- **Continuity:** Act as the Planning Section Chief in their absence.

Finance Section

Purpose: The Finance Section is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance Section; it is activated by the SEOC Manager only when the involved agencies have a specific need for specialized financial services, cost recovery documentation, or complex procurement.

Structure: The Finance Section may be organized into specific units to handle distinct tasks:

- **Time Unit:** Responsible for accurate equipment and personnel time recording.
- **Procurement Unit:** Responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.
- **Compensation/Claims Unit:** Responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims-related activities arising from the incident.
- **Cost Unit:** Responsible for collecting all cost data, performing cost effectiveness analyses, and providing cost estimates and cost-saving recommendations.



Finance Section Chief Responsibilities: The Finance Section Chief oversees the financial management of the response. Major responsibilities include:

- **Financial Management:** Manage all financial aspects of the incident, ensuring compliance with state and federal reimbursement policies.
- **Cost Analysis:** Provide financial and cost analysis information as requested.
- **Policy Guidance:** Gather pertinent information from briefings and provide financial policy guidance to the Command and General Staff.
- **Plan Development:** Develop an operating plan for the Finance Section and provide financial input to the Incident Action Plan.

- **Agency Coordination:** Maintain daily contact with agency headquarters on finance matters and brief administrative personnel on issues needing attention.
- **Commissary:** Determine the need to set up and operate an event commissary.
- **Timekeeping:** Ensure that personnel time records are completed accurately and transmitted to home agencies.
- **Obligation Documents:** Ensure that all obligation documents initiated at the incident are properly prepared and completed.

Finance Officer Responsibilities: The Finance Officer (or Deputy) focuses on the execution of contracts, forms, and administrative support.

- **Contract Management:** Prepare, maintain, and coordinate required Letters of Agreement to ensure uninterrupted supplies (food, toiletries, laundry) and lodging for SEOC staff during emergency operations.
- **Fiscal Documentation:** Prepare and maintain forms and other initial financial documents required for state purchasing.
- **Claims Handling:** Handle all compensation and claims issues for MEMA staff and state responders.
- **Resource Coordination:** Coordinate with the Logistics and Operations Sections to anticipate financial requirements for upcoming shifts (e.g., funding for food/lodging).
- **Reporting:** Provide financial reports to the SEOC Manager and Section Chiefs as needed.
- **Continuity:** Act as the Finance Section Chief in their absence.

Section 5: Coordinating Instructions & Communications

This section outlines the protocols necessary to maintain the SEOC as a functional, secure, and safe environment. It establishes standards for facility access, technical infrastructure, personnel welfare, and the rigorous testing of systems to ensure operational readiness during activation.

Security and Access Control

The MEMA administrative staff manages access control to the SEOC facility twenty-four hours a day during Level 1 Full Activations and Level 2 Partial Activations

- **Issue Credentials:** The Logistics Section issues unique identification credentials to all SEOC personnel upon arrival.
- **Enforce Access:** Designated personnel verify credentials for all individuals entering the facility to prevent unauthorized access.
- **Maintain Log:** Designated personnel maintain a written log documenting all entries and exits from the SEOC for accountability.

Communications Management (MEMA Communications Office)

The SEOC maintains redundant communication methods to ensure operational continuity. The Communications Office verifies that these systems remain effective across all partners.

- **Ensure Interoperability:** The Communications Office verifies all communication systems (e.g., voice, data, radio) communicate effectively with local, county, tribal, and federal partners.
- **Manage Radio Traffic:** Communications personnel monitor and manage state emergency radio networks.
- **Maintain Backup Systems:** The Communications Office regularly tests satellite phones and backup internet connections to ensure readiness.

Technical Support (MEMA Communications Office)

The MEMA Communications Office manages and maintains all technical systems for the SEOC facility, ensuring stability and functionality for all SEOC digital systems.

- **Manage Network:** MEMA Communications staff monitors and maintains the SEOC Local Area Network and secure external connections.
- **Support Hardware:** Staff ensures all workstations, display screens, and printing devices operate properly.
- **Provide Troubleshooting:** Staff provides immediate help-desk support to SEOC personnel experiencing hardware or software issues.

Personnel Welfare & Admin Support

The Logistics Section provides continuous administrative support and essential welfare services to SEOC personnel during activation.

- **Manage Essential Services:** Logistics provides food, rest facilities, toiletries, laundry, and necessary lodging for SEOC staff deployed for the duration of the event.
- **Internal Communications:** Logistics coordinates runners to move urgent written messages within the facility and provides auxiliary phone coverage.

SEOC Safety Protocols

The Safety Officer, in coordination with the Logistics Section, establishes and enforces safety protocols to protect all personnel operating within the SEOC facility.

- **Evacuation Procedures:** All staff must be familiar with the primary and secondary evacuation routes posted in the facility. In the event of a fire alarm or evacuation order, personnel must immediately exit the building and assemble at the designated rally point. Section Chiefs are responsible for accounting for their assigned staff.
- **Medical Emergencies:** An Automated External Defibrillator (AED) and First Aid Kit are located outside the SEOC access point. In a medical emergency, staff should call 911 immediately and notify the Safety Officer or Logistics Chief.
- **Shelter-in-Place:** In the event of a severe weather threat (e.g., tornado warning) or external hazardous material release, the SEOC Manager may order a shelter-in-place. All personnel must move to the designated interior shelter area (typically the main SEOC room unless compromised) away from windows and external walls.

- **Health Measures:** If operations are impacted by a widespread health threat (e.g., pandemic), the Safety Officer will implement health screening and social distancing protocols.

Training, Exercising, & Systems Testing

The MEMA Communications Office, State Training Officer, and State Exercise Officer ensure the readiness of SEOC personnel and physical facility systems through comprehensive, regularly scheduled testing.

Staff Exercising and Training

- **Determine Method:** The SEOC utilizes emergency simulations to test staff readiness, ranging from discussion-based seminars and table-top exercises to full-scale operational exercises.
- **Prioritize Operational Exercises:** Operational exercises are prioritized as they place stress on SEOC systems and personnel. Exercise simulations inject preplanned problem messages into the SEOC for resolution, helping to identify procedure or system faults that require correction.
- **Include Partners:** Emergency management coordinators invite auxiliary and volunteer groups to participate in SEOC tests. This familiarizes partners with SEOC procedures and ensures clear task assignments across the total crisis management system.
- **Exercise Core Functions:** All SEOC-based tests must include opportunities to exercise paper flow, message handling, and display posting procedures.

Facility and Systems Testing

- **Test Standby Systems:** MEMA Communications Office staff tests standby communications systems, emergency power systems, outdoor warning systems, computers, and other equipment at least quarterly.
- **Test Mechanical Systems:** Occasional tests of mechanical and communications systems occur alongside full-scale operational exercises.
- **Test Alternate Site:** The SEOC tests alternate SEOC sites periodically to ensure operational continuity if the primary facility is compromised.

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Appendix A: Maine SEOC Activation Procedure

The activation procedure describes the steps and process for initiating an emergency response, to include initiating Enhanced Monitoring or activating the State of Maine Emergency Operation Center (SEOC).

Responsibilities

This policy applies to all MEMA staff who may be assigned duties within the SEOC during activation. Responsibilities to include:

The MEMA Director shall:

- Initiate an activation of the SEOC, when necessary, in order to coordinate response activities in support of an actual event or in preparation for a potential event.
- Direct MEMA leadership to make staff available for SEOC activation.
- Grant the Deputy Director and the Director of Operations and Response the authority to activate the SEOC in his absence, only when deemed necessary to protect the lives and property of Maine citizens.

The MEMA Director of Operations and Response shall:

- Facilitate the various activation calls defined in this procedure.
- Activate the MEMA Resource Management Coordinator to develop SEOC scheduling.
- Keep all MEMA staff informed of SEOC activation level and other response information that may benefit their situational awareness as emergency managers.
- Notify the Director and Deputy Director of any compliance issues with the Employee Availability Matrix.

The MEMA Duty Officer shall:

- Provide real-time intelligence to the MEMA Director and the Director of Operations and Response to aid in decision making of SEOC activations.
- Complete Maine Health Alert Network (HAN) alerts as necessary to inform SEOC staff of the situation.

MEMA Staff shall:

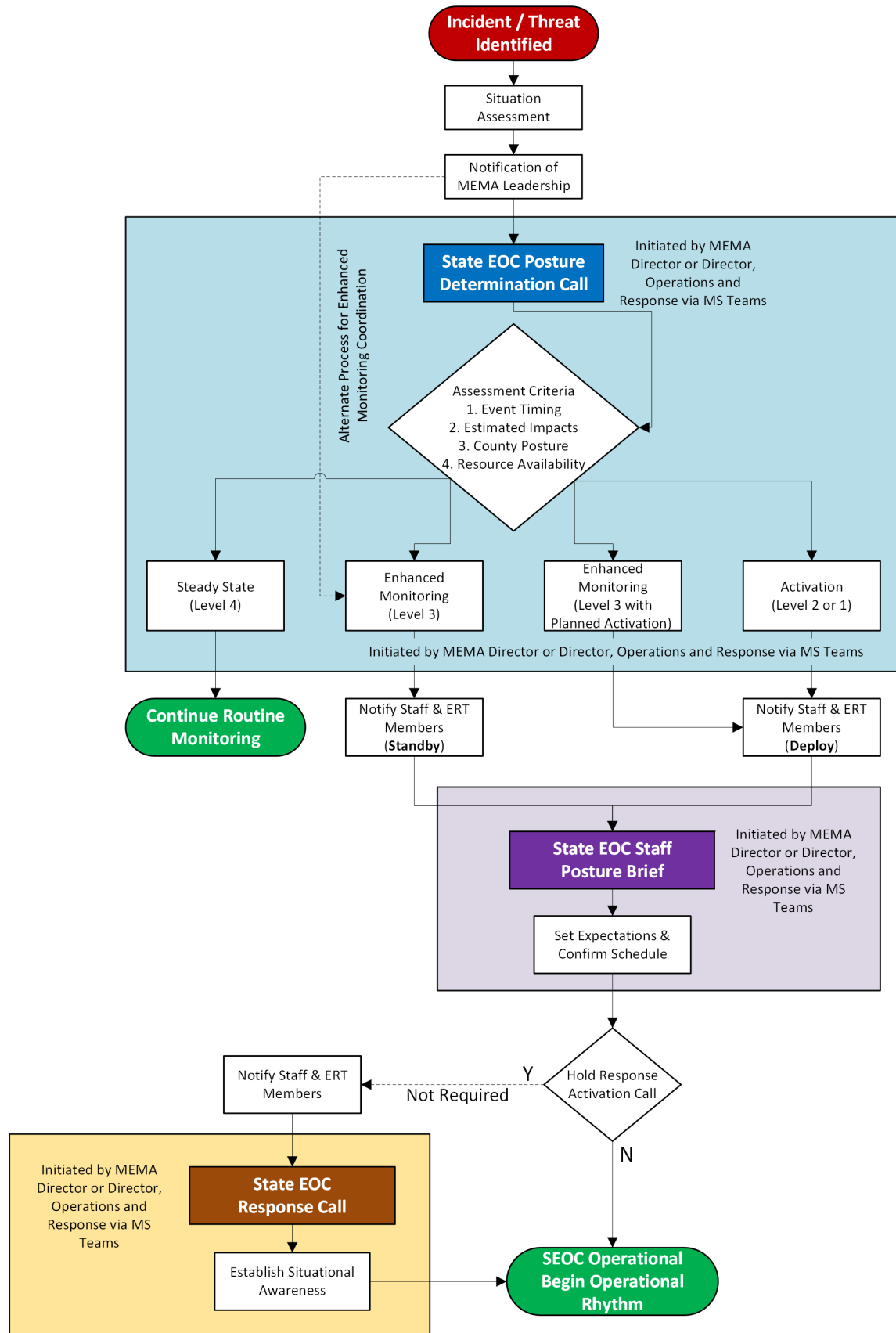
- Log availability on the MEMA Employee Availability Matrix each month.
- Respond to HAN alerts within the time defined in this procedure.

For those staff logged as yellow, green, or blue on the Availability Matrix, acknowledge any HAN notifications received and join for SEOC Posture Determination call.

Procedure

Activation determinations are made through a series of briefs and conference calls, as outlined below. At the discretion of the Director, through input from the Duty Officer and the Director of Operations and Response, the SEOC may increase or decrease its given posture to accommodate the needs of an incident.

SEOC Activation Calls and Briefs		
Meeting / Call	Attendees	Outcomes
SEOC Posture Determination Call	MEMA Leadership Duty Officer	Determine if the incident warrants SEOC Activation
SEOC Staff Posture Brief	MEMA Staff, including SEOC Command and General Staff Duty Officer Relevant Subject Matter Experts	Coordinate with SEOC response staff on the incident to prepare for activation
SEOC Response Activation Call	MEMA Staff Emergency Response Team County EMA Directors FEMA Region 1 / Liaison Officers Utilities Relevant Subject Matter Experts	Brief partners in response on the increase of SEOC Posture and provide situational awareness over other agency activities



SEOC Posture Determination Call

This call is held to discuss the need to elevate the SEOC response posture to Enhanced Monitoring, Partial Activation, or Full Activation. Attendees of this call include the MEMA leadership team and the Duty Officer.

When the need for Enhanced Monitoring or a SEOC activation is evident and immediate, the decision may be made to move directly into activating the SEOC. When the SEOC Posture Determination Call is not held, all decisions normally made on this call must be made in advance of, or during, the SEOC Activation Call.

Initiating the SEOC Posture Determination Call

When an event has impacted the State of Maine, or a credible threat of an impact is determined to exist, a SEOC Posture Determination Call will be initiated by the MEMA Director and/or the Director of Operations and Response, by sending out a Microsoft Teams invite to MEMA leadership.

If there is concern that all parties may not be alerted to the email in time to be on the call, the MEMA Director and/or Director of Operations and Response, can request the MEMA Communication's Office (primary) or the MEMA Duty Officer (secondary) send an Emergency Notification System message via the Maine Health Alert Network (HAN) to the Directors of MEMA to rapidly assemble all necessary parties.

Agenda for the SEOC Posture Determination Call

The SEOC Posture Determination Call is intended to be a brief (no more than 30 minutes), informal call that provides the opportunity for the Director, or their designee, to candidly discuss the event and its potential impacts to determine the appropriate response posture. If deemed appropriate, additional personnel may be added to this call, such as Emergency Response Team (ERT) Members, National Weather Service (NWS) staff, Cybersecurity and Infrastructure Security Agency (CISA), Federal Emergency Management Agency (FEMA), or key regional leadership. These individuals may provide additional information on the event that will help determine the appropriate response posture for the State.

The following factors should be considered when determining the appropriate response posture:

- Event Type
- Event Timing
- Likelihood of Event Occurrence
- Primary Estimated Impact(s)
- Secondary Estimated Impact(s)
- Hazard / Threat Annex Decision Points
- Location(s) of Event
- Vulnerability of Impacted Area(s)
- Counties(s) Posture
- Declaration Status(es)
- FEMA Liaison Officer (LNO) Request(s)
- Incident Management Assistance Team (IMAT) Request(s)
- Incidents that may impact Resource Availability

SEOC Posture Determination Call Outcomes

At the end of the call, one of the following recommendations will be made:

- Initiate Enhanced Monitoring to more closely monitor the event to determine if a SEOC activation is warranted.
- Initiate Enhanced Monitoring as a precursor to a SEOC activation scheduled for a determined date / time.
- Activate the SEOC at a scheduled date / time without initiating Enhanced Monitoring.
- Do not initiate Enhanced Monitoring or activate the SEOC at that time but continue to monitor the event during steady-state operations. Convene another call if the situation changes, which increases the potential for regional impact(s) or the activation factors considered on the call which may warrant an elevated posture.

If the recommendation is made to initiate Enhanced Monitoring or activate the SEOC, the following will also be decided on the call, as required:

- Plans for conducting the SEOC Staff Posture Briefing Call.
- Timing for Enhanced Monitoring and / or SEOC activation.

SEOC Staff Posture Brief

When the SEOC Posture Determination Call recommends a change in SEOC Response Posture, the Director of Operations and Response will convene and facilitate the SEOC Staff Posture Brief.

This call is initiated to brief incoming SEOC Staff of the situation. Attendees are comprised of the Command and General Staff, Policy, Duty Officer, and any relevant Subject Matter Experts.

Initiating the SEOC Posture Brief

When an event necessitates a SEOC Activation, a SEOC Staff Posture Brief will be initiated by the Director of Operations and Response by sending out a Microsoft Teams invite to incoming Command and General Staff members.

If there is concern that all parties may not be alerted to the email in time to be on the call, the MEMA Director or Director of Operations and Response, can request the MEMA Communication's Office (primary) or the MEMA Duty Officer (secondary) send an Emergency Notification System message via the Maine Health Alert Network (HAN) to rapidly assemble all necessary parties.

Agenda for the SEOC Staff Posture Brief

This call is intended to be a brief (10 minutes or less) call for MEMA leadership to share the SEOC activation plans based on the SEOC Posture Determination Call. The Director of Operations and Response will convene and facilitate the call, which will allow incoming SEOC staff to adequately prepare for the activation.

The following factors should be considered for inclusion in the SEOC Staff Posture Brief:

- SEOC Response Posture (Enhanced Monitoring or Activation of the SEOC).
- Timing for Enhanced Monitoring and / or SEOC Activation.
- Event Type and Timing.
- Location(s) of Event.
- Primary / Secondary Estimated Impact(s).
- Hazard / Threat Annex Decision Points.
- Vulnerability of Impacted Area(s).
- County / Tribal Posture.
- Declaration Status(es).
- FEMA Liaison Officer (LNO) Request(s).
- Incident Management Assistance Team (IMAT) Request(s).

SEOC Response Activation Call

The intent of the SEOC Response Activation Call is to provide an opportunity for all appropriate personnel to be briefed on the change in the State response posture. If the decision was made to initiate Enhanced Monitoring, a SEOC Activation Call may be considered, but is not required.

Commonly referred to as the “Storm Call”, this is the longest call during the activation process, as it provides an opportunity for representatives of all impacted sectors to brief out their statuses and anticipated actions.

Initiating the SEOC Response Activation Call

The SEOC Response Activation Call shall be hosted on the Microsoft Teams or the teleconference Bridge. This call is facilitated by the Director of Operations and Response. This call should include representatives from the following organizations:

- MEMA Staff and ERT members
- FEMA Region 1 and FEMA Liaison Officers
- County Emergency Management Agencies
- Disaster Recovery Team Members (DRT)
- Subject Matter Experts such as Utilities, National Weather Service, or Cybersecurity and Infrastructure Security Agency.

Agenda for the SEOC Response Activation Call:

The following agenda items shall be used to guide the brief, as required, based upon the nature of the response and change in the State response posture.

- WebEOC Incident Name overview
- Opening remarks from the Director
- National Weather Service briefing
- Incident relevant utility partner briefs
- Incident relevant County EMA partner briefs
- Command brief
- Recovery brief
- Questions
- Closing remarks from the Director

SEOC Activation Levels

Initiating Events, Activation Levels, and Corresponding State Actions		
Local Actions / Initiating Events	Activation Level	Corresponding State Actions
Emergency / incident for which local and county response capabilities are likely adequate.	-4- Steady State Monitoring	Situation managed by the Duty Officer, Director, Director of Operations, and/or other staff as part of day-to-day operations. Situation is monitored and, if needed, appropriate state agencies are notified to take action as part of everyday responsibilities.
A situation has occurred or advanced notice of an event is noted or anticipated. May also be used during overnight shift for multi-operational period responses.	-3- Enhanced Monitoring	Duty Officer, Director and Director of Operations are activated. Duty Officer is focused on the event and is taking preemptive measures. Emergency Response Team members have been alerted and select members have been tasked with identifying representatives to respond to the SEOC upon request.
An incident begins to overwhelm local and county response capability. Some state assistance possible.	-2- Partial Activation	Additional staff on duty at the SEOC. Command and General Staff, and some Emergency Response Team members have been activated. Joint Information Center activated. Enhanced operations and planning activities taking place. Federal / interstate support not anticipated
Situation continues to intensify leading to widespread threats to public safety. County States of Emergency declared. Requests for State and Federal response and recovery assistance.	-1- Full Activation	ICS Command and General Staff activated. Governor may declare State of Emergency. Possible requests for deployment of FEMA Incident Management Team. Emergency Management Assistance Compact requests for aid anticipated.

Considerations

SEOC Activation to Enhanced Monitoring

Transitions to Enhanced Monitoring to be completed by the Duty Officer and the Director of Operations and Response. When coordinating a transition to Enhanced Monitoring, consider the following:

- Based on the Availability Matrix, determine staff availability for partial and/or full activation and notify staff of their potential role in activation. If a staff member is determined to be unavailable, find suitable replacement.
- Director of Operations and Response to notify the Communications Office to open a WebEOC Incident.
- Coordinate with the Finance Section for funding Request for Allocation
- If moving to Enhanced Monitoring under the assumption the SEOC will move into Partial or Full Activation, and lodging may be required to ensure safety of MEMA staff, coordinate lodging request with the Logistics and Finance Branch.
- The Enhanced Monitoring group shall develop and disseminate a WebEOC post and distribute accordingly.

Staffing for Enhanced Monitoring

To be completed by Resource Management Coordinator and the Director of Operations and Response as ordered by the MEMA Director. Enhanced Monitoring staffing levels may vary based on:

- Planned Partial or Full Activation of SEOC
- Who will serve as the SEOC Coordinator or Incident Commander (If qualified)
- Planned transition to Overnight Enhanced Monitoring during an ongoing activation

Alternate Process for Enhanced Monitoring Coordination

Due to the limited coordination required to initiate Enhanced Monitoring, it may be appropriate to consider forgoing the SEOC Posture Determination Call if there is assurance that all parties can be contacted, and coordination of required actions can be accomplished without

holding the call. At the discretion of the Director, the Director of Operations and Response will be responsible for facilitating all necessary coordination.

Staff Sustainment Considerations

While transitioning from Enhanced Monitoring to subsequent SEOC Activation levels, the Director of Operations and Response is tasked with convening a leadership discussion for decisions relating to staff sustainment. The following criteria are for consideration during the senior leader discussion on staff sustainment:

- Internet and cellular service availability / reliability
- Electrical availability / reliability
- Incident projected to exceed one week
- Vendors not accepting credit cards / and cash difficult to access
- Gasoline difficult to access
- Staff required to stay on-site at SEOC or hotels
- Coordination with the Logistics and Finance Sections and Facilities Unit to secure meals for the SEOC staff, if necessary.

MEMA Staff Availability

All members of MEMA staff are required to update the Staff Availability Matrix at the beginning of each month and update the matrix as scheduling changes. If multiple qualified Staff are available, the EOC Coordinator will select the most senior qualified staff, in consideration for fairness, and practical experience.

Employees should identify their availability via the color-coded form as follows:

Green: You are available at short notice.

- Able to respond to a HAN message within fifteen minutes.
- Able to deploy physically to the SEOC within two hours.

Yellow: You are available in the near term.

- Able to respond to a HAN message within two hours.
- Able to deploy physically to the SEOC within four hours.

Red: You are not available.

- Unable to respond to a HAN message.
- Unable to deploy physically to the SEOC for the indicated day.

Blue: You are physically out of State on official business.

- Physically out-of-state but will respond to a HAN message within two hours for accountability purposes.
- Physically unable to report to the SEOC but may be able to do so remotely.

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Appendix B: Safety, Security, & Evacuation Plan

This appendix contains extracted material from the MEMA Emergency Action Plan. The purpose of this annex is to establish procedures for safely and effectively managing an emergency event during the activation of the SEOC. All Emergency Response Team members, employees, supervisors, and managers are expected to follow the procedures outlined in this plan to ensure that everyone participating in an activation are protected from harm during an emergency situation.

The success of this plan hinges on all personnel acting in an appropriate manner. During an emergency:

- Assist an Agency Emergency Responder if asked.
- Evacuate the facility, taking your laptop computer, and follow the direction of Agency or other Emergency Responders
- Report any emergencies, such as a bomb threat or threats of violence, to a supervisor immediately.
- Follow the assigned escape route procedures to avoid crowding at the exits.
- If you work at the Front Desk, take the AED, Agency Vehicle Keys, and Visitor Log to the designated meeting location.
- Report immediately to the designated meeting location (third light pole in the Labor Parking Lot) upon evacuating the facility. No side trips.
- Refrain from re-entering the facility to retrieve personal belongings or otherwise until instructed the facility is safe by the Agency Emergency Responder or supervisor.

Evacuation Route and Assembly Area Map/First Aid Kits

Evacuation Routes and Maps

The evacuation routes and assembly area maps are posted by every main exit. Employees are to become familiar with all evacuation routes and their assembly points. See Attachment C and D for evacuation maps of this facility.

Location of First Aid Kits

As noted on the evacuation maps, the First Aid Kit is located in the kitchen. Another advanced EMT kit is in the Director of Operations office. An Automatic External Defibrillator (AED) is located at the front desk.

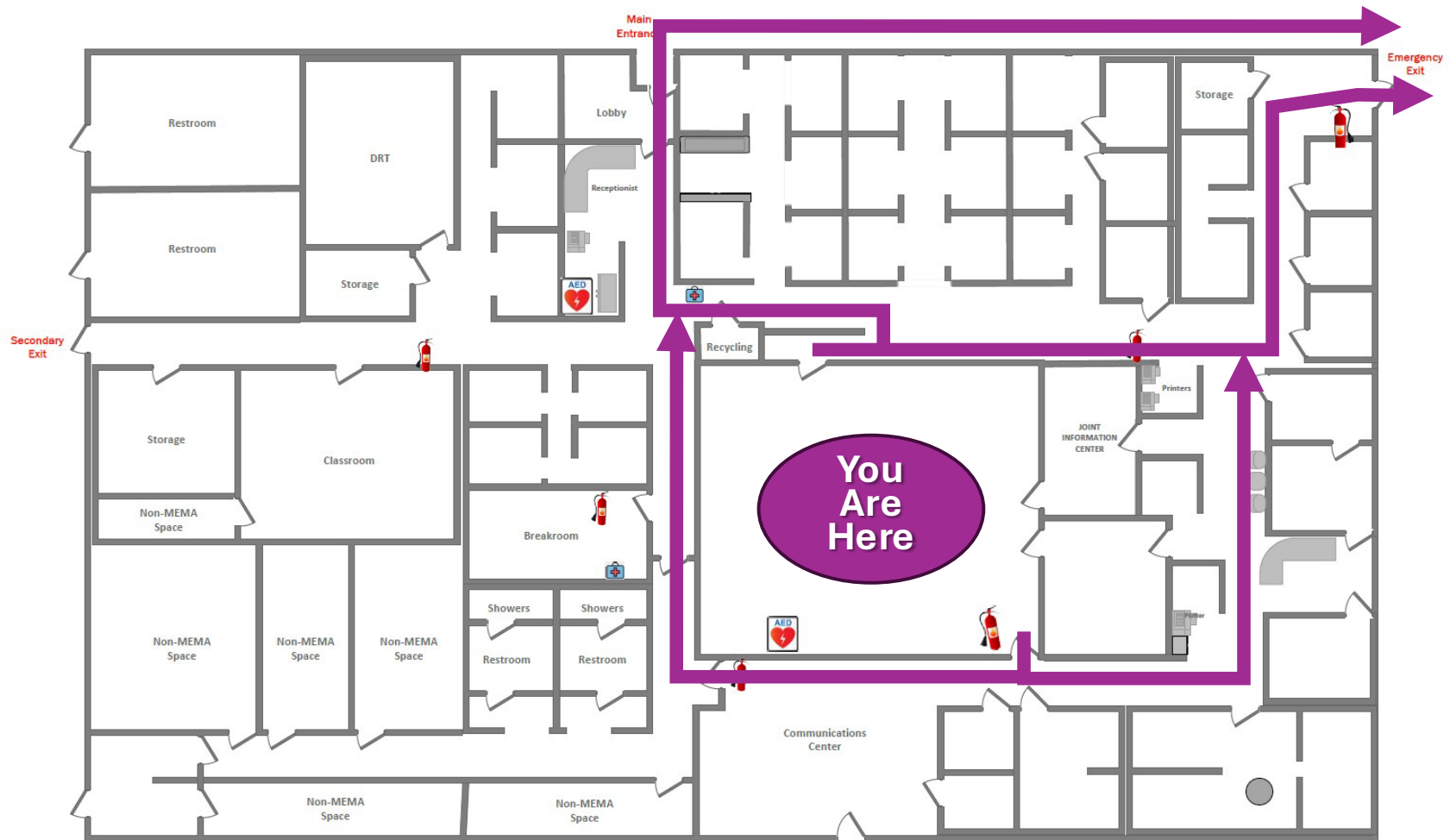
Designated Meeting Locations

Once employees have evacuated the facility, they must meet in the Department of Labor parking lot (East side, third light pole) to check in with supervisors who will be accounting for individuals.

Those employees who do not show up to the designated meeting location will be presumed to still be in the building and fire and police personnel shall be notified of their absence immediately.

In the case of an event or emergency, it is the responsibility of the front desk staff to check the visitor sign-in sheet at the front desk and to notify supervisors to ensure that these guests have exited the facility as well.

Facility Map – Evacuation Routes from the SEOC



Facility Map – External Evacuation Route to the Designated Waiting Area



Fire Emergency Procedures

1. Remove anyone in immediate danger.
2. Once an employee is alerted to the fire danger, he/she will go to the nearest exit, activate the fire alarm (if present), exit the building according to the emergency action plan, and proceed directly to the designated assembly point.
3. Confine the fire to the room/area by closing the door to the area where the fire is located (If possible) and by ensuring all doors leading to the main hallways are closed.
4. Attempt to extinguish the fire only if you have received training on the use of portable fire extinguishers, the fire is in its beginning stage, and it can be extinguished safely.
5. Those with access or functional needs should request assistance from those nearest to them.
6. Advise incoming first responders of personnel trapped who may require assistance to evacuate.

Serious Injury Emergency Procedures

1. Check the scene and the victim to determine the danger potential and the extent of the injury. Do not move a seriously injured victim unless there is an immediate danger such as fire, flood, or poisonous gas. If you must move the victim, do it as quickly and carefully as possible. If there is no immediate danger, do not move the victim and advise the bystanders the victim is not to be moved.
2. Call 911 (9-911 if in MEMA facility) immediately if the victim is unconscious. Let the dispatcher know if the victim has trouble breathing or is breathing in a strange way; has pressure or pain in the chest or abdomen; is bleeding severely; has slurred speech; appears to have been poisoned; has injuries to the head, neck, or back; or has possible broken bones.
3. Keep the victim calm and as comfortable as possible. Administer CPR or First Aid if you have been trained in those areas (See Attachment B). A First Aid kit should be used and precautions should be taken to minimize exposure to blood and other bodily fluids. Remain with the victim until emergency services personnel arrive.

4. Notify building management or custodial services for clean-up of blood or other bodily fluids.

Active Shooter Emergency Procedures

1. **Run** – evacuate the building using the safest route taking people with you as you go. Do not take any equipment or personal items, just leave immediately and don't wait for anyone. Meet staff at the meeting point in the parking lot. Follow the signs to the back of the parking lot and take cover. Call 911 and report the incident.
2. **Hide** – If you can't evacuate the building because the way is blocked or the shooter is in your path, find a place to hide or barricade yourself into an office with a solid door, the kitchen, the secure hallway next to dispatch or the EOC may be your only choices.
3. **Fight** – a last resort, but when cornered, fight with whatever you have at hand, chairs, fire extinguishers or other office equipment.

Hazardous Materials Emergency Procedures

A hazardous material is a substance that presents a physical or health hazard. A health hazard refers to a substance for which there is significant evidence that health effects may occur for exposed employees.

In the event of a hazardous material emergency:

1. Evacuate the area, securing access to the area when possible.
2. Immediately call 911 (9-911 if in MEMA facility) and inform the operator of the emergency. Provide as much information as possible to the operator and refer to the SDS.
3. If safe, remain in the immediate area and call the Emergency Coordinator

If applicable, the list of chemicals regularly used in this facility are located in a binder at the front desk and on the MEMA G Drive at G:\ADMIN\Health and Safety Information\SDS's.

Bomb Threat Emergency Procedures

If you receive a bomb threat or discover a possible bomb or suspicious object(s), immediately notify your supervisor, then the Augusta Police Department at 911 (9-911 if in MEMA facility). The supervisor shall immediately notify the MEMA Director of the situation.

In the event of a bomb threat by telephone:

1. Get someone's attention and convey the nature of the call. Have them make the above notifications.
2. Get as much information as possible from the caller. Ask the following questions:
 - Where is the bomb?
 - When is it going to explode?
 - What does it look like?
 - What kind of bomb is it?
 - What is the person's name or organization?
3. Record the following information:
 - Date and time of call
 - Exact words of caller
 - Age, sex, adult, or child
 - Any speech pattern or accent
 - Background noises
 - Caller ID from telephone
4. For bomb threats by mail or for suspicious objects discovered:
 - Do not handle the letter, envelope, or package any further.
 - Immediately notify the Augusta Police Department at 911 (9-911 if in MEMA facility)
 - Notify your immediate supervisor or department head.
 - Evacuate the immediate area if instructed to do so.

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Appendix C: Continuity of Operations & Facility Layout

Continuity of Operations (COOP)

This appendix establishes procedures for MEMA to continue essential SEOC functions if an emergency forces an evacuation of 45 Commerce Drive during an active response. The primary goal is to protect human life, secure critical information systems, and preserve valuable communications equipment. The procedures outline a structured phased approach to bridge the operational gap between an immediate evacuation and the establishment of a secondary physical SEOC. This approach ensures emergency support functions remain accessible to local and county jurisdictions despite facility disruptions.

ACTIVATION TRIGGERS AND TIMELINE

- **Trigger Point:** The MEMA Director or SEOC Manager orders an evacuation because a threat endangers life safety or facility integrity at 45 Commerce Drive. Examples include uncontained fire, catastrophic flood, imminent structural failure, or credible hostile action such as bomb threats or civil unrest.
- **Virtual Transition:** SEOC staff transition to a Virtual SEOC posture within one hour of evacuation. Staff use this critical time to relocate to safe environments, establish secure remote connections, and verify communication lines with key stakeholders.
- **Operational Goal:** Communications Office staff restore complete communications and IT capabilities at the physical continuity facility within 12 hours of activation. These essential capabilities include reliable internet access, redundant radio networks, secure data servers, and operational phone systems.

PHASED RELOCATION CONCEPT

MEMA utilizes a three-phase approach to keep downtime minimal during an active emergency.

1. **Evacuation:** Staff secure sensitive physical materials, lock workstations, take individual Go-Kits, and evacuate 45 Commerce Drive using designated routes. Go-Kits must include a state issued laptop, power charger, GETS card (if issued), state identification, and necessary personal items.

2. **Virtual SEOC:** Staff log into WebEOC and establish secure conference bridges from safe locations or transit vehicles. Mobile communications provide interim command, resource coordination, and situational control while teams move.
3. **Physical Reconstitution:** The Assessment Team evaluates the physical alternate site for structural safety, power stability, and IT infrastructure readiness. Staff relocate to the hard site, connect to the secure network, verify system functionality, and resume standard operations.

CONTINUITY FACILITIES

MEMA utilizes the following alternate sites based on immediate availability, geographical separation from the primary facility, and required technical infrastructure.

Priority	Facility Name	Facility Location
Primary	To Be Determined (As of 04212026)	To Be Determined
Secondary	To Be Determined (As of 04212026)	To Be Determined
Tertiary	To Be Determined (As of 04212026)	To Be Determined

LEADERSHIP AND SUCCESSION

The following order of succession ensures continuous decision-making authority if the Director is unavailable:

1. Deputy Director
2. To Be Determined
3. To Be Determined
4. To Be Determined
5. To Be Determined

ESSENTIAL MATERIALS AND COMMUNICATIONS

The SEOC requires specific resources to support essential staff members in austere environments:

- **Hardware:** 14 Laptops, 14 GETS Cards, 14 Cell Phones, 10 Portable Radios, and associated power supplies.
- **Redundant Systems:** Staff utilize Satellite phones, HAM radio frequencies, and Federal radio systems to bypass compromised local networks.
- **Records Access:** Staff access the MEMA Common Drive and secure electronic versions of Essential Records through encrypted virtual private networks.

DEVOLUTION

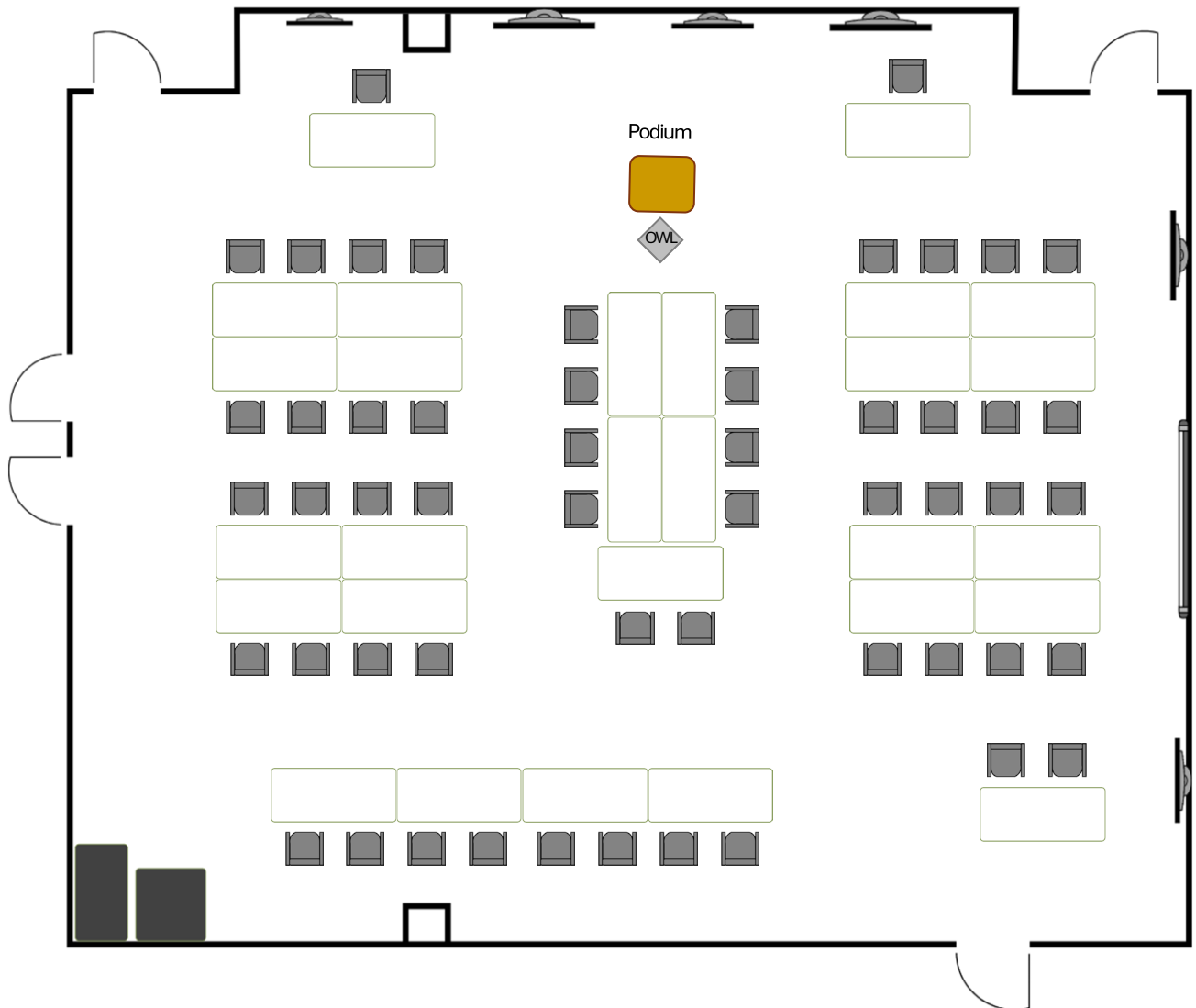
[The formal, temporary transfer of statutory authority and responsibilities from MEMA's primary operating staff and facilities to another designated team, at a different location.]

The Operations & Response Division Director assumes temporary leadership if MEMA leadership or the primary Emergency Relocation Group is unavailable due to catastrophic circumstances. This planned transfer ensures the seamless continuation of essential emergency management functions at a different geographical location with a different roster of trained staff. This mechanism guarantees the state maintains core emergency response capabilities under worst case scenarios.

The State Emergency Operations Center Layout

[UNDER DEVELOPMENT]

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 other section chiefs and support staff is vital for rapid collaboration and decision-making. The following graphic details the current operational layout.



[UNDER DEVELOPMENT]

Appendix D: WebEOC Connection 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.

Estimated time of completion: August 2026

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Appendix E: Ground Rules and Professional Standards

SEOC operations depend on discipline, professionalism, and mutual respect. As a member of the SEOC staff, 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/Incident Action Plan) 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) and acronyms. 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.

Appendix F: Community Lifelines and ERT Alignment

This appendix provides a detailed reference for the eight Community Lifelines and assigns specific ERT members to serve as the subject matter expert and primary coordination point for that lifeline area. These representatives are the direct conduit for status information into the Planning Section's Common Operating Picture and will also be designated as an Operations Branch Chief when necessary.

What Is a Community Lifeline?

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.

Community Lifelines are used 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 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.



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

6. 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

7. 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

8. 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, collaborate with Emergency Response Team members to determine how an organization's status impacts their operations before submitting your information of a Lifeline. Contribute information and status updates to all Community Lifelines relevant to your mission.

Lifeline Status Color Scheme

Once the components that relate to an agency or organization have been analyzed, the information needs to be converted 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 Lifeline Status

After gathering sufficient information, use the flow chart below to assign a status to Lifelines.

Note: Color designations represent a snapshot in time during an operational period. Lifelines must be continually assessed since conditions can change as the incident evolves.

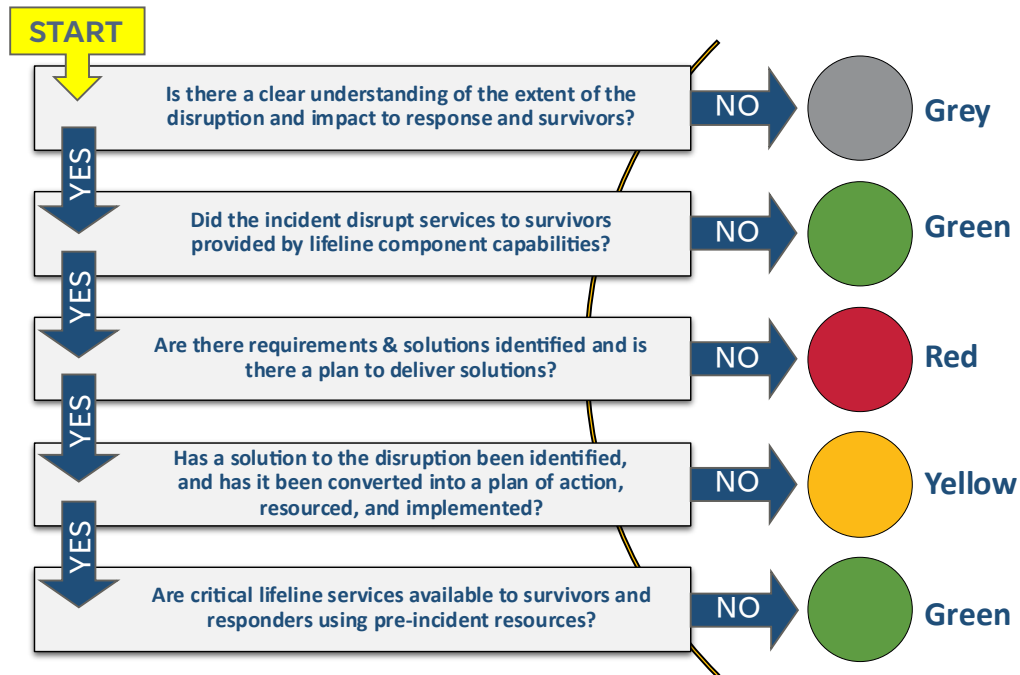


Figure: FEMA Community Lifeline Toolkit, Version 2.1 -07/2023

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, it should be remembered 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.

Stabilizing Community Lifelines

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.

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

ERT Member-Community Lifeline Assignment

Note: If you are not assigned to a specific Lifeline, you are responsible for maintaining broad situational awareness and contributing data to any relevant EEI 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 Public Safety – Maine State Police [Branch Chief]
- Department of Agriculture, Conservation, and Forestry – Maine Forest Service
- Department of Inland Fisheries and Wildlife – Maine Warden Service
- Department of Marine Resources – Maine Marine Patrol
- Department of Corrections
- U.S. Coast Guard [Also directly contributes to Transportation and Hazardous Materials Lifelines]

Safety & Security, MEMA 2026

FOOD, HYDRATION, & SHELTER

Assigned Agencies/Organizations:

- Department of Defense, Veterans, and Emergency Management – Maine Emergency Management Agency [Branch Chief]
- Department of Agriculture, Conservation and Forestry
- Department of Health and Human Services – Maine Center for Disease Control and Prevention
- Department of Education (Sheltering Operations)

Food, Hydration, & Shelter, MEMA 2026

HEALTH & MEDICAL

Assigned Agencies/Organizations:

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

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

Water Systems, MEMA 2026

ENERGY**Assigned Agencies/Organizations:**

- Public Utilities Commission [Branch Chief]
- Department of Energy Resources

Energy, MEMA 2026

COMMUNICATIONS**Assigned Agencies/Organizations:**

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

Communications, MEMA 2026

TRANSPORTATION**Assigned Agencies/Organizations:**

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

Transportation, MEMA 2026

HAZARDOUS MATERIAL**Assigned Agencies/Organizations:**

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

Hazardous Material, MEMA 2026

Appendix G: Operational Rhythm Schedule Reference

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. The two tables below illustrate how the various meetings are integrated into an operational period.

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]	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	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	Serves as a final review and validation of the Incident Action Plan 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 **sample** schedule repeats every operational period (e.g., 12 or 24 hours) and includes a timeline for submission of Lifeline assessment data.

TIME (D-Day Shift) (N-Night Shift)	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 Incident Action Plan Assignments, Validated Final Incident Action Plan
(D) 1700-1715 (N) 0500-0515	Incident Action Plan Approved & Published	Planning Section	Incident Action Plan 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: SAMPLE Meeting Schedule, MEMA 2026

Appendix H: Operational Rhythm Briefings & Meetings

This appendix details each of the briefings and meetings. They are accessible within the 'Operational Period Events Library' section of the Adobe Acrobat Portfolio.

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

1. **Initial Response & Assessment Briefing:** Provides SEOC staff and key stakeholders with basic information regarding the situation and any allocated resources.
2. **Process & Procedures Meeting:** Communicates essential organizational processes, or deviations, reporting timelines, and any necessary deviations from Standard Operating Procedures to SEOC staff and Emergency Response Team members.
3. **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.
4. **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.
5. **Situation & Strategy Briefing:** Meets a twofold goal: 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.
6. **Command & General Staff Meeting:** Provides a semi-formal setting to discuss priorities, review current status, and resolve challenges to ensure a coordinated response.
7. **Planning Meeting:** Serves as a final review and validation of the drafted Incident Action Plan prior to the SEOC Manager or Policy Group Lead approval of the Incident Action Plan and its subsequent distribution.

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Appendix I: Procedural References

Procedural Reference 1: How To Develop Incident Objectives

Management by objective is a key characteristic of NIMS and one that MEMA follows. As such, incident objectives serve as the focal point for all coordination, support and recovery activities in the SEOC. They represent the Policy Group's intent for the incident. Writing clear objectives can be challenging, but using the following rules and frameworks can help to develop effective Incident Action Plans. Always remember: Objectives define **WHAT** we do. Strategies define **HOW** we do it.

Incident Objectives are Based on Incident Priorities

Incident priorities define the senior leadership perspective on overarching requirements and reflect core capabilities from the National Preparedness Goal. Incident objectives stem from these priorities and provide the basis for operational guidance, strategies, tactics, and work assignments.

	Source of Guidance	Answers...				Documented in IAP
		Who	What	Where	When	
Incident Priorities	Governor, Regional Administrator	Policy Group	Yes	No	No	No
Incident Objectives	Priorities, Situation, Resources	Policy Group	Yes	Sometimes	Sometimes	Yes (ICS 202)
Tasks / Assignments	Incident Objectives	Ops Section	Yes	Yes	Yes	Yes (ICS 204)

FEMA, Incident Action Planning Guide, 2015, Responsibility and Documentation Matrix

Incident Objectives and Smart Criteria

Incident objectives are concise statements of what needs to be done or attained; they are not descriptions of specific tasks.

- May include details on where and when; they do not indicate how or why.
- Should not address normal, inherent incident management activities, e.g., "Initiate incident action planning," or "Gain situational awareness."

- Are established for every operational period but they do not need to be accomplished in that single operational period; they frequently carry over from one period to the next.
- Are the exclusive responsibility of the Policy Group and are generally developed with input from the command staff and general staff.
- Are general during the initial operational periods of an incident and become more specific, in terms of where and by when, as awareness of the situation improves.
- Must be measurable to make it possible to determine when a given objective has been accomplished, achieved, or attained.
- Are specifically intended to guide incident operations and are not the appropriate place to highlight the concerns of specific constituencies.

Before finalizing any objective, validate it against the SMART acronym. This ensures the objective provides enough detail for the Operations Section to build a plan.

- **Specific:** State exactly what the incident personnel must accomplish.
- **Measurable:** Include a metric or clear end state to prove completion.
- **Action Oriented:** Start the sentence with an active verb.
- **Realistic:** Match the objective to the available resources and capabilities.
- **Time Bound:** Specify a deadline or the specific operational period for completion.

Objectives vs. Strategies vs. Tactics

It can be easy to confuse objective development with other levels of planning. Use this hierarchy to maintain clear lines of authority.

Level	Responsibility	Focus	Example
Objective	Policy Group	The "What"	Restore power to impacted hospitals by 1800 hours.
Strategy	Operations Section Chief	The "Method"	Provide portable generators to Somerset County EMA to bypass the damaged grid.
Tactics	Division/Group Supervisor	The "Action"	Deploy Strike Team A with two 500kW generators.

FEMA, Incident Action Planning Guide, 2015, Responsibility and Documentation Matrix

The Planning P: When To Write Objectives

Objectives change as the incident evolves. Objectives are developed or updated during specific phases of the SEOC Operational Rhythm (The Planning P).

1. **Initial Response:** The SEOC Manager sets basic objectives to stabilize life safety.
2. **Objectives Meeting:** The command staff meets to formalize objectives for the next operational period. The Operations Section Chief then uses the objectives to create the "how" (strategies and tactics, as necessary).
3. **Planning Meeting:** The team verifies objectives remain attainable.

Objectives Drafting Rules

- Incident objectives must remain concise. Follow these stylistic constraints:
- **Avoid Adverbs:** Delete modifiers like "safely" or "promptly." The operational context implies speed and competence. Rely on powerful verbs instead of modifiers to deliver clear messages and eliminate document clutter.
- **Avoid Soft Verbs:** Do not use "support," "ensure," or "monitor." These verbs lack measurable outcomes.
- **Focus on Outcomes:** Describe the result you want, not the process to get there.

Use These Verbs	Avoid These Verbs	Avoid These Modifiers
Augment, Implement, Dispose	Assess, Continue, Coordinate	Quickly, Safely, Completely
Determine, Complete, Provide	Monitor, Work with, Support	Prompt, Accessible, Thorough
Finalize, Devise, Deliver	Ensure, Reinforce	Reliable, Compassionate
Carry out, Pre-stage, Execute	Assist, Facilitate, Participate	Effectively, Efficiently, Successfully
Develop, Conduct, Establish	Address, Handle, Oversee	Adequately, Appropriately, Fully

Table: Word Selection Guide

The "So What?" Test

Test every objective by asking "So what?"

- **Weak Objective:** "Monitor river levels." (So what? Monitoring is a task, not an outcome).
- **Strong Objective:** "Establish a river level warning system for counties to trigger evacuation orders." (This provides a clear purpose and outcome).

ICS Form 202 Technical Requirements

- Display only incident objectives. Do not include priorities, strategies, or other extraneous information.
- Assign individual tracking numbers to incident objectives serially from the beginning of the incident to its conclusion.
- Do not renumber incident objectives. Each objective retains its original tracking number until the objective is accomplished or achieved at which point the objective and its tracking number are retired.
- Once an incident objective has been retired, do not include it on the ICS Form 202.
- If an objective is modified but retains its original intent, assign its tracking number a new sub-letter and retire the original objective. For example, if objective 2 is modified, its tracking number becomes 2a, and objective 2 is retired.
- If an incident objective is modified in a way that changes its original intent, retire the original objective and assign revised objective a new tracking number.
- Prioritize incident objectives based on urgency, operational period requirements, and guidance from the Policy Group.
 - List the incident objectives on the ICS Form 202 in order of their priority, regardless of their tracking number. The first objective listed is the highest priority. The last listed objective is the lowest priority.
 - Let incident priorities guide the prioritization of objectives. "While objectives must be based on requirements," the Incident Management and Support Keystone states, "the status in which they must be addressed is guided by priorities."

Examples Of Incident Objectives

The following table provides examples of good objectives using SMART principles. This list is not exhaustive and only meant to illustrate the rules above.

Example Incident Objectives	
1.	Identify and stage five swift water rescue teams and three aviation assets by 0800 hours on October 15.
2.	Extract 50 stranded patients from the Central Maine Medical Center flood zone by 1200 hours on October 16.
3.	Evacuate 500 residents from the Route 1 coastal inundation zone by 1600 hours on Thursday.
4.	Establish overnight sheltering for 300 displaced individuals at the Cross Insurance Arena by 1900 hours on October 15.
5.	Open three commodity distribution sites in the mid-coast area by 0700 hours on Friday.
6.	Deliver 500 cases of water to isolated communities in the Carrabassett Valley by 1400 hours on October 16.
7.	Open five State Disaster Recovery Centers by October 20 and two additional centers by October 25.
8.	Clear debris from Interstate 95 between Augusta and Bangor to open two lanes for emergency traffic by 0600 hours on Friday.
9.	Publish debris sorting guidelines for municipal public works directors by 1000 hours on Thursday.
10.	Complete food safety inspections at 50 commercial distribution centers in the impacted region by 1700 hours on Friday.
11.	Deploy 20 crisis counselors to the three state managed shelters by 1200 hours on Tuesday.
12.	Deliver 50 residential generators to the Somerset County staging area for shelter in place operations by 1700 hours on Friday.
13.	Complete search operations in the Kennebec River basin by 1800 hours on Friday.

Table: Examples of Good Incident Objectives

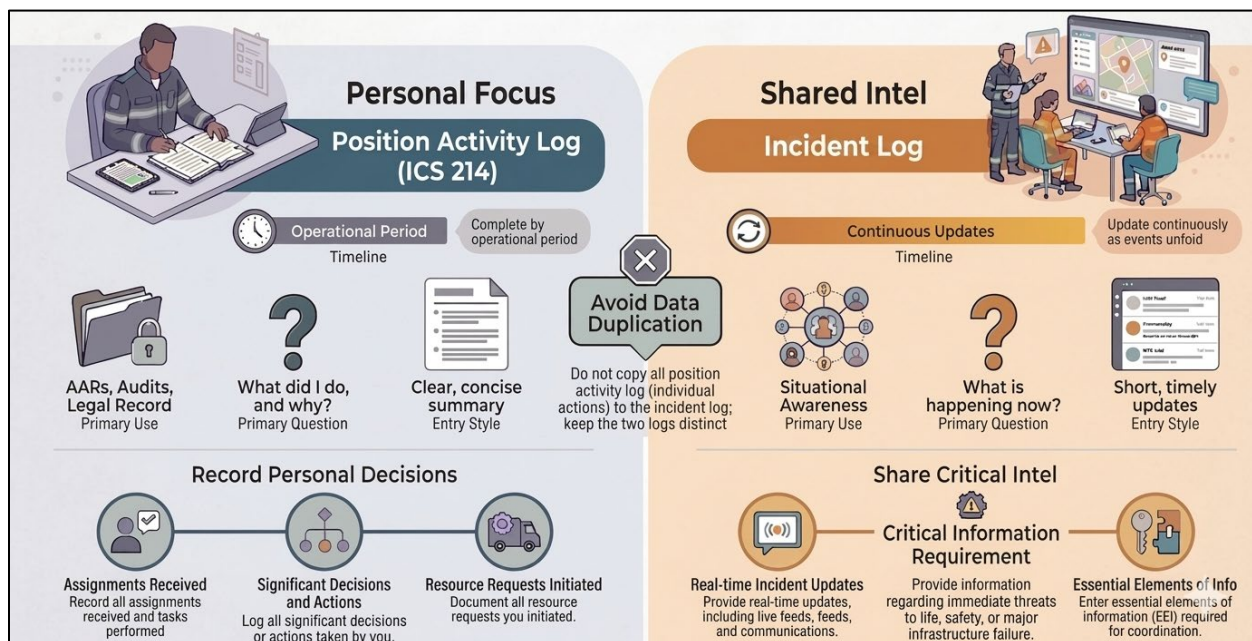
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Procedural Reference 2: The ICS 214 vs. WebEOC Incident Log

This reference clarifies the purpose of the ICS 214 and the WebEOC Incident Log to guide staff in selecting the proper documentation tool.

The **ICS Form 214, Activity Log** tracks individual and unit actions to record significant events, decisions, and tasks while the **WebEOC Incident Log** captures broader operational updates. These tools create distinct layers of documentation that bolster personnel accountability and maintain a shared operating picture.

Key Differences Between the Documents



What & Where to Document Information

ICS FORM 214, ACTIVITY LOG:

Think about “What did I do this operational period, and why does it matter?”

Include the Following:

- Key actions you personally took and decisions you were involved in.
- Assignments received and completed
- Notable communications (especially direction given/received)
- Resource requests you initiated or managed
- Coordination with other agencies & functions
- Start & end times for major activities
- Any issues, challenges, or plan deviations

Helpful Tips:

- Be clear and concise, but include context
- Focus on important actions, not every detail
- Write so someone unfamiliar can understand later
- Complete by operational period

If someone asked, “What did Joe do during this operational period?” the ICS 214 Activity Log should answer that clearly.

WebEOC INCIDENT LOG – WHAT TO ENTER:

Think about “What does everyone need to know now?”

Include the Following:

- Real-time incident updates
- Situation reports and field intel
- Resource requests and status updates
- Requests for information (RFIs)
- Critical Information and Essential Elements of Information
- Quick notes on actions taken

Helpful Tips:

- Keep entries **short and timely**
- Prioritize **speed and clarity**
- Update as information changes within the original WebEOC entry
- Avoid long narratives

Common Pitfalls & Best Practices

XX AVOID XX	Best Practice
Copying all WebEOC entries into ICS 214 Waiting until the end to update logs Overloading WebEOC with long narratives Not completing ICS 214 each operational period	Use both tools together WebEOC → Real-time coordination ICS 214 → Clean, accurate record for documentation and After-Action Reports Continuous updates

Procedural Reference 3: Resource Request Generation, Sourcing, and Federal Resource Coordination

This procedure establishes the process for generating, validating, sourcing, tracking, and fulfilling resource requests through the Maine Emergency Management Agency State Emergency Operations Center.

Resource Request Validation

Upon receipt of a resource request, the Logistics Section shall:

1. Confirm with the requesting jurisdiction that local and county as well as regional county resources have been exhausted or are unavailable.
2. If the county needs assistance locating resources Logistics will refer them to the SEOC Liaison for their county/region.
3. Verify that all required information has been provided, including:
 - Requesting County
 - Resource Name
 - Detailed Description
 - Coordinating instructions (to include operational support requirements for the resource)
 - Primary contact
 - Contact telephone number (to include state area code)
 - Delivery address location
4. Determine whether the requested resource requires specialized support or installation.

Generator Requests

For generator deployments, confirm that a qualified electrician is available to install and connect the generator unless installation support is included with the deployment.

Cot Requests

1. Ensure the receiving agency has reviewed and signed the cot agreement form.
2. Ensure the receiving agency understands all terms and conditions associated with the agreement.

3. Provide cleaning and return instructions included with the agreement.
4. Inform the receiving agency that all cots will be inspected upon return.
5. Inform the receiving agency that it is responsible for replacement costs associated with damaged, lost, or unusable cots.

Existing Resource Requests

If a resource request already exists in WebEOC:

1. Coordinate with the Operations Section to review and approve the request.
2. Assign the request to the Logistics Section in WebEOC.
3. If approved for sourcing, pursue resources in the following order:

State Resources

1. Utilize the Maine Emergency Resource document housed here: MEMA State of Maine Team Site (internal SharePoint) > Shared Documents > MEMA Resources Maine Emergency Resources.xlsx to determine whether the resource is available within Maine Emergency Management Agency inventories.
2. Contact appropriate state agencies and Emergency Response Team members to identify available resources.
3. Assign verified requests for assistance to the appropriate Emergency Response Team or Departmental Response Team representatives.

Mutual Aid and Agreements

1. Utilize existing memorandums of understanding (MOU's) when appropriate. MOU's can be found here: MEMA State of Maine Team Site (internal SharePoint) > Shared Documents > MOU's MEMA State of Maine Team Site - Documents - MOU's - All Documents
2. Consider interstate mutual aid through the Emergency Management Assistance Compact.
3. Consider international and Region 1 States mutual aid through the International Emergency Management Assistance Compact when applicable.

Contracted Resources

1. Coordinate with the Finance Section to determine whether contracted resources may be utilized.
2. Verify vendor availability, delivery timelines, and associated costs.

Emergency Purchases

1. Coordinate with the Finance Section regarding emergency purchasing procedures.
2. Work with administrative staff, when available, to identify and procure required resources.
3. Follow all applicable emergency purchasing authorities and procedures.

Funding Verification

Prior to committing funds for contracted or purchased resources, confirm funding availability with the Finance Section Chief.

Documentation

Throughout the sourcing process:

1. Update the resource request status in WebEOC.
2. Document all actions taken.
3. Ensure all required information remains accurate and current.
4. Record all communications, approvals, sourcing efforts, and delivery updates.

Creating A New Resource Request in WebEOC

County Resource Requests

Whenever possible, county emergency management agencies should enter their own resource requests into WebEOC to maintain visibility and status tracking.

Data Entry Requirements

When a resource request does not already exist:

1. Navigate to the Resource Request Board in WebEOC.
2. Select the green + New Record.
3. Complete all required fields marked with red asterisk.
4. Enter a detailed description including:

- The resource requested
 - Intended use
 - Operational need
 - Actions taken to source the resource
5. Enter coordinating instructions including:
- On-site receiving coordinator
 - Operational support requirements for the resource
6. Enter Contact Information
- Twenty-four-hour primary contact name
 - Primary telephone number with state area code
 - Primary contact email
 - Secondary contact name
 - Secondary contact Phone
 - Secondary contact email
7. Set the status to “New Request”

Resource Actions

Once a request is submitted

1. Assign the request to the appropriate entity within the dropdown.
2. Notify the assigned individual through email, Microsoft Teams, telephone, or direct verbal communication.
3. Confirm receipt of the assignment.
4. Assign a priority status
5. Update status to “In Progress”

Status Maintenance

Maintain the request in an active status and provide updates until the resource request is completed, cancelled, or demobilized.

Federal Resource Support

When state resources, mutual aid, and contracted resources are insufficient to meet requirements, federal assistance may be requested.

Resource Request Assignment

1. Assign the WebEOC resource request to the Federal Emergency Management Agency Liaison Officer.
2. Follow up directly with the Liaison Officer through email, Microsoft Teams, telephone, or in-person communication.

Resource Request Form Development

Work with the Federal Emergency Management Agency Liaison Officer to complete the Resource Request Form.

Description of Requested Assistance

When developing the description:

1. Focus on the capability gap rather than a specific commodity.
2. Describe the operational need and anticipated duration.
3. Allow flexibility for the Federal Emergency Management Agency to identify the most appropriate resource solution.

Example:

- Preferred: "Potable water required to support 200 individuals for 15 days."
- Not Preferred: "Five pallets of bottled water."

Signature Requirements

The Federal Emergency Management Agency Liaison Officer will normally provide a completed Resource Request Form requiring State Approving Official approval.

Approved State Approving Officials include:

- Director
- Deputy Director
- Operations and Response Division Director
- Mitigation and Recovery Division Director

- Preparedness and Homeland Security Division Director
- Business Office Director

Electronic or handwritten signatures are acceptable.

Resource Request Form Completion Without a Federal Emergency Management Agency Liaison Officer

If a Federal Emergency Management Agency Liaison Officer is unavailable:

1. Complete Sections I and II of the Resource Request Form.
2. Develop the Description of Requested Assistance using capability-based language.
3. Contact the Regional Response Coordination Center for assistance if necessary.

Incident Priority Classification

Select the appropriate incident priority level.

Priority 1: Resources that stabilize a Red Lifeline (e.g., providing a generator to a hospital without power).

Priority 2: Resources that prevent a Yellow Lifeline from turning Red (e.g., providing sandbags to a water treatment plant that is threatened but still operational).

Priority 3: Resources for routine operations or Green Lifelines.

Lifesaving

Lifesaving operations are urgent actions necessary to prevent immediate loss of life.

Examples include:

- Search and rescue operations
- Emergency medical treatment
- Field hospital operations
- Emergency evacuation operations
- Mitigation of imminent hazardous situations
- Distribution of medical countermeasures

Life Sustaining

Life sustaining operations support populations throughout the incident and prevent further loss of life.

Examples include:

- Water distribution
- Food distribution
- Shelter operations
- Medical support services
- Hazard mitigation activities
- Public information and warning activities

Submission to the Regional Response Coordination Center

Submit the completed Resource Request Form using one of the following methods:

Preferred Method

Email the completed form to the Regional Response Coordination Center Resource Request Form inbox.

Alternate Methods

- Telephone coordination with the Regional Response Coordination Center Operations Section Chief or Logistics Section Chief.
- Facsimile transmission.
- Designated emergency communications systems, as available.

Request Status Follow-Up

For status updates on federal resource requests:

1. Contact the assigned Federal Emergency Management Agency Liaison Officer.
2. If a Liaison Officer is unavailable, contact the Regional Response Coordination Center directly.
3. Document all status inquiries and responses in WebEOC.
4. Update the resource request record with all significant actions and communications.

Records Management

All resource request documentation shall be maintained within WebEOC and archived in accordance with Maine Emergency Management Agency records retention requirements.

Documentation should include:

- Resource request records
- Assignment records
- Approval documentation
- Vendor communications
- Mutual aid requests
- Resource Request Forms
- Delivery confirmations
- Demobilization records
- Final disposition information

Procedural Reference 4: Communication Escalation Procedure for Incident Command Post Public Information Officers

This reference establishes a standardized process for the MEMA Joint Information Center (JIC) Public Information Officer (PIO) and/or Public Outreach Specialist (POS) to obtain timely and accurate information from an Incident Command Post (ICP) PIO during activations when routine information sharing is delayed, inconsistent, or insufficient to support coordinated public messaging.

Procedure

Initial Communication and Coordination

Upon activation, the MEMA JIC PIO or designee shall establish direct communication pathways with the ICP PIO, which may include:

- Microsoft Teams chat.
- Email distribution thread.
- Telephone contact.
- Scheduled virtual meetings or conference calls.

The MEMA JIC PIO shall ensure the ICP PIO has current contact information for all primary and alternate PIO personnel supporting the MEMA JIC.

Information Request and Follow-Up

If the MEMA JIC has not received operational updates, approved messaging, media advisories, press releases, or situational information within expected reporting timelines, the MEMA JIC PIO shall:

1. Send a request for information through the established Teams chat.
2. Follow up via email if no response is received within a reasonable timeframe.
3. Contact the ICP PIO directly by telephone.
4. Request estimated timelines for future updates and identify any barriers to information sharing.

All communication attempts should be documented in incident records or activity logs. Documentation shall be retained as part of the incident record and may be used during after-action reviews and improvement planning.

Escalation to ICP Leadership

If communication challenges persist and are impacting the ability of the MEMA JIC to support public information operations, the MEMA JIC PIO may notify:

- The MEMA Director or designee.
- The State Coordinating Officer, if assigned.
- The ICP Communications Unit Leader or JIC Manager, if applicable.
- The Incident Commander, through appropriate channels.

The objective of escalation is to restore information flow and support unified messaging, not to bypass established incident command structures.

Coordination Through MEMA Personnel at the Incident Command Post

As a last resort, if the ICP PIO remains unavailable or unable to provide timely updates, the MEMA JIC PIO may coordinate with MEMA personnel assigned to or embedded at the ICP to obtain situational awareness.

Such personnel may include:

- MEMA Regional Coordinators.
- Incident Management Team.
- Agency representatives.
- Liaison Officers.
- Other MEMA staff assigned to the incident.

Information obtained through these channels shall be treated as situational awareness information only and shall not be released publicly until verified through the appropriate approval process established by the Incident Command System (ICS).

Key Principle

The MEMA JIC and ICP JIC should maintain continuous, proactive communication throughout an incident. Escalation actions are intended to support a coordinated, unified public information effort and ensure timely dissemination of accurate information to the public, stakeholders, and media.

Appendix J: Common Operating Picture Configuration

This appendix provides specific guidance on the configuration of SEOC display screens to ensure a unified and relevant Common Operating Picture (COP). The displays are organized by function to support targeted decision-making. The following is the default layout for the common operating picture display. All displays can be adjusted to best address the needs of the staff to manage the incident. The SEOC Manager will determine if the COP displays require any deviation from the default arrangement.

Wall One: The "Planning & Logistics" Wall

Location: Opposite wall of the EOC from the primary access point.

Target Audience: Planning Section, Logistics, Public Information Officer.

Goal: Future Planning and Context. "What do we need, and what is the world seeing?"

Screen	Content	Purpose
Screen 1 Far Left	Current Information and Media Reporting	Media Monitoring. Displays live feeds from local and national news outlets to maintain awareness of breaking events and external information.
Screen 2 Middle Left	Weather & Environment [ArcGIS]	The Threat Outlook. Live radar loops, stream gauges, and wind direction. Overlay WebEOC "Critical Infrastructure" list to see facilities in the path of the storm/plume or impacted by an incident.
Screen 3 Middle Right	Operational Rhythm	The Schedule of meetings and inputs.
Screen 4 Far Right	Logistics Dashboard [WebEOC/ArcGIS]	The Resource View. Split screen. (Left) List of Unfilled Priority Requests. (Right) Map showing the location of those requests.

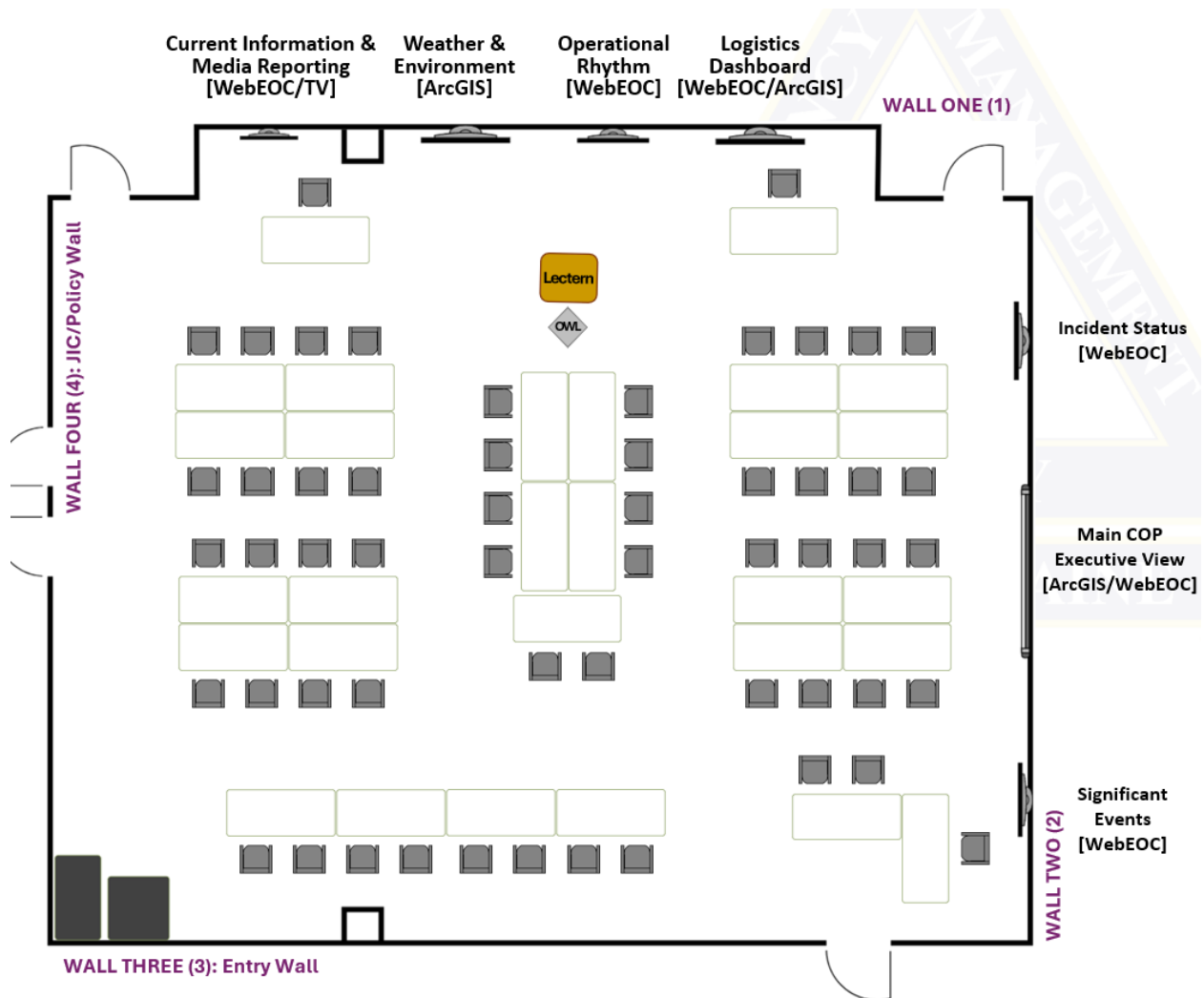
Wall Two: The "Operations" Wall

Location: Right wall of the EOC from the primary access point.

Target Audience: SEOC Manager, Operations Section, Command Staff.

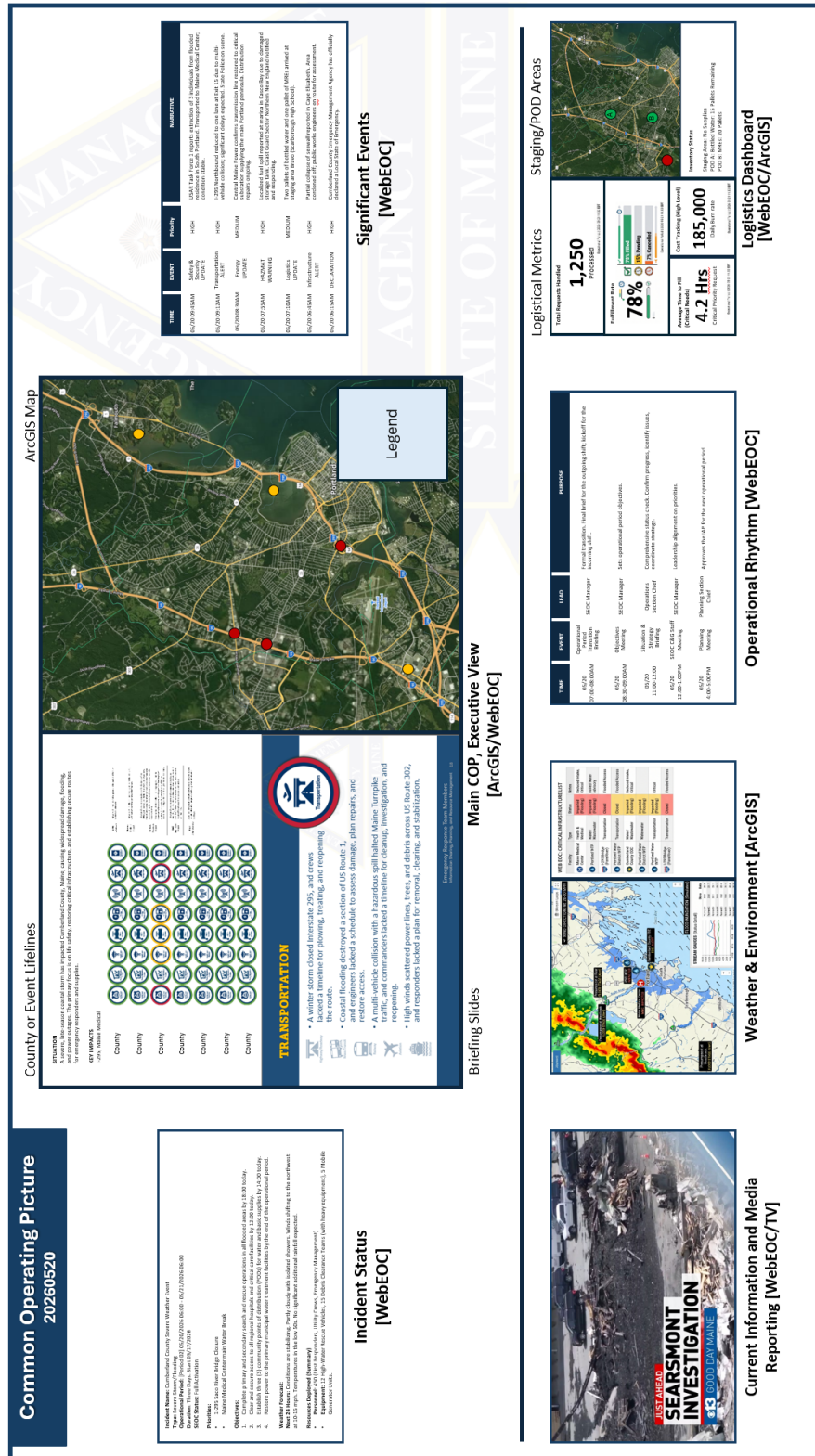
Goal: Immediate Situational Awareness. "Where are we and what are we doing right now?"

Screen	Content	Purpose
Screen 5 Left	Incident Status [WebEOC]	The Operational Anchor. Shows the current operational period, major objectives, and "Critical Stats" (which can be auto populated from ArcGIS feature layers).
Screen 6 Middle	Main COP Executive View [ArcGIS]	The "Big Board." A state/county/jurisdiction-wide view. Integration Note: WebEOC boards shown as layers: Shelter Status, Road Closures, and Hospital Status icons should populate this map.
Screen 7 Right	Significant Events [WebEOC]	The Incident Narrative. The scrolling Master Events Log (MEL). This includes the radio traffic, phone calls, and verbal orders that don't fit on a map.



Sample Layout

All data contained in this layout is fictional. Do not use for source data.



Appendix K: Resource Management

Note: This section directly pertains to the Operations, Logistics, and Finance Sections.

The SEOC manages resources using a standardized, five-step process: identification, ordering, acquisition, tracking, and demobilization. This section focuses on the operational elements; Logistics executes the physical movement and accountability.

Resource Request Submission (Operations)

The Logistics Section processes all resource requests submitted by county SEOCs and tribal governments. Operations prioritizes and validates the resource request.

- **Receive Request:** Either Operations or Logistics receives the resource requests, ensuring the request includes accurate location, quantity, specific capabilities, and justification. Logistics will confirm with Operations the priority.
- **Validate Need:** Either Logistics or Operations personnel validate, including procuring the resource independently, the requesting jurisdiction exhausted all local and mutual aid options before escalating the resource requests to the state level.
- **Prioritize:** Operations assigns a priority level to the resource requests based on incident objectives, life safety threats, and infrastructure criticality.
- **Submit to Logistics:** Operations transfers the validated, prioritized resource requests to the Logistics Section for sourcing and ordering.
- **Financial Compliance:** Logistics ensures the request is below the financial threshold set by policy at the Business Process Meeting.
- **Source Selection:** Logistics will utilize existing MOU's, MOA's, or Master Agreements to procure the resource if applicable.

Resource Priority Levels

The Operations Section uses a standardized four-tier system to assign a priority code to all resource requests. This code dictates the urgency of action by the Logistics Section and is based directly on the immediate threat to life, critical infrastructure, and the ability to achieve the Incident Action Plan's objectives.

Priority Level	Code	Justification Criteria	Delivery/Response Timeline
Immediate	P1	Direct threat to life, limb, or eyesight; stabilization of critical infrastructure failure; time-critical security response. Requires immediate SEOC Manager approval.	Immediate (Within 1 hour) / Maximum 2 hours
Critical	P2	Support for ongoing life-saving operations; restoring essential public services (water, power to critical facilities); preventing rapid expansion of incident impact.	Urgent (Within 4 hours) / Maximum 8 hours
High	P3	Essential resources for sustained operations; restoration of non-critical infrastructure; preventative measures for future impacts; support for mass care operations.	Expedited (Within 12 hours) / Maximum 24 hours
Routine	P4	General administrative support; non-essential supply restock; planning tools; long-term recovery resource requests.	Standard (Within 24 hours) / Subject to Logistics scheduling

Resource Sourcing and Acquisition (Logistics)

The Logistics Section sources and acquires resources identified by Operations.

- **Determine Source:** Logistics identifies the best source for the requested resource (e.g., state stockpile, other State agencies, contract vendors, mutual aid).
- **Initiate Order:** Logistics places the formal order and documents the transaction.
- **Track Fulfillment:** Logistics monitors the status of the order, confirming estimated time of arrival and delivery location.

Resource Tracking and Accountability (Logistics)

Logistics maintains constant accountability for all State-directed resources from acquisition through final demobilization.

- **Establish Tracking System:** Logistics enters all resource data (type, quantity, assignment, location) into the WebEOC resource board.
- **Maintain Status:** Logistics updates the resource status (e.g., Assigned, En Route, On Scene, Available) continuously.
- **Verify Use:** Logistics personnel confirm resources deploy and utilize them according to the Incident Action Plan.

Financial Management Procedures

The Finance Section establishes the framework for tracking all incident-related costs. Adherence to these procedures is mandatory to ensure fiscal accountability and eligibility for state or federal reimbursement.

Cost Tracking and Authorization

Charge Codes: Upon activation, the Finance Section Chief will issue a unique incident charge code (or project number). All personnel must use this code for:

- Timesheets (overtime and regular hours directly attributable to the incident).
- Resource orders and procurement requests.
- Travel expense vouchers.

Spending Authority:

- **Routine Procurement:** Procurement Unit Leaders may authorize expenditures up to a pre-determined threshold (e.g., \$5,000) for standard operational needs (food, office supplies).
- **High-Value Procurement:** Expenditures exceeding the routine threshold require written approval from the Finance Section Chief.

- **Extraordinary Procurement:** Significant capital expenses, contracts, or leases require the explicit authorization of the SEOC Manager or MEMA Director.

Documentation of Costs: All expenditures must be supported by physical or digital records (invoices, receipts, contracts). The Finance Section maintains a daily "burn rate" estimate to keep Command apprised of the financial impact of the operation.

Procurement Process

- **Request Validation:** All purchase requests must originate from a validated Resource Request form approved by Operations or Logistics.
- **Vendor Selection:** The Procurement Unit identifies vendors based on existing state contracts, emergency vendor lists, or immediate availability, adhering to state purchasing regulations regarding emergency waivers if applicable.
- **Contracting:** For services or equipment rentals, a formal agreement or contract must be executed before resources are deployed. Verbal commitments must be immediately followed by written documentation.

Claims and Compensation

- **Injury Reporting:** Any injury to SEOC staff or deployed state personnel must be reported immediately to the Safety Officer and the Compensation/Claims Unit. Standard workers' compensation forms must be initiated within 24 hours.
- **Damage Claims:** Claims regarding damage to private property or equipment use must be documented with photos, written statements, and police reports (if applicable) and submitted to the Finance Section for review.

Appendix L: Deactivation & Demobilization Checklist

Emergency Response Team member and Individual Staff

This list focuses on task completion and station closeout. It guides individual staff members through the specific administrative steps required to close out their station before leaving.

Operational Closeout

- ☐ **Resolve Open Requests:** Review WebEOC. Mark all assigned requests as "Filled," "Cancelled," or "Demobilized." Ensure no requests remain "Pending."
- ☐ **Submit Final Logs:** Verify your activity log is complete and submit a digital copy to the Documentation Unit (Planning Section).
- ☐ **Financial Reconciliation:** Submit copies of all financial documents (contracts, timesheets, receipts) to the Finance Section.
- ☐ **After Action Review:** Input final comments, observations, or areas for improvement into the AAR board in WebEOC.
- ☐ **Notify Home Agency or Organization:** Inform your home agency or organization leadership that the SEOC is deactivating and confirm your return to normal duty status.

Workstation & Equipment

- ☐ **Computer Closeout:** Sign out of WebEOC and all related systems.
- ☐ **Physical Cleanup:** Remove all personal items and sanitize the workspace (wipe down phone, keyboard, desk).
- ☐ **Return Equipment:** Return issued radios, tablets, or access badges to the Logistics Section.

Final Departure

- ☐ **Obtain Clearance to Depart:** Report to the SEOC Manager, Operations Section Chief, or Operations Branch Chief to request release. Discuss travel safety and fatigue levels to ensure you are safe to drive.
- ☐ **Checkout:** Once clearance is granted, sign out on the SEOC Roster and depart the area.

SEOC Leadership & Management

This list focuses on oversight, safety, and transition. It guides leadership through the broader process of deactivating the facility and the workforce. Instead of individual tasks, it emphasizes decision-making: verifying that all staff are released safely (checking for fatigue), ensuring that ongoing resource needs are handed off to the appropriate agencies, and confirming that the facility has been operationally returned to Monitoring status. It is the final quality control to ensure no people, costs, or resources are lost in the shuffle of demobilization.

Staffing & Personnel Management

- ☐ **Notify Staff:** Inform existing staff and standby staff of the deactivation decision.
- ☐ **Review Safety:** Evaluate staff rest and travel conditions *before* granting final release to personnel. Consider lodging needs if travel is unsafe.
- ☐ **Manage Transition:** Ensure reassignment or release of staff aligns with the transition to the new operational level (Monitoring).
- ☐ **Verify Sign-Out:** Ensure all personnel have signed out of the SEOC roster.

Operational & Resource Transition

- ☐ **Monitor Resources:** Ensure ordered resources/services are monitored until no longer needed or cancelled.
- ☐ **Future Needs Assessment:** Determine if staffing is required to track the return of non-consumable resources during the recovery phase.
- ☐ **Transfer Communications:** If deactivating outside normal business hours, direct the transfer of phone lines back to the primary agency or DPS Dispatch.
- ☐ **Return to Readiness:** Confirm the SEOC has physically and operationally returned to "Monitoring Level" readiness.

Documentation & Finance

- ☐ **Financial Collection:** Ensure the Finance Section has received all documentation for SEOC operations costs.
- ☐ **Final Reporting:** Planning Section compiles final reports, including the draft After-Action material.

Appendix M: Acronyms and Glossary Reference List

AAR: After Action Report or After-Action Review. A document that captures the performance of the response during an exercise or actual event. It identifies strengths to maintain and areas for improvement.

BLUF: Bottom Line Up Front. A communication standard that places the most crucial information at the beginning of a message.

CIR: Critical Information Requirement. Urgent information regarding immediate threats to life, safety, or major infrastructure that requires an immediate verbal announcement in the SEOC.

COA: Course of Action. A specific plan for allocating state level resources to achieve objectives. It specifies the who, what, where, and when.

CONOPS: Concept of Operations. A high-level overview describing how an organization operates during a specific incident. It outlines the sequence of actions and command relationships.

COOP: Continuity of Operations. A coordinated effort within individual departments and agencies to ensure they perform primary mission essential functions during a wide range of emergencies.

COP: Common Operating Picture. A single display of relevant operational information shared by all personnel to ensure everyone works from the same data.

DHHS: Department of Health and Human Services. The government agency responsible for public health and human services.

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

DOT: Department of Transportation. The government agency responsible for transportation infrastructure.

EAS: Emergency Alert System. A national public warning system that requires broadcasters, cable television systems, wireless cable systems, satellite digital audio radio service providers, and direct broadcast satellite providers to provide the President with a communications capability to address the American people during a national emergency.

EI: Essential Element of Information. Standardized data points and metrics that personnel collect continuously to track operational progress and the stability of Community Lifelines.

EMA: Emergency Management Agency. The county level counterpart to MEMA.

EMAC: Emergency Management Assistance Compact. A congressionally ratified mutual aid agreement that allows states to share resources 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 personnel coordinate information and resources to support incident management activities.

EOP: Emergency Operations Plan. The ongoing plan that an organization maintains to outline response procedures for various hazards.

ERT: Emergency Response Team. State agency and organization representatives who serve as subject matter experts and links between their home agencies and the SEOC.

ESF: Emergency Support Function. The structure that organizations use to group resources and capabilities into functional areas.

FCO: Federal Coordinating Officer. The federal officer whom the President appoints to manage federal resource support to the State during a major disaster declaration. The FCO works in partnership with the State Coordinating Officer (SCO).

FEMA: Federal Emergency Management Agency. The primary federal partner providing resources and funding.

GIS: Geographic Information System. Personnel and technology that create map overlays and data analysis for incident planners.

HAZMAT: Hazardous Materials. Substances that pose a reasonable risk to health, property, or the environment.

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

ICP: Incident Command Post. The field location where personnel perform the primary tactical level on scene incident command functions.

ICS: Incident Command System. A standardized approach to the command, control, and coordination of emergency response. At MEMA, the SEOC uses a hybrid Incident Command System structure where the PIO and Communications Office Director report directly to the Policy Group.

IDA: Initial Damage Assessments. Preliminary evaluations that local authorities conduct to determine the severity and magnitude of damage following an event.

IEMAC: International Emergency Management Assistance Compact. A mutual aid agreement 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 to send warnings to the public through multiple communications pathways. These pathways include Emergency Alert System (EAS) broadcasts, Wireless Emergency Alerts (WEA) on cell phones, and NOAA Weather Radio.

JIC: Joint Information Center. A centralized location where public information staff coordinate public affairs functions among all local, state, federal, and private partners.

LAN: Local Area Network. A computer network that interconnects computers within a limited area.

MEGIS (Maine GIS): Maine Office of Geographic Information Systems. The state office that provides baseline geographic data and services.

MEMA: Maine Emergency Management Agency. The state agency responsible for coordinating the response to emergencies and disasters.

MOU: Memorandum of Understanding. Established agreements that the Liaison Officer uses to manage specialized resource requests from external organizations.

NAWAS: National Warning System. A dedicated telephone warning system that personnel use to disseminate warnings to state and local warning points.

NDMS: National Disaster Medical System. A federally coordinated healthcare system and partnership that supports state, local, tribal, and territorial authorities following disasters.

NGO: Non-Governmental Organization. A nonprofit entity based on humanitarian or cooperative interests rather than commercial interests. They support response efforts.

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

NOAA: National Oceanic and Atmospheric Administration. The federal agency that focuses on the conditions of the oceans, major waterways, and the atmosphere.

PACE: Primary, Alternate, Contingency, and Emergency. A structured communication plan that the Communications Office Director manages to ensure resilient networks.

PIO: Public Information Officer. The Command Staff lead responsible for the interface between the SEOC and the public, media, and other agencies. At MEMA, the PIO reports directly to the Policy Group.

POD: Point of Distribution. A centralized location where the public receives life sustaining commodities following a disaster.

PPE: Personal Protective Equipment. Specialized clothing or equipment that responders wear for protection against safety and health hazards.

RFI: Request for Information. Formal inquiries that personnel use to gather data from agency subject matter experts.

SCO: State Coordinating Officer. The individual whom the Governor appoints to coordinate state disaster assistance efforts with those of the federal government.

SITREP: Situation Report. A periodic report published at the end of each operational period to summarize the current status of the incident, including current actions, future plans, and resource status.

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

SME: Subject Matter Expert. An individual with deep technical knowledge in a specific area.

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 two or more individuals share the role of incident commander. Each individual has authority in a different operating agency or jurisdiction.

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

WAN: Wide Area Network. A telecommunications network that extends over a large geographic area.

WEA: Wireless Emergency Alerts. Short emergency messages from authorized public alerting authorities that mobile carriers broadcast to cell phones in a locally targeted area.

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Appendix N: EOP 2026 C&G Desk Guide

This appendix references the Command & General Staff Desk Guide, a standalone document maintained as an external resource to the primary Emergency Operations Plan. While the Emergency Response Team Member Guide focuses on the execution of individual Emergency Response Team, agency, and organization representatives, this guide is designed specifically for the MEMA SEOC Command and General Staff, providing Officers, Section Chiefs, and Unit Leaders with a focused management handbook during activation. By separating these high-level SEOC protocols from the main body of the EOP, the Desk Guide ensures that Command and General Staff have immediate access to decision-making tools and standing operating procedures without having to navigate through the entirety of Annex B or the higher-level Emergency Operations Plan-Base Plan.

The C&G Staff Desk Guide serves as the operational manual for SEOC governance. It clearly defines the management responsibilities of each ICS Section (Planning, Operations, Logistics, Finance, and Recovery) within the hybrid SEOC structure, detailing how these distinct functional areas must integrate to produce a cohesive response. The content guides Section Chiefs through the "Macro" Operational Rhythm—focusing on their specific inputs for the Incident Action Plan, the arbitration of competing resource needs, and the validation of strategic objectives. Finally, the guide provides the essential tools required for effective management, including section-specific briefing templates, staffing guides, and continuity checklists to ensure seamless leadership transitions between operational periods.

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Appendix O: EOP 2026 ERT Member Desk Guide

This appendix references Emergency Response Team (ERT) member, Agency, and Organization Representative Desk Guide, a standalone document maintained as an external resource to the primary Emergency Operations Plan. This guide was created to bridge the gap between strategic planning and operational execution, providing ERT members with a focused, user-friendly handbook for immediate use during activation. By separating these operational instructions from the main body of the EOP, the Desk Guide ensures that personnel can access critical procedures without navigating the full complexity of the primary plan during time-sensitive incidents.

The ERT Desk Guide serves as a roadmap for the operational shift. It defines individual roles and responsibilities across the SEOC, including NGO and private sector representatives, and explains how specific data inputs contribute to the broader assessment of Community Lifelines. The content guides members through the daily Operational Rhythm, detailing exactly what information to gather, when to report it, and the communication structures required to share it effectively. Finally, the guide supports the full lifecycle of an operational period, from utilizing job aids and checklists to executing smooth shift transfers, ensuring continuity of operations across all functional groups.

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Appendix P: Command & General Staff Job Aids

Command Staff Job Aids:

- SEOC Manager
- Public Information Officer
- Communications Office Director
- Safety Officer
- Liaison Officer
- Agency Representative

General Staff Job Aids:

- Operations Section Chief
- Logistics Section Chief
- Planning Section Chief
- Finance Section Chief
- Recovery Section Chief (State Disaster Recovery Coordinator)

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COMMAND STAFF JOB AIDS

POSITION: SEOC MANAGER

The State Emergency Operations Center Manager serves as the designated lead responsible for the overall operational readiness, leadership, and management of the response facility and its assigned staff. Unlike an Incident Commander who directs tactical actions at the scene of an emergency, this position focuses on strategic support, multi-agency coordination, policy implementation, and information management across multiple jurisdictions. The manager handles the organizational aspects of the response, implementing state-level strategic objectives and directing resources to ensure a unified effort.

This role functions as the vital link between senior executive leadership and operational response elements. The manager ensures policy alignment to prioritize resources based on Lifeline impacts, translating broad strategic guidance into actionable objectives for SEOC Sections, including Planning, Operations, Logistics, Finance, and Recovery. Key duties include establishing command, developing the Incident Action Plan, authorizing resource allocation, and ensuring personnel safety. Throughout the event, the manager maintains strategic oversight through a Common Operating Picture and manages the eventual transition from response to recovery.

Position Responsibilities

The responsibilities are ongoing, dynamic, and require continuous judgment, meaning they cannot be marked as "complete" on a binary checklist

Tier 1: Critical Strategic Decisions & Resource Authority

- Continually assess the operational environment to determine if triggering the agency Continuity of Operations (COOP) plan is required due to impacts on essential functions or threats to the SEOC facility itself.
- Arbitrating conflicting demands for scarce resources, retaining final approval authority for high-priority requests, specifically those requiring significant financial commitment or extraordinary State liability, prioritizing based on life safety.
- Determining the need to reduce activation levels or completely deactivate the SEOC based on incident status, leading final briefings and notifying relevant parties when the decision is made.

Tier 2: Situational Awareness & Policy Alignment

- Ensuring the creation and continuous dissemination of a Common Operating Picture by continually reviewing reports detailing resource commitments and the status of Community Lifelines so that all stakeholders have shared situational awareness.
- Serving as the primary advisor to the Policy Group regarding emergency status, response capabilities, and necessary policy decisions.
- Maintains contact with the Policy Group to periodically validate and/or update strategic goals as the situation evolves, translating that direction into specific SEOC objectives.

Tier 3: SEOC Management & Coordination

- Providing overall direction and supervision to the SEOC General Staff (Section Chiefs) and Command Staff.
- Maintaining the SEOC operational rhythm (ensuring adherence to the schedule amidst disruptions).
- Facilitating multi-agency and multi-jurisdictional coordination, including with Federal partners, to ensure unified effort and prevent duplication of resources.
- Ensuring proper staffing levels for all activated SEOC sections, including planning for sustained 24/7 operations through shift rotations.

Tier 4: Recovery Transition

- Coordinating the dynamic transition from response operations to short-term and long-term recovery phases.

SEOC MANAGER CHECKLIST

INITIAL ACTIVATION of the SEOC

****This checklist is only used once when the SEOC is first activated.****

- ☐ Receive a briefing from the MEMA Director or outgoing Duty Officer.
- ☐ Log into WebEOC, sign in using the "Sign-in Out Board" and review the Incident Board to familiarize yourself with the current situation.

Determine the SEOC activation level. Depending on activation level, perform the following actions:

- ☐ Notify leadership and select subject matter experts as necessary.
- ☐ Appoint Section Chiefs and determine the necessary service levels and staffing to manage specific functional areas (supported by staff activation matrix data).
- ☐ Identify ERT members, Disaster Response Team, or other subject matter experts required to initially support response efforts.
- ☐ Determine staffing requirement for damage assessments as required.
- ☐ Implement notification actions in accordance with the SEOC Activation Procedures document.
- ☐ Establish the operational period (e.g., 12-hour shifts) and rhythm for the activation.
- ☐ Direct the establishment and publishing of the WebEOC Common Operating Picture.
- ☐ Establish initial priorities based on core capabilities and Policy Group direction.
- ☐ **Initial Response & Assessment Briefing:** Lead the meeting. Provide opening comments and establish the leader's intent. Output: Provide immediate action directives to all sections.
- ☐ Verify Operations Section Chief has received Incident Command Post objectives.
- ☐ **Process & Procedures Meeting:** Attend to provide oversight on SEOC procedures. Approve and procedural deviations from SEOC standard operating or administrative management procedures. Receive financial threshold.
- ☐ Identify resource shortfalls, critical capability gaps, support requirements (such as aviation), or potential hazards/risks to the response. Assign staff to determine mitigation plans as necessary.

SEOC MANAGER CHECKLIST

OPERATIONAL PERIOD – GETTING STARTED

ARRIVAL IN THE SEOC | WORKSTATION SETUP

- ☐ 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.)
- ☐ Verify your phone is working and you are able to access your position-specific email. Provide your phone number and position-specific email to the Documentation Unit so that it can be updated within the Contact Roster.

THE HANDOVER | SEOC MANAGER RELIEF AND TRANSFER OF AUTHORITY

- ☐ Receive a briefing from the MEMA Director or outgoing SEOC Manager to receive or update Leader’s Intent.
- ☐ Ask the “Big Three” questions.
 1. What is the biggest problem you are trying to solve right now?
 2. What decision/missions are pending or overdue?
 3. Who are the key people I need to talk to immediately?
- ☐ Ensure you have the current Incident Action Plan and any pass-down logs.
- ☐ Gather Command & General Staff for a quick stand-up meeting. Set your expectations for the shift, verify staff understand their responsibilities (if applicable).

SEOC MANAGER CHECKLIST

OPERATIONAL PERIOD – ROUTINE OPERATIONS

EXECUTE THE SEOC OPERATIONAL RHYTHM

- ☐ Conduct initial review the status of Community Lifelines to determine if priorities are in alignment.
- ☐ Review (or initiate) the ICS 214 Activity Log. This will be in WebEOC or hardcopy depending on SEOC operational status.
- ☐ **Operational Period Transition Briefing (Start of Shift):** Lead the meeting. Provide a concise overview of the situation, objectives, community lifeline status, and the approved plan to incoming personnel. Output: Shift transition with established COP and leadership intent.
- ☐ **Objectives Meeting:** Serve as the meeting lead. Conduct the situation review, designate priorities, designate objectives, and propose the operational rhythm. Output: Approved Incident Objectives and finalized SEOC operational period (next period), verified meeting schedules.
- ☐ **Situation & Strategy Briefing:** Attend to monitor situational development and potential adjustments to strategic direction. Provide closing comments and guidance. Output: Strategic alignment with Operational Objectives.
- ☐ **Command & General Staff Meeting:** Lead the meeting. Provide assistance in the update of objectives, prioritization, guidance, and/or strategies using proposed priorities and operational challenges. Output: Plan for a unified and coordinated response.
- ☐ **Planning Meeting:** Attend to confirm readiness. Provide overall coordination updates to guarantee support for the draft plan. Output: Approval of the finalized IAP.
- ☐ Review and sign the Incident Action Plan for the following operational period.
- ☐ Approve required situation report (SITREP) for the current Operational Period.
- ☐ Conduct limited “Hot-Wash” After-Action Review for the Operational Period (as necessary or desired)
- ☐ **Operational Period Transition Briefing (End of Shift):** Lead the meeting. Provide a concise overview of the situation, objectives, community lifeline status, and the approved plan to incoming personnel. Output: Shift transition with established COP and leadership intent.

SEOC MANAGER CHECKLIST

OPERATIONAL PERIOD – FINISHING UP YOUR SHIFT

WRAPPING UP THE OPERATIONAL PERIOD | END OF SHIFT CHECKLIST

- ☐ Ensure the Command & General Staff updates all log entries, resource requests, and Lifeline status boards prior to shift change.
- ☐ Document the precise next steps for unfinished tasks to guarantee a seamless transition for your relief.
- ☐ Add observations and strategic lessons learned to the AAR board within WebEOC. (Ideally, this is be done throughout the shift.)
- ☐ Prepare "Transition" Notes (bullet points) covering:
 - Current Status: State the major operational effort for your section.
 - Resource Status: List the critical resources deployed and major shortfalls.
 - Critical Issues: Detail the unsolved problems and failing lifelines.
 - Pending Decisions: Identify strategic choices the incoming leader must make.
 - Staff Welfare: Report any personnel issues, injuries, or fatigue concerns within your section.
 - Key Contacts: List crucial external partners, liaison officers, or policy group members engaged today.
- ☐ Walk your relief through your transition notes, the physical pass down log, and the current Incident Action Plan. Never just hand them a document.
- ☐ Conduct a joint walk of the SEOC floor with your replacement to visually inspect operations and introduce them to key personnel (as necessary).
- ☐ Sign out of WebEOC and any other related state systems.
- ☐ Sign out on the physical SEOC Staff Roster after your relief assumes command.

SEOC MANAGER CHECKLIST**DEACTIVATION OF THE SEOC & DEMOBILIZATION**

****This checklist is only used when the SEOC is deactivated/closed down.****

- ☐ Verify that the Command & General Staff has marked every resource request as filled, cancelled, or demobilized in WebEOC. Do not allow pending requests to remain.
- ☐ Verify that all deployed state assets and personnel are recalled in accordance with the Demobilization Plan.
- ☐ Verify the Command & General Staff activity logs are complete.
- ☐ Verify the Command & General Staff compile and submit copies of all financial documents, contracts, and receipts to the Finance Section to support federal reimbursement.
- ☐ Verify that all records, maps, and reports kept during the emergency are submitted to the Documentation Unit for recordkeeping purposes.
- ☐ Add any comments or observations to the After-Action Review board within WebEOC.
- ☐ Sign out of WebEOC and any other related systems.
- ☐ Clean the SEOC Manager Workspace:
 - Remove all personal items.
 - Delete temporary files from the desktop (not the shared drive).
 - Sanitize your workspace (wipe down phone, keyboard, desk).
- ☐ Verify the Command & General Staff returns all issued equipment and badges to the Logistics Section.
- ☐ Sign out on the SEOC Staff Roster. Inform the MEMA Director you are departing the facility.

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POSITION: PUBLIC INFORMATION OFFICER (PIO)

The Public Information Officer serves as the Command Staff lead responsible for the interface between the SEOC and the public, media, and other agencies regarding incident information. Unlike a local spokesperson focused on a single scene, the SEOC PIO operates at a strategic level. This role involves managing/supporting state level messaging, coordinating external communications, and ensuring that all disseminated information remains accurate, timely, and accessible.

The PIO functions as the primary advisor to the SEOC Manager and the Policy Group on matters of public perception, media relations, and crisis communication. This role ensures that the public receives clear guidance on life safety actions and resource availability. By establishing a Joint Information Center (JIC) when necessary, the PIO synchronizes messaging across local, state, federal, and private sector partners. This synchronization prevents conflicting information and strengthens the Common Operating Picture.

Position Responsibilities

The responsibilities remain ongoing and dynamic. These tasks require continuous judgment and are not enacted as a binary checklist. Tasks marked with an asterisk (*) may be delegated to subordinate staff.

Tier 1: Crisis Communication & Policy Integration

- Serve as a member of the EOC Policy staff to advise the Policy Group on public information matters relating to event management.
- Provide strategic counsel to the Policy Group and SEOC Manager regarding the communication impacts of operational decisions.
- Authorize the release of emergency public information, including evacuation orders or shelter locations, following approval from the SEOC Manager or Policy Group.
- Coordinate with the Governor Communications office on key messages, situation information, and the role of the Governor in public appearances.
- Verify that information is clear, confirmed, and approved by the appropriate authority, using the established approval process, before release to the media or public.

- Determine the need to activate or deactivate the Joint Information Center based on the scale of the incident.

Tier 2: Messaging Synchronization

- Lead coordination efforts with county PIOs, federal counterparts, and private industry to ensure all partners speak with a unified voice.
- Establish a State Media Center at the SEOC during protracted or escalating events.
- Direct the development of talking points, news releases, and social media updates that reflect current operational objectives.
- Monitor media and social media platforms to identify rumors, misinformation, or public concerns.
- Implement rumor control measures to correct inaccurate information that threatens public safety or response efforts.
- Ensure official spokespersons are briefed and provide talking points prior to media appearances.

Tier 3: SEOC Support & Information Flow

- Facilitate the flow of critical information within the Joint Information Center and the SEOC.*
- Track incidents and significant events to share information with appropriate SEOC staff.
- Participate in all SEOC operational rhythm meetings to provide required inputs and gather outputs.
- Support the SEOC Manager in the development of the Common Operating Picture by providing updates on public sentiment and media trends.
- Maintain the PIO Activity Log in WebEOC or physical format to record all significant actions, decisions, and communications.*
- Monitor all incoming emails to jic.eoc@maine.gov and ensure all outgoing email originates from this address.*

- Supervise PIO staff, monitor the status of assigned tasks, and follow up on overdue items.*
- Coordinate with the Liaison Officer to ensure that agency representatives receive consistent messaging for their stakeholders.
- Collect and archive newspaper clippings, online articles, and broadcast video.*
- Keep Public Information Officers in other jurisdictions informed of released information.
- Check public information staff for signs of fatigue and reassign or relieve personnel to maintain operational readiness.

Tier 4: Recovery & Long-Term Public Awareness

- Transition messaging from immediate life safety alerts to recovery resource information.
- Confirm and disseminate information on the restoration of utilities and any active travel restrictions.
- Accommodate federal information officers and coordinate public information regarding assistance programs such as FEMA and the Small Business Administration.
- Manage public expectations regarding the timeline for debris removal, utility restoration, and financial assistance programs.
- Issue media releases or advisories regarding long term recovery.

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PUBLIC INFORMATION OFFICER CHECKLIST

INITIAL ACTIVATION of the SEOC

****This checklist is only used once when the SEOC is first activated.****

- ☐ Receive a briefing from the MEMA Director.
- ☐ Verify your phone is working and you are able to access your position-specific email.
- ☐ Log into WebEOC, sign in using the “Sign-in Out Board” and review the Incident Board to familiarize yourself with the current situation.
- ☐ Determine the staffing requirements for the PIO section and activate additional personnel as needed.
- ☐ Establish the Joint Information Center, as directed by the Policy Group, and request involved agencies and private industry to participate.
- ☐ Establish a liaison with 211 Maine.
- ☐ Activate a Help Line Center at the SEOC or secure surge capacity if the volume of public calls exceeds 211 Maine capacity.
- ☐ Notify media outlets of the SEOC activation and provide initial contact information.
- ☐ **Initial Response & Assessment Briefing:** Attend the meeting. Note the leader intent and immediate action directives to align initial messaging.
- ☐ Identify critical information gaps that the public needs to know immediately (e.g., road closures, weather warnings).
- ☐ **Process & Procedures Meeting:** Attend to confirm the approval process for news releases and public statements.
- ☐ Verify that the WebEOC Common Operating Picture includes a public information status update.
- ☐ Establish a schedule for regular media briefings and social media updates.

PUBLIC INFORMATION OFFICER CHECKLIST**OPERATIONAL PERIOD – GETTING STARTED****ARRIVAL IN THE SEOC | WORKSTATION SETUP**

- ☐ Receive a briefing from the SEOC Manager to receive updated Leader Intent.
- ☐ Verify your phone is working and you are able to access your position-specific email. Provide your phone number and position-specific email 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.)

THE HANDOVER | PIO RELIEF AND TRANSFER OF AUTHORITY

- ☐ Locate the person you are relieving for a face-to-face briefing (if appropriate).
- ☐ Ask the “Big Three” questions.
 1. What is the biggest problem you are trying to solve right now?
 2. What decision/missions are pending or overdue?
 3. Who are the key people I need to talk to immediately?
- ☐ Ensure you have the current Incident Action Plan and any pass-down logs.
- ☐ Gather assigned staff for a quick stand-up meeting. Set your expectations for the shift, verify media representatives understand their responsibilities (if applicable).

PUBLIC INFORMATION OFFICER CHECKLIST

OPERATIONAL PERIOD – ROUTINE OPERATIONS

EXECUTE THE SEOC OPERATIONAL RHYTHM

- ☐ **Operational Period Transition Briefing (Start of Shift):** Attend the meeting. Provide a summary of the current communication strategy and any major media trends.
- ☐ Review the status of Community Lifelines to identify areas where public information can support stabilization.
- ☐ **Objectives Meeting:** Attend to ensure communication goals are integrated into the overall incident objectives.
- ☐ **Situation & Strategy Briefing:** Attend to monitor situational development. Note any changes in strategy that require public notification.
- ☐ **Command & General Staff Meeting:** Attend the meeting. Provide updates on media inquiries, rumor control efforts, and the status of the Joint Information Center.
- ☐ **Planning Meeting:** Attend to confirm the communication plan within the draft IAP. Provide input on public safety messaging.
- ☐ Review and contribute to the "Public Information" section of the Incident Action Plan.
- ☐ Provide a daily summary of public sentiment and media trends to the SEOC Manager.
- ☐ Conduct limited "Hot-Wash" After-Action Review for the Operational Period (as necessary or desired)
- ☐ **Operational Period Transition Briefing (End of Shift):** Provide a summary of pending media requests and the status of the current communication plan to incoming personnel.

PUBLIC INFORMATION OFFICER CHECKLIST**OPERATIONAL PERIOD – FINISHING UP YOUR SHIFT****WRAPPING UP THE OPERATIONAL PERIOD | END OF SHIFT CHECKLIST**

- ☐ Ensure your section staff updates all log entries and status boards prior to shift change.
- ☐ Document the precise next steps for unfinished tasks to guarantee a seamless transition for your relief.
- ☐ Add observations and strategic lessons learned to the AAR board within WebEOC. (Ideally, this is be done throughout the shift.)
- ☐ Prepare "Transition" Notes (bullet points) covering:
 - Current Status: State the major operational effort for your section.
 - Critical Issues: Detail the unsolved problems.
 - Pending Decisions: Identify choices the incoming leader must make.
 - Staff Welfare: Report any personnel issues, injuries, or fatigue concerns within your section.
 - Key Contacts: List crucial external partners, liaison officers, or policy group members engaged today.
- ☐ Walk your relief through your transition notes, the physical pass down log, and the current Incident Action Plan. Never just hand them a document.
- ☐ Conduct a joint walk of the SEOC floor with your replacement to visually inspect the area and introduce them to key personnel (as necessary).
- ☐ Sign out of WebEOC and any other related state systems.
- ☐ Sign out on the SEOC Staff Roster after your relief assumes command.

PUBLIC INFORMATION OFFICER CHECKLIST**DEACTIVATION OF THE SEOC & DEMOBILIZATION**

****This checklist is only used when the SEOC is deactivated/closed down.****

- ☐ Notify all Joint Information Center staff to deactivate.
- ☐ Verify the activity logs for your entire section are complete. This includes all public messaging logs, inquiries made, and responses given.
- ☐ Submit all records, maps, and reports to the documentation unit.
- ☐ Survey Joint Information Center, Media Center, 211 Maine, and Help Line staff for suggestions to improve emergency response procedures.
- ☐ Add any comments or observations to the After-Action Review board within WebEOC.
- ☐ Sign out of WebEOC and any other related systems.
- ☐ Clean Section Workspaces:
- ☐ Remove all personal items.
- ☐ Delete temporary files from the desktop (not the shared drive).
- ☐ Sanitize your workspace (wipe down phone, keyboard, desk).
- ☐ Ensure your staff returns all issued equipment and badges to the Logistics Section.
- ☐ Sign out on the physical SEOC Staff Roster. Inform the SEOC Manager you are departing the facility.

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POSITION: COMMUNICATION OFFICE DIRECTOR

The Communications Office Director serves as a Command Staff level advisor reporting directly to the Policy Group and coordinating with the SEOC Manager. Formerly housed within the Operations Section, this elevated position manages state level communication functions, technological strategy, and information systems. The Communications Office Director establishes the technological framework for the Common Operating Picture and controls the Primary, Alternate, Contingency, and Emergency (PACE) communication plan.

This role functions as the primary authority for maintaining resilient communication networks across the state. The Communications Office Director manages WebEOC administration, ensures uninterrupted lines of communication to county Emergency Management Agencies, and coordinates broader communication strategies to support the response. By overseeing both the hardware and software required for information flow, this position ensures all SEOC sections and external partners maintain shared situational awareness.

Position Responsibilities

The responsibilities remain ongoing and dynamic. These tasks require continuous judgment and do not conclude as a binary checklist. The tiers below prioritize actions from high level strategic policy to long term recovery coordination.

Tier 1: Strategic Communications Policy & Infrastructure

- Advise the Policy Group and SEOC Manager on state level communication capabilities, infrastructure vulnerabilities, and technological policies.
- Develop, control, and implement the PACE communication plan.
- Establish overarching communication strategies to support incident objectives and ensure continuity of government operations.
- Authorize the deployment of specialized state communication assets (e.g., mobile command vehicles, radio caches) to support local jurisdictions.

Tier 2: County Connectivity & External Network Management

- Ensure resilient lines of communication to county Emergency Management Agencies and local Incident Command Posts.

- Coordinate with private sector telecommunication partners to monitor, bolster, or restore critical infrastructure.
- Coordinate interoperability plans with federal partners, tribal nations, and neighboring states.
- Arbitrate communication conflicts and frequency allocations between responding agencies to ensure a unified effort.

Tier 3: SEOC Support & COP Maintenance

- Establish and maintain the technological framework for the Common Operating Picture.
- Manage WebEOC administration, resolve access issues, and ensure system stability for all users.
- Provide technical support for all SEOC presentation hardware, displays, and virtual meeting platforms.
- Participate in all SEOC operational rhythm meetings to represent communication capabilities and gather technological requirements.
- Maintain the Communications Office Activity Log to record significant actions, decisions, and network status changes.
- Supervise Communications staff and monitor the status of assigned tasks to maintain operational readiness.

Tier 4: Recovery & Demobilization

- Transition emergency communication systems and temporary networks back to steady state operations.
- Coordinate the retrieval, maintenance, and inventory of all deployed state communication assets.
- Develop after action reports detailing communication system successes, failures, and required technological upgrades.

COMMUNICATION OFFICE DIRECTOR CHECKLIST**INITIAL ACTIVATION of the SEOC**

****This checklist is only used once when the SEOC is first activated.****

- ☐ Receive a briefing from the Policy Group or SEOC Manager.
- ☐ Verify your phone is working and you are able to access your position-specific email.
- ☐ Log into WebEOC, sign in using the "Sign-in Out Board" and review the Incident Board to familiarize yourself with the current situation.
- ☐ Determine the staffing requirements for the Communications Office and activate additional personnel as needed.
- ☐ Verify SEOC technological systems, including WebEOC and display boards, are operational.
- ☐ Establish initial contact with county emergency management agencies to verify functional communication lines.
- ☐ Implement the Primary communication systems outlined in the PACE plan.
- ☐ **Initial Response & Assessment Briefing:** Attend the meeting to note immediate communication capability gaps and technological needs.
- ☐ **Process & Procedures Meeting:** Lead the Communications Review portion of the meeting. Brief staff on communication policies, allocated frequencies, amateur radio support, and equipment issues.

COMMUNICATION OFFICE DIRECTOR CHECKLIST

OPERATIONAL PERIOD – GETTING STARTED

ARRIVAL IN THE SEOC | WORKSTATION SETUP

- ☐ Receive a briefing from the SEOC Manager to receive updated Leader Intent.
- ☐ Verify your phone is working and you are able to access your position-specific email. Provide your phone number and position-specific email 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.

THE HANDOVER | COMMS RELIEF AND TRANSFER OF AUTHORITY

- ☐ Locate the person you are relieving for a face-to-face briefing (if appropriate).
- ☐ Ask the “Big Three” questions.
 1. What is the biggest problem you are trying to solve right now?
 2. What decision/missions are pending or overdue?
 3. Who are the key people I need to talk to immediately?
- ☐ Ensure you have the current Incident Action Plan and any pass-down logs.
- ☐ Gather Staff for a quick stand-up meeting. Set your expectations for the shift and verify staff understand their responsibilities (if applicable).

COMMUNICATION OFFICE DIRECTOR CHECKLIST

OPERATIONAL PERIOD – ROUTINE OPERATIONS

EXECUTE THE SEOC OPERATIONAL RHYTHM

- ☐ **Operational Period Transition Briefing (Start of Shift):** Attend the meeting. Provide a summary of the PACE plan status, WebEOC functionality, and county connectivity.
- ☐ Review the status of the Communications Community Lifeline to anticipate repair or support requirements.
- ☐ **Objectives Meeting:** Attend to ensure incident objectives align with available communication capabilities and technological bandwidth.
- ☐ Submit the Incident Radio Communications Plan (ICS Form 205) and Communications List (ICS Form 205A) for the Incident Action Plan.
- ☐ **Situation & Strategy Briefing:** Attend to monitor situational development and identify new communication support needs for field operations.
- ☐ **Command & General Staff Meeting:** Attend the meeting to resolve challenges related to technological infrastructure and external connectivity.
- ☐ **Planning Meeting:** Attend to confirm the communication plan within the draft Incident Action Plan. Provide concurrence to the Planning Section Chief.
- ☐ Review and contribute to the Communications section of the Incident Action Plan.
- ☐ Ensure all WebEOC incident logs and Common Operating Picture displays remain functional and accessible to SEOC staff.
- ☐ **Operational Period Transition Briefing (End of Shift):** Provide a summary of ongoing communication strategies and system status to incoming personnel.

COMMUNICATION OFFICE DIRECTOR CHECKLIST

OPERATIONAL PERIOD – FINISHING UP YOUR SHIFT

WRAPPING UP THE OPERATIONAL PERIOD | END OF SHIFT CHECKLIST

- ☐ Ensure your section staff updates all log entries, resource requests, and Lifeline status boards prior to shift change.
- ☐ Document the precise next steps for unfinished tasks to guarantee a seamless transition for your relief.
- ☐ Add observations and strategic lessons learned to the AAR board within WebEOC. (Ideally, this is be done throughout the shift.)
- ☐ Prepare "Transition" Notes (bullet points) covering:
 - **Current Status:** State the major operational effort for your section.
 - **Resource Status:** List the critical resources deployed and major shortfalls.
 - **Critical Issues:** Detail the unsolved problems and failing lifelines.
 - **Pending Decisions:** Identify strategic choices the incoming leader must make.
 - **Staff Welfare:** Report any personnel issues, injuries, or fatigue concerns within your section.
 - **Key Contacts:** List crucial external partners, liaison officers, or policy group members engaged today.
- ☐ Walk your relief through your transition notes, the physical pass down log, and the current Incident Action Plan. Never just hand them a document.
- ☐ Conduct a joint walk of the SEOC floor with your replacement to visually inspect operations and introduce them to key personnel (as necessary).
- ☐ Sign out of WebEOC and any other related state systems.
- ☐ Sign out on the SEOC Staff Roster after your relief assumes command.

COMMUNICATION OFFICE DIRECTOR CHECKLIST**DEACTIVATION OF THE SEOC & DEMOBILIZATION**

****This checklist is only used when the SEOC is deactivated/closed down.****

- ☐ Demobilize temporary communication networks and retrieve deployed field equipment.
- ☐ Verify that every communications resource request as filled, cancelled, or demobilized in WebEOC. Do not allow pending requests to remain.
- ☐ Verify the activity logs for your entire section are complete.
- ☐ Submit all records, maps, and reports kept during the emergency to the documentation unit.
- ☐ Add any comments or observations to the After-Action Review board within WebEOC.
- ☐ Sign out of WebEOC and any other related systems.
- ☐ Clean Section Workspaces:
 - Remove all personal items.
 - Delete temporary files from the desktop (not the shared drive).
 - Sanitize your workspace (wipe down phone, keyboard, desk).
- ☐ Ensure your staff returns all issued equipment and badges to the Logistics Section.
- ☐ Sign out on the physical SEOC Staff Roster. Inform the SEOC Manager you are departing the facility.

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POSITION: SAFETY OFFICER

The Safety Officer serves as the Command Staff lead responsible for monitoring incident operations and advising the SEOC Manager on all matters relating to operational safety, including the health and safety of emergency responder personnel and SEOC staff. Unlike a field safety officer focused on a single scene, this position operates at a strategic level. The SEOC Safety Officer focuses on state level risk mitigation, the safety of deployed state resources, and the physical security of the SEOC facility.

The Safety Officer functions as the primary advisor to the SEOC Manager and the Policy Group regarding responder welfare and hazard mitigation. This role ensures the integration of safety protocols into the Incident Action Plan through the completion of the Incident Action Plan Safety Analysis (ICS Form 215A) and development of the incident specific safety message. The Safety Officer maintains the emergency authority to halt any unsafe operations.

Position Responsibilities

The responsibilities remain ongoing and dynamic. These tasks require continuous judgment and do not conclude as a binary checklist. The tiers below prioritize actions from high level strategic policy to long term recovery coordination.

Tier 1: Strategic Risk Management & Policy

- Advise the Policy Group and SEOC Manager on matters relating to the safety of incident operations and SEOC personnel.
- Exercise emergency authority to stop or prevent unsafe acts during response operations.
- Complete the Incident Action Plan Safety Analysis (ICS Form 215A) to ensure the proposed operational strategy incorporates necessary hazard mitigations.
- Coordinate with the SEOC Manager and Logistics Section to ensure proper access, badging, and identification protocols exist for the SEOC facility.
- Coordinate visits from media or elected officials with SEOC Manager, Public Information Officer, and Liaison Officer.

Tier 2: Field Safety Coordination

- Coordinate with the Operations Section to identify risks, hazards, and possible mitigations for ongoing and future missions.

- Ensure local Incident Command Posts receive guidance on state safety protocols and resource availability for hazard mitigation.
- Arbitrate safety conflicts between agencies to ensure a unified and secure effort.
- Provide on-scene Safety guidance for state-managed response sites, including Points of Distribution and Dispensing, staging areas, and shelters.
- Complete Safety Threat and Hazard Assessments for off-site operational areas, to include warehouse, Points of Distribution and Dispensing, staging areas, and shelters.
- Complete investigations of any incidents within the incident, complete Incident Injury Report, and incorporate lessons learned into continuous improvement practices.

Tier 3: SEOC Facility Support

- Monitor the SEOC facility to identify and mitigate physical hazards.
- Participate in all SEOC operational rhythm meetings to provide required inputs and gather outputs.
- Deliver the mandatory safety and medical review during the Operational Period Transition Briefing.
- Maintain the Safety Officer Activity Log to record significant actions, decisions, and communications.
- Monitor SEOC staff for signs of fatigue or stress to maintain occupational health and operational readiness.
- Assist in coordination of required ergonomic accommodations for SEOC staff.

Tier 4: Recovery & Demobilization

- Ensure safety protocols remain active during the physical breakdown and demobilization of the SEOC facility and staging areas.
- Review safety procedures for field damage assessment teams and recovery personnel.
- Ensure all injury claims and accident reports route to the Finance Section for documentation.

SAFETY OFFICER CHECKLIST**INITIAL ACTIVATION of the SEOC**

****This checklist is only used once when the SEOC is first activated.****

- ☐ Receive a briefing from the Policy Group or SEOC Manager.
- ☐ Verify your phone is working and you are able to access your position-specific email.
- ☐ Log into WebEOC, sign in using the "Sign-in Out Board" and review the Incident Board to familiarize yourself with the current situation.
- ☐ Determine the staffing requirements for the Safety function and activate Assistant Safety Officers as needed.
- ☐ Assess the SEOC and surrounding areas for immediate physical hazards and confirm access controls are established.
- ☐ **Initial Response & Assessment Briefing:** Attend the meeting to note immediate hazards and capability gaps.
- ☐ **Process & Procedures Meeting:** Attend to confirm the approval process for safety plans and procedural deviations.

SAFETY OFFICER CHECKLIST**OPERATIONAL PERIOD – GETTING STARTED****ARRIVAL IN THE SEOC | WORKSTATION SETUP**

- ☐ Receive a briefing from the SEOC Manager to receive updated Leader Intent.
- ☐ Verify your phone is working and you are able to access your position-specific email. Provide your phone number and position-specific email 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.

THE HANDOVER | SAFETY OFFICER RELIEF AND TRANSFER OF AUTHORITY

- ☐ Locate the person you are relieving for a face-to-face briefing (if appropriate).
- ☐ Ask the “Big Three” questions.
 1. What is the biggest problem you are trying to solve right now?
 2. What decision/missions are pending or overdue?
 3. Who are the key people I need to talk to immediately?
- ☐ Ensure you have the current Incident Action Plan and any pass-down logs.

SAFETY OFFICER CHECKLIST

OPERATIONAL PERIOD – ROUTINE OPERATIONS

EXECUTE THE SEOC OPERATIONAL RHYTHM

- ☐ **Operational Period Transition Briefing (Start of Shift):** Lead the Safety and Medical Review portion of the meeting. Brief all personnel on potential hazards, safety protocols, and the medical plan.
- ☐ Review the status of Community Lifelines to identify emerging threats to public or responder safety.
- ☐ **Objectives Meeting:** Attend to ensure incident objectives incorporate realistic safety parameters.
- ☐ Consult with the Operations Section Chief during strategy development to ensure missions are supportable and safe.
- ☐ Complete the Incident Action Plan Safety Analysis (ICS Form 215A) in coordination with the Operations Section and any relevant incident-specific subject matter experts.
- ☐ **Situation & Strategy Briefing:** Attend to monitor situational development and review proposed strategies.
- ☐ **Command & General Staff Meeting:** Attend the meeting to resolve safety challenges and provide risk-mitigation updates.
- ☐ **Planning Meeting:** Attend the meeting to confirm the safety plan and risk mitigation measures. Provide concurrence to the Planning Section Chief.
- ☐ Review and sign the approved Incident Action Plan.
- ☐ **Operational Period Transition Briefing (End of Shift):** Provide a summary of ongoing hazards and the safety plan to incoming personnel.

SAFETY OFFICER CHECKLIST

OPERATIONAL PERIOD – FINISHING UP YOUR SHIFT

WRAPPING UP THE OPERATIONAL PERIOD | END OF SHIFT CHECKLIST

- ☐ Ensure your log entries, resource requests, and Lifeline status board(s), if applicable, are updated prior to shift change.
- ☐ Document the precise next steps for unfinished tasks to guarantee a seamless transition for your relief.
- ☐ Add observations and strategic lessons learned to the AAR board within WebEOC. (Ideally, this is be done throughout the shift.)
- ☐ Prepare "Transition" Notes (bullet points) covering:
 - **Current Status:** State the major operational effort for your section.
 - **Critical Issues:** Detail the unsolved problems and failing lifelines.
 - **Pending Decisions:** Identify strategic choices the incoming leader must make.
 - **Staff Welfare:** Report any personnel issues, injuries, or fatigue concerns within your section.
 - **Key Contacts:** List crucial external partners, liaison officers, or policy group members engaged today.
- ☐ Walk your relief through your transition notes, the physical pass down log, and the current Incident Action Plan. Never just hand them a document.
- ☐ Conduct a joint walk of the SEOC floor with your replacement to visually inspect operations and introduce them to key personnel (as necessary).
- ☐ Sign out of WebEOC and any other related state systems.
- ☐ Sign out on the SEOC Staff Roster after your relief assumes command.

SAFETY OFFICER CHECKLIST**DEACTIVATION OF THE SEOC & DEMOBILIZATION**

****This checklist is only used when the SEOC is deactivated/closed down.****

- ☐ Verify activity logs are complete and gather all safety logs, injury reports, and risk assessments kept during the emergency.
- ☐ Submit all records, logs, and reports to the documentation unit.
- ☐ Add any comments or observations to the After-Action Review board within WebEOC.
- ☐ Sign out of WebEOC and any other related systems.
- ☐ Clean Section Workspaces:
 - Remove all personal items.
 - Delete temporary files from the desktop (not the shared drive).
 - Sanitize your workspace (wipe down phone, keyboard, desk).
- ☐ Ensure you and/or your staff returns all issued equipment and badges to the Logistics Section.
- ☐ Sign out on the physical SEOC Staff Roster. Inform the SEOC Manager you are departing the facility.

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POSITION: LIAISON OFFICER

The Liaison Officer serves as the Command Staff lead responsible for acting as the primary diplomatic contact and coordinator for assisting external agencies (e.g., FEMA, NGOs, and private sector partners) who are not embedded within the Operations Section. Unlike operational personnel managing tactical missions, this position focuses on interagency coordination and relationship management. The Liaison Officer ensures that external partners integrate into the SEOC environment and that their capabilities support the overall response strategy.

This role functions as the central point of contact for external representatives. The Liaison Officer manages agency integration, initiates specialized resource requests, and provides vetted situational awareness back to the home organizations of represented agencies. By acting as the voice for assisting organizations during the Incident Action Plan planning process, the Liaison Officer ensures the state leverages external capabilities without duplicating efforts.

Position Responsibilities

The responsibilities remain ongoing and dynamic. These tasks require continuous judgment and do not conclude as a binary checklist. The tiers below prioritize actions from high level strategic policy to long term recovery coordination.

Tier 1: Strategic Coordination & Policy Integration

- Act as the voice for assisting agencies and organizations to represent their capabilities and limitations during the formal Incident Action Plan planning process.
- Advise the Policy Group and SEOC Manager on the integration of external agency resources and potential policy conflicts.
- Determine the need to establish specific coordination protocols between the state and federal or international partners.

Tier 2: Agency Integration & Resource Management

- Welcome external agency representatives and ensure they receive necessary security badges, functional workspaces, and full technical access to WebEOC.

- Initiate and manage specialized resource requests on behalf of represented organizations using established Memorandums of Understanding (MOUs) and prior agreements.
- Engage and coordinate with organizational representatives regarding shared logistical resources and the cascading effects of the disaster on specific sectors.
- Arbitrate resource or mission conflicts between external agencies and state response operations.

Tier 3: SEOC Support & Information Flow

- Provide vetted situational awareness back to represented home organizations to keep external leadership informed of the state overarching strategy.
- Participate in all SEOC operational rhythm meetings to provide required inputs and gather outputs.
- Deliver updates on external partner capabilities and limitations during briefings.
- Maintain the Liaison Officer Activity Log to record significant actions, decisions, and communications.
- Monitor external agency representatives for signs of fatigue or stress to maintain operational readiness.

Tier 4: Recovery & Demobilization

- Coordinate the demobilization of external agency representatives as their specific capabilities are no longer required.
- Ensure external partners transition their focus to long term recovery programs and support operations.
- Verify the closure of specialized resource requests and MOUs initiated during the response phase.

LIAISON OFFICER CHECKLIST**INITIAL ACTIVATION of the SEOC**

****This checklist is only used once when the SEOC is first activated.****

- ☐ Receive a briefing from the SEOC Manager.
- ☐ Verify your phone is working and you are able to access your position-specific email.
- ☐ Log into WebEOC, sign in using the “Sign-in Out Board” and review the Incident Board to familiarize yourself with the current situation.
- ☐ Determine the staffing requirements for the Liaison function and activate Assistant Liaison Officers as needed.
- ☐ Establish a reception area or process to welcome incoming external agency representatives.
- ☐ Coordinate with the Logistics Section and Security to provide security badges and functional workspaces for external partners.
- ☐ Ensure external representatives receive technical access to WebEOC.
- ☐ **Initial Response & Assessment Briefing:** Attend the meeting to identify required external agencies and immediate coordination gaps.
- ☐ **Process & Procedures Meeting:** Attend to confirm the approval process for specialized resource requests and the activation of MOUs.

LIAISON OFFICER CHECKLIST**OPERATIONAL PERIOD – GETTING STARTED****ARRIVAL IN THE SEOC | WORKSTATION SETUP**

- ☐ Receive a briefing from the SEOC Manager to receive updated Leader Intent.
- ☐ Verify your phone is working and you are able to access your position-specific email. Provide your phone number and position-specific email 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.

THE HANDOVER | LIAISON OFFICER RELIEF AND TRANSFER OF AUTHORITY

- ☐ Locate the person you are relieving for a face-to-face briefing (if appropriate).
- ☐ Ask the “Big Three” questions.
 1. What is the biggest problem you are trying to solve right now?
 2. What decision/missions are pending or overdue?
 3. Who are the key people I need to talk to immediately?
- ☐ Ensure you have the current Incident Action Plan and any pass-down logs.

LIAISON OFFICER CHECKLIST

OPERATIONAL PERIOD – ROUTINE OPERATIONS

EXECUTE THE SEOC OPERATIONAL RHYTHM

- ☐ **Operational Period Transition Briefing (Start of Shift):** Attend the meeting. Provide a summary of external agency integration and available partner capabilities.
- ☐ Review the status of Community Lifelines to identify where external agency support can assist stabilization efforts.
- ☐ **Objectives Meeting:** Attend to ensure incident objectives align with the capabilities and limitations of assisting agencies.
- ☐ Submit specialized resource requests on behalf of represented organizations.
- ☐ **Situation & Strategy Briefing:** Attend to monitor situational development and identify opportunities for external partner integration.
- ☐ **Command & General Staff Meeting:** Attend the meeting to resolve interagency challenges and provide updates on external resource availability.
- ☐ **Planning Meeting:** Attend to represent assisting agencies and confirm their integration into the draft Incident Action Plan. Provide concurrence to the Planning Section Chief.
- ☐ Review and sign the approved Incident Action Plan.
- ☐ Send vetted situational awareness updates to the home organizations of represented agencies.
- ☐ **Operational Period Transition Briefing (End of Shift):** Provide a summary of external partner status and ongoing interagency coordination to incoming personnel.

LIAISON OFFICER CHECKLIST

OPERATIONAL PERIOD – FINISHING UP YOUR SHIFT

WRAPPING UP THE OPERATIONAL PERIOD | END OF SHIFT CHECKLIST

- ☐ Ensure your log entries, resource requests, and Lifeline status board(s), if applicable, are updated prior to shift change.
- ☐ Document the precise next steps for unfinished tasks to guarantee a seamless transition for your relief.
- ☐ Add observations and strategic lessons learned to the AAR board within WebEOC. (Ideally, this is be done throughout the shift.)
- ☐ Prepare "Transition" Notes (bullet points) covering:
 - **Current Status:** State the major operational effort for your section.
 - **Resource Status:** List the critical resources deployed and major shortfalls.
 - **Critical Issues:** Detail the unsolved problems and failing lifelines.
 - **Pending Decisions:** Identify strategic choices the incoming leader must make.
 - **Staff Welfare:** Report any personnel issues, injuries, or fatigue concerns within your section.
 - **Key Contacts:** List crucial external partners, liaison officers, or policy group members engaged today.
- ☐ Walk your relief through your transition notes, the physical pass down log, and the current Incident Action Plan. Never just hand them a document.
- ☐ Conduct a joint walk of the SEOC floor with your replacement to visually inspect operations and introduce them to key personnel (as necessary).
- ☐ Sign out of WebEOC and any other related state systems.
- ☐ Sign out on the SEOC Staff Roster after your relief assumes command.

LIAISON OFFICER CHECKLIST**DEACTIVATION OF THE SEOC & DEMOBILIZATION**

****This checklist is only used when the SEOC is deactivated/closed down.****

- ☐ Verify activity logs are complete and gather all interagency logs, resource requests, and coordination notes kept during the emergency.
- ☐ Submit all records, maps, and reports to the documentation unit.
- ☐ Add any comments or observations to the After-Action Review board within WebEOC.
- ☐ Sign out of WebEOC and any other related systems.
- ☐ Clean Section Workspaces:
 - Remove all personal items.
 - Delete temporary files from the desktop (not the shared drive).
 - Sanitize your workspace (wipe down phone, keyboard, desk).
- ☐ Ensure you and/or your staff returns all issued equipment and badges to the Logistics Section.
- ☐ Sign out on the physical SEOC Staff Roster. Inform the SEOC Manager you are departing the facility.

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POSITION: 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.

MEMA may deploy staff to serve as the Agency Representative at an Incident Command Post, another state or County Emergency Operations Center, a FEMA Regional Response Coordination Center, a FEMA Joint Field Office, or to an elected official. The Agency Representative serves as a conduit for information flow, operational support, and coordination between MEMA and the other agency or Incident Command Post. By representing the interests and statutory requirements of MEMA, the Agency Representative identifies emerging risks, anticipates coordination gaps, and ensures that state resources integrate into the overall response.

MEMA Policy may provide an incident specific delegation of authority to direct the deployment. This delegation may include the authority to make decisions on matters affecting agency participation in the incident.

Position Responsibilities

The responsibilities remain ongoing and dynamic. These tasks require continuous judgment and do not conclude as a binary checklist. The tiers below prioritize actions from high level representation to detailed documentation and demobilization.

Tier 1: Strategic Liaison & Coordination

- Serve as the primary coordination link and official representative of MEMA at the incident site or the Incident Command Post.
- Operate within the Incident Command System chain of command and report to the Liaison Officer or the Incident Commander if a Liaison Officer is absent.
- Support incident objectives by facilitating communication, coordination, and information sharing.
- Act as the eyes and ears for MEMA leadership to maintain a Common Operating Picture for the home agency.

- Advise the incident Liaison Officer of MEMA specific needs, capabilities, and statutory requirements.
- Identify and resolve coordination gaps between the incident management team and state level objectives in advance.
- Exercise delegated authority to share verified situational information and recommend state support. Avoid unauthorized policy decisions or resource commitments.

Tier 2: Information Management & Reporting

- Track and maintain situational awareness of issues at the Incident Command Post and the SEOC.
- Update the WebEOC Incident Log unless the incident management team designates another trained individual.
- Provide situation updates to the SEOC on a set schedule. Include reports on Community Lifelines, evacuations, and protective actions.
- Follow up all electronic sharing of critical information with a phone call to verify receipt.
- Report specific incident impacts to the Liaison Officer and the Situation Unit. Include emergency declarations, road closures, bridge access restrictions, energy impacts, air space restrictions, and Very Important Person visits.
- Report critical incidents, emerging risks, resource shortages, and major policy decisions to the SEOC without delay.
- Maintain an ongoing log with time stamps to document all significant decisions, directives, and interagency coordination actions.

Tier 3: Resource & Operational Support

- Avoid tactical assignments unless directed otherwise by the Incident Commander.
- Facilitate the resource request process by ensuring all needs enter WebEOC with complete mission and delivery details.
- Verify that all resource requests include a local follow up contact to avoid acting as a middleman in the logistics chain.

- Ensure no resource requests use unofficial channels like text messages/personal email.
- Monitor the incident operational rhythm and compare it against the SEOC schedule to deconflict meetings and ensure MEMA representation.
- Support the Liaison Officer and the Public Information Officer regarding community meetings where state participation is requested.
- Attend key meetings, including the Command and General Staff Meeting, the Planning Meeting, the Tactics Meeting, the Operational Briefing, and Agency Representative coordination meetings.
- Monitor personal fatigue. Report to the Liaison Officer if the workload overwhelms your capacity.

Tier 4: Documentation & Accountability

- Maintain an organized file of all Incident Action Plans, Situation Reports, and organizational charts.
- Track the status and location of all MEMA personnel and resources deployed to the incident.
- Transition incident records to the ICP and MEMA Planning Section, or the Documentation Unit, upon demobilization.

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AGENCY REPRESENTATIVE CHECKLIST

INITIAL DEPLOYMENT of the AREP

****This checklist is only used once when initially deployed.****

- ☐ Gather AREP Go-Kit items.

Canadian Deployment:

- ☐ Verify AREP has a passport or passport card.
- ☐ Verify invitation letter from requesting Canadian agency has been sent to the Canadian Port of Entry.
- ☐ Obtain a copy of any Delegation of Authority.
- ☐ Check in at the Incident Command Post and complete the Incident Check-In List (ICS Form 211).
- ☐ Obtain an initial briefing from the Liaison Officer or the Incident Commander.
- ☐ Establish a communications plan with the Incident Commander/Unified Command/Incident Management Team or County Emergency Management Agency.

Establish Communications Structure

- ☐ Verify and establish contact with the MEMA SEOC Point of Contact (Operations or EOC Manager if Operations position is not activated).
- ☐ Confirm primary communication method (phone) is operational.
- ☐ Confirm alternate communication method (online chat) is operational.
- ☐ Confirm contingency (radio) and emergency (satellite phone) is operational.
- ☐ Determine reporting schedule to SEOC.
- ☐ Develop and document communication routes.

INITIAL DEPLOYMENT of the AREP

****This checklist is only used once when initially deployed.****

- ☐ Coordinate and confirm connection between Incident Command Post and the MEMA Joint Information Center (JIC). **Note:** Do not become the middleman unless there is no Public Information Officer representative for MEMA.
- ☐ Determine whether all communication flows through the Agency Representative or if Incident Command Post Sections coordinate directly with MEMA General Staff. **Note:** Clarify this early to prevent duplicated tasking and conflicting information.
- ☐ Confirm the objectives, intent, priorities, and expected duties of the Agency Representative with the Liaison Officer or the Incident Commander.
- ☐ Post an initial WebEOC entry into the Incident Log (Refer to the 'Initial WebEOC Incident Log Entry Template' located in this Appendix).
- ☐ Obtain the following documents and transmit to the SEOC Operations section.
 - ICS 201 – Incident Briefing
 - Incident Organizational Chart
 - Incident Action Plan, consisting of:
 - ICS 202 Incident Objectives
 - ICS 203 Organization Assignment List
 - ICS 204 Assignment Lists
 - ICS 205 Communications Plan
 - ICS 206 Medical Plan
- ☐ Obtain a contact list for all Command and General Staff members.
- ☐ Confirm the operational period briefing and meeting times and location.
- ☐ Identify the Incident Command Post operational rhythm scheduling conflicts and report them to the SEOC.
- ☐ Notify MEMA leadership that the Agency Representative position is filled and fully operational.

AGENCY REPRESENTATIVE CHECKLIST

OPERATIONAL PERIOD – GETTING STARTED

ARRIVAL AT THE ICP OR WORKSITE | WORKSTATION SETUP

- ☐ Verify your phone is working and you are able to access your position-specific email.
- ☐ Log into WebEOC, sign in using the “Sign-in Out Board” and review the Incident Board to familiarize yourself with the current situation.

THE HANDOVER | AREP RELIEF AND TRANSFER OF AUTHORITY

- ☐ Locate the person you are relieving for a face-to-face briefing (if appropriate).
- ☐ Ask the “Big Three” questions.
 1. What is the biggest problem you are trying to solve right now?
 2. What decision/missions are pending or overdue?
 3. Who are the key people I need to talk to immediately?
- ☐ Ensure you have the current Incident Action Plan and any pass-down logs.

OPERATIONAL PERIOD ROUTINE OPERATIONS

EXECUTE THE OPERATIONAL RHYTHM

- ☐ Review the new Incident Action Plan at the start of the operational period.
- ☐ Submit the situation update to the SEOC at the established time.
- ☐ Review the SEOC and the Incident Command Post meeting schedules for the day to identify conflicts.
- ☐ Submit any required documents at the end of the shift.

AGENCY REPRESENTATIVE CHECKLIST**OPERATIONAL PERIOD – FINISHING UP YOUR SHIFT****WRAPPING UP THE OPERATIONAL PERIOD | END OF SHIFT CHECKLIST**

- ☐ Ensure your log entries, resource requests, and status board(s), if applicable, are updated prior to shift change.
- ☐ Document the precise next steps for unfinished tasks to guarantee a seamless transition for your relief.
- ☐ Add observations and strategic lessons learned to the AAR board within WebEOC. (Ideally, this is be done throughout the shift.)
- ☐ Prepare "Transition" Notes (bullet points) covering:
 - **Current Status:** State the major operational effort for your section.
 - **Resource Status:** List the critical resources deployed and major shortfalls.
 - **Critical Issues:** Detail the unsolved problems and failing lifelines.
 - **Pending Decisions:** Identify strategic choices the incoming leader must make.
 - **Key Contacts:** List crucial external partners, liaison officers, or policy group members engaged today.
- ☐ Walk your relief through your transition notes, the physical pass down log, and the current Incident Action Plan. Never just hand them a document.
- ☐ Conduct a joint walk of the EOC floor with your replacement to visually inspect operations and introduce them to key personnel (as necessary).
- ☐ Sign out of WebEOC and any other related systems.

AGENCY REPRESENTATIVE CHECKLIST

DEACTIVATION & DEMOBILIZATION

****This checklist is only used when the SEOC is deactivated/closed down.****

- ☐ Confirm all MEMA personnel and resources are accounted for prior to release.
- ☐ Ensure all outstanding resource requests are resolved or transferred.
- ☐ Participate in the incident demobilization briefing.
- ☐ Provide notes and input for the After-Action Report.
- ☐ Organize and transfer all digital and hardcopy documentation to the Incident Command Post Planning Section or Documentation Unit as directed. Provide copies of all documentation to MEMA SEOC Planning Section or Documentation Unit.

Complete and submit:

- ☐ Activity Log Report (ICS Form 214) – Print from WebEOC for Incident Command Post documentation
- ☐ Any agency-specific activity reports
- ☐ Expense documentation (if required by MEMA)
- ☐ Sign out of WebEOC and any other related systems.
- ☐ Clean Workspaces:
 - Remove all personal items.
 - Delete temporary files from the desktop (not the shared drive).
 - Sanitize your workspace (wipe down phone, keyboard, desk).
- ☐ Ensure you return all identification badges, if applicable.
- ☐ Inform the leadership you are departing the facility.

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GENERAL STAFF JOB AIDS

POSITION: **OPERATIONS SECTION CHIEF**

The Operations Section Chief serves as the General Staff lead responsible for the direct management of all operational activities during an incident. While the SEOC Manager dictates the strategic "what," the Operations Section Chief determines the "how." This position directs state resources, coordinates the missions of Emergency Response Team members, and ensures that the response actively mitigates threats to life, property, and the environment.

This role functions as the central point of coordination for field operations and state agency deployments. The Operations Section Chief develops the operational strategy, organizes the task structure (branches, divisions, and groups), and works closely with the Planning Section to integrate operational data into the Common Operating Picture. By assigning specific tasks to ERT members, this position ensures that state capabilities directly support the needs of local Incident Command Posts.

Position Responsibilities

The responsibilities remain ongoing and dynamic. These tasks require continuous judgment and do not conclude as a binary checklist. The tiers below prioritize actions from high level strategic policy to long term recovery coordination.

Tier 1: Operational Strategy & Execution

- Direct the execution of the incident objectives established by the SEOC Manager and the Policy Group.
- Develop the overall operational strategy and determine the resources required to achieve specific objectives.
- Reorganize the Operations Section into geographical or functional branches to maintain a manageable span of control based on the incident scope.
- Prioritize missions based on life safety, incident stabilization, and property protection.

Tier 2: Mission Coordination & ERT Management

- Serve as the primary contact for deployed MEMA Agency Representatives.
- Assign tasks and coordinate the missions of all Emergency Response Team members and state agencies represented in the SEOC.
- Evaluate information from field Command Posts to determine the status of current and future missions.
- Identify resource requirements and logistical needs for ongoing operations and submit requests to the Logistics Section.
- Arbitrate operational conflicts between responding agencies to ensure a unified effort.
- Coordinate with the Logistics Section Chief and other relevant sections (e.g., Planning, Public Information) for the activation and management of State Staging Areas and Points of Distribution (PODs) as required by the incident.

Tier 3: SEOC Support & Information Flow

- Gather the status of resources and activities from Emergency Response Team members to identify risks, hazards, and possible mitigations.
- Provide operational updates and Essential Elements of Information to the Planning Section to maintain the Common Operating Picture.
- Participate in all SEOC operational rhythm meetings to present strategy and outline task organization.
- Supervise Operations staff, monitor the status of assigned tasks, and evaluate personnel for fatigue.
- Maintain the Operations Section Activity Log to record significant actions, decisions, and communications.
- Monitor the Operations Desk phone and position specific email (ops.eoc@maine.gov) and ensure all outgoing email is sent through this email.
- Ensure information-based inquiries are directed to the Joint Information Center.

Tier 4: Recovery & Demobilization

- Coordinate with the Logistics Section Chief and other relevant sections (e.g., Planning, Public Information) for the deactivation of State Staging Areas and Points of Distribution (PODs) as required by the incident.
- Transition tactical life safety missions to debris clearance, infrastructure repair, and initial recovery operations.
- Identify operational assets no longer required for the response and coordinate their release with the Demobilization Unit.
- Support damage assessment teams with operational logistics and field access.

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OPERATIONS SECTION CHIEF CHECKLIST**INITIAL ACTIVATION of the SEOC**

****This checklist is only used once when the SEOC is first activated.****

- ☐ Receive a briefing from the SEOC Manager.
- ☐ Log into WebEOC, sign in using the “Sign-in Out Board” and review the Incident Board to familiarize yourself with the current situation.
- ☐ Post an initial WebEOC message announcing SEOC activation, including Incident Name and initial staffing (refer to the Activation Template).
- ☐ Notify Maine State Police Dispatch of SEOC activation and current operational status at (207) 624-7076 or #9.
- ☐ Determine the staffing requirements for the Operations Section and activate additional personnel or Branch Directors as needed.
- ☐ Coordinate and display Common Operating Picture Information.
- ☐ Establish primary and secondary communication with the Command Post/Incident Commander. Prioritize communication through the Emergency Response Team if available; otherwise, establish direct contact.
- ☐ Obtain the ICS201 from the ICP (if available).
- ☐ **Initial Response & Assessment Briefing:** Attend the meeting. Lead, in place of SEOC Manager, if necessary. Provide a high-level Situation Brief outlining what is known, what is unknown, and any critical information gaps.
- ☐ **Process & Procedures Meeting:** Attend to confirm the operational reporting structure and standard operating procedures.
- ☐ Ensure the Operations Section is organized to support the immediate response efforts.

OPERATIONS SECTION CHIEF CHECKLIST

OPERATIONAL PERIOD – GETTING STARTED

ARRIVAL IN THE SEOC | WORKSTATION SETUP

- ☐ Receive a briefing from the SEOC Manager.
- ☐ 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.)
- ☐ Verify your phone is working and you are able to access your position-specific email. Provide your phone number and position-specific email to the Documentation Unit so that it can be updated within the Contact Roster.
- ☐ Verify the Operations desk phone is off call forward. (Note: If you encounter technical issues, please immediately contact the Communications Office.)

THE HANDOVER | SECTION CHIEF RELIEF AND TRANSFER OF AUTHORITY

- ☐ Locate the person you are relieving for a face-to-face briefing (if appropriate).
- ☐ Ask the “Big Three” questions.
 1. What is the biggest problem you are trying to solve right now?
 2. What decision/missions are pending or overdue?
 3. Who are the key people I need to talk to immediately?
- ☐ Ensure you have the current Incident Action Plan and any pass-down logs.
- ☐ Gather Staff, Branch Directors, and/or Unit Leaders for a quick stand-up meeting. Set your expectations for the shift, verify Branch Directors understand their responsibilities (if applicable).

OPERATIONS SECTION CHIEF CHECKLIST

OPERATIONAL PERIOD – ROUTINE OPERATIONS

EXECUTE THE SEOC OPERATIONAL RHYTHM

- ☐ Establish primary and secondary communication with MEMA Agency Representative (if deployed). Refer to EOP Annex B SEOC Procedures – Appendix R Agency Representative (AREP) Guide for communication methods.
- ☐ **Operational Period Transition Briefing (Start of Shift):** Lead, in place of SEOC Manager, if necessary. Lead the Operations Review. Present the plan for the new operational period, detailing specific missions, assignments, and task organization.
- ☐ Review the status of Community Lifelines and assign Emergency Response Team members to address lifelines indicating yellow or red status.
- ☐ Complete and submit ICS Form 215 (Operational Planning Worksheet) and coordinate with the Safety Officer on ICS Form 215A.
- ☐ **Objectives Meeting:** Attend to provide input on the feasibility of proposed incident objectives.
- ☐ Develop the overall operational strategy and determine resources required to achieve objectives. Refer to Page 21 for assistance in developing strategies.
- ☐ **Situation & Strategy Briefing:** Lead the Situation Review portion. Provide awareness of current conditions, Community Lifelines, and emerging threats. Follow with a Strategy Update detailing required actions and resources.
- ☐ **Command & General Staff Meeting:** Attend the meeting. Facilitate the discussion to resolve operational challenges, limitations, and resource shortfalls.
- ☐ **Planning Meeting:** Attend to confirm that the Operations Section can execute the draft Incident Action Plan. Confirm assignments and resource allocation.
- ☐ Review and contribute to the Operations section of the Incident Action Plan (including ICS Form 204 Assignment Lists).
- ☐ Maintain the Operations Section Activity Log with significant actions and incident updates.
- ☐ **Operational Period Transition Briefing (End of Shift):** Provide a summary of ongoing missions and the approved plan to incoming personnel.

OPERATIONS SECTION CHIEF CHECKLIST

OPERATIONAL PERIOD – FINISHING UP YOUR SHIFT

WRAPPING UP THE OPERATIONAL PERIOD | END OF SHIFT CHECKLIST

- ☐ Ensure your section staff updates all log entries, resource requests, and Lifeline status boards prior to shift change.
- ☐ Document the precise next steps for unfinished tasks to guarantee a seamless transition for your relief.
- ☐ Add observations and strategic lessons learned to the AAR board within WebEOC. (Ideally, this is be done throughout the shift.)
- ☐ Prepare "Transition" Notes (bullet points) covering:
 - **Current Status:** State the major operational effort for your section.
 - **Resource Status:** List the critical resources deployed and major shortfalls.
 - **Critical Issues:** Detail the unsolved problems and failing lifelines.
 - **Pending Decisions:** Identify strategic choices the incoming leader must make.
 - **Staff Welfare:** Report any personnel issues, injuries, or fatigue concerns within your section.
 - **Key Contacts:** List crucial external partners, liaison officers, or policy group members engaged today.
- ☐ Walk your relief through your transition notes, the physical pass down log, and the current Incident Action Plan. Never just hand them a document.
- ☐ Conduct a joint walk of the SEOC floor with your replacement to visually inspect operations and introduce them to key personnel (as necessary).
- ☐ Sign out of WebEOC and any other related state systems.
- ☐ Sign out on the SEOC Staff Roster after your relief assumes command.

OPERATIONS SECTION CHIEF CHECKLIST**DEACTIVATION OF THE SEOC & DEMOBILIZATION**

****This checklist is only used when the SEOC is deactivated/closed down.****

- ☐ Ensure your section staff marks every resource request as filled, cancelled, or demobilized in WebEOC. Do not allow pending requests to remain.
- ☐ Recall all deployed state assets and personnel in accordance with the Demobilization Plan.
- ☐ Verify the activity logs for your entire section are complete.
- ☐ Compile and submit copies of all financial documents, contracts, and receipts from your section to the Finance Section to support federal reimbursement.
- ☐ Submit all records, maps, and reports kept during the emergency to the documentation unit.
- ☐ Add any comments or observations to the After-Action Review board within WebEOC.
- ☐ Sign out of WebEOC and any other related systems.
- ☐ Clean Section Workspaces:
 - Remove all personal items.
 - Delete temporary files from the desktop (not the shared drive).
 - Sanitize your workspace (wipe down phone, keyboard, desk).
- ☐ Ensure your staff returns all issued equipment and badges to the Logistics Section.
- ☐ Sign out on the physical SEOC Staff Roster. Inform the SEOC Manager you are departing the facility.

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POSITION: LOGISTICS SECTION CHIEF

The Logistics Section Chief serves as the General Staff lead responsible for providing the facilities, services, and material support needed to sustain both incident responders and the SEOC facility itself. Unlike operational personnel who execute tactical missions, this position focuses on securing the resources necessary to make those missions possible. The Logistics Section Chief oversees supply chain management, transportation, and personnel support.

This role functions as the primary authority for resource ordering, tracking, and fulfillment. The Logistics Section Chief ensures that the SEOC environment remains operational by managing administrative needs such as facility access, meals, and specialized equipment. By coordinating with the Finance Section and the Operations Section Chiefs, the Logistics Section Chief guarantees that the response effort maintains a sustainable operational tempo.

Position Responsibilities

The responsibilities remain ongoing and dynamic. These tasks require continuous judgment and do not conclude as a binary checklist. The tiers below prioritize actions from high level strategic policy to long term recovery coordination.

Tier 1: Strategic Resource Allocation & Policy

- Meet with the Policy Group, Operations Section Chief, and SEOC Manager to identify immediate resource needs for SEOC operations.
- Arbitrate conflicting demands for scarce logistical resources with the Operations Section Chief and elevate unresolvable resource shortages to the SEOC Manager.
- Determine the scalable structure of support branches to ensure an effective span of control.
- Oversee the ordering, obtaining, and accounting of essential personnel, equipment, and supplies. Verify all costs are authorized.

Tier 2: Facility & Supply Chain Coordination

- Manage facilities to include access control, power generation, safety coordination, and workspace allocations.
- Identify available state resources.

- Coordinate with state agencies for resource availability.
- Verify vendor availability and delivery timelines.
- Coordinate EMAC requests when directed.
- Coordinate requests for federal assistance through FEMA Region I.
- Direct the Supply Unit to secure requirements, office supplies, and equipment.
- Maintain status of Inventory tab of the RID Dashboard (premium board).
- Identify supply chain disruptions.
- Assess transportation route status for resource delivery.
- Confirm that resource requests have exceeded county or state capabilities prior to approval for resources at the next level.
- Work with County Liaison in locating alternative resource sources at the county level.
- Activate and manage the Food Unit to coordinate headcounts, secure funding sources with the Finance Section, and arrange meal deliveries and clean up.
- Coordinate with Safety Officer to assess personnel health needs and complete ICS Form 206 for the Incident Action Plan.

Tier 3: SEOC Support & Information Flow

- Coordinate with the SEOC Manager and Safety Officer to ensure badging, identification, and proper direction for responding personnel upon arrival.
- Monitor incoming emails to log.eoc@maine.gov and ensure all outgoing email originates from this address.
- Track resource requests (ICS Form 213 RR) in WebEOC and fulfill orders using state assets, mutual aid, or commercial vendors.
- Participate in all SEOC operational rhythm meetings to provide required inputs and gather outputs.

- Maintain the Logistics Section Activity Log in WebEOC to record significant actions, decisions, and communications.
- Evaluate section staff for fatigue to maintain operational readiness.

Tier 4: Recovery & Demobilization

- Coordinate the physical breakdown and demobilization of the SEOC facility and staging areas.
- Reconcile all outstanding resource orders and transition vendor payment processes to the Finance Section.
- Collect and archive all equipment maintenance logs and supply inventories.

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LOGISTICS SECTION CHIEF CHECKLIST**INITIAL ACTIVATION of the SEOC**

****This checklist is only used once when the SEOC is first activated.****

- ☐ Receive a briefing from the SEOC Manager.
- ☐ Verify your phone is working and you are able to access your position-specific email.
- ☐ Log into WebEOC, sign in using the "Sign-in Out Board" and review the Incident Board to familiarize yourself with the current situation.
- ☐ Review current resource requests and outstanding missions in WebEOC.
- ☐ Determine the staffing requirements for the Logistics Section and activate additional personnel as needed.
- ☐ Establish communication with Planning, Operations, Finance, and County Liaisons.
- ☐ Verify Common Operating Picture Information (RID Dashboard) is displayed.
- ☐ Verify facility readiness, ensure lights and systems are operational, and establish access controls for incoming personnel.
- ☐ Provide initial supplies (e.g., coffee, pens, paper, sign-in sheets) to the SEOC floor.
- ☐ **Initial Response & Assessment Briefing:** Attend the meeting to note immediate resource capability gaps.
- ☐ **Process & Procedures Meeting:** Lead the Logistics Review portion of the meeting. Brief the staff on procedures for administrative management, supply requests, and meal provisions.
- ☐ Establish the purchasing process with the Finance Section.

LOGISTICS SECTION CHIEF CHECKLIST**OPERATIONAL PERIOD – GETTING STARTED****ARRIVAL IN THE SEOC | WORKSTATION SETUP**

- ☐ Receive a briefing from the SEOC Manager.
- ☐ Verify your phone is working and you are able to access your position-specific email. Provide your phone number and position-specific email 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.)

THE HANDOVER | SECTION CHIEF RELIEF AND TRANSFER OF AUTHORITY

- ☐ Locate the person you are relieving for a face-to-face briefing (if appropriate).
- ☐ Ask the “Big Three” questions.
 1. What is the biggest problem you are trying to solve right now?
 2. What decision/missions are pending or overdue?
 3. Who are the key people I need to talk to immediately?
- ☐ Ensure you have the current Incident Action Plan and any pass-down logs.
- ☐ Gather Staff, Branch Directors, and/or Unit Leaders for a quick stand-up meeting. Set your expectations for the shift, verify Branch Directors understand their responsibilities (if applicable).

LOGISTICS SECTION CHIEF CHECKLIST

OPERATIONAL PERIOD – ROUTINE OPERATIONS

EXECUTE THE SEOC OPERATIONAL RHYTHM

- ☐ **Operational Period Transition Briefing (Start of Shift):** Attend the meeting. Provide an overview of critical support information, resource availability, supply status, and changes to staging areas.
- ☐ Request dietary concerns be reported to Logistics desk within one hour.
- ☐ Explain emergency purchasing procedures for staff awareness.
- ☐ Confirm funding source with finance for food orders.
- ☐ Determine headcount and timing for SEOC food orders and generate a resource request in WebEOC for food order.
- ☐ Verify an authorized credit card holder is available for SEOC purchases.
- ☐ Review the status of Community Lifelines to anticipate emerging resource demands.
- ☐ Contact contracted vendors to confirm availability to provide support.
- ☐ Confirm inventory status of state-owned resources.
- ☐ **Objectives Meeting:** Attend to ensure logistical capabilities can support the proposed incident objectives.
- ☐ Monitor incoming emails to log.eoc@maine.gov and route all outgoing emails through this address.
- ☐ Submit ICS Form 206 (Medical Plan) to the Planning Section for the Incident Action Plan.
- ☐ **Situation & Strategy Briefing:** Attend to monitor situational development and identify constraints, challenges, or requests for support.
- ☐ **Command & General Staff Meeting:** Attend the meeting to provide updates on resource shortfalls and support operations.
- ☐ **Planning Meeting:** Attend to confirm resource support and needs for the draft Incident Action Plan. Provide concurrence to the Planning Section Chief.
- ☐ Review and contribute to the logistics section of the Incident Action Plan.
- ☐ **Operational Period Transition Briefing (End of Shift):** Provide a summary of pending resource requests and facility status to incoming personnel.

LOGISTICS SECTION CHIEF CHECKLIST

OPERATIONAL PERIOD – FINISHING UP YOUR SHIFT

WRAPPING UP THE OPERATIONAL PERIOD | END OF SHIFT CHECKLIST

- ☐ Ensure your section staff updates all log entries, resource requests, and Lifeline status boards prior to shift change.
- ☐ Document the precise next steps for unfinished tasks to guarantee a seamless transition for your relief.
- ☐ Add observations and strategic lessons learned to the AAR board within WebEOC. (Ideally, this is be done throughout the shift.)
- ☐ Prepare "Transition" Notes (bullet points) covering:
 - **Current Status:** State the major operational effort for your section.
 - **Resource Status:** List the critical resources deployed and major shortfalls.
 - **Critical Issues:** Detail the unsolved problems and failing lifelines.
 - **Pending Decisions:** Identify strategic choices the incoming leader must make.
 - **Staff Welfare:** Report any personnel issues, injuries, or fatigue concerns within your section.
 - **Key Contacts:** List crucial external partners, liaison officers, or policy group members engaged today.
- ☐ Walk your relief through your transition notes, the physical pass down log, and the current Incident Action Plan. Never just hand them a document.
- ☐ Conduct a joint walk of the SEOC floor with your replacement to visually inspect operations and introduce them to key personnel (as necessary).
- ☐ Sign out of WebEOC and any other related state systems.
- ☐ Sign out on the SEOC Staff Roster after your relief assumes command.

LOGISTICS SECTION CHIEF CHECKLIST**DEACTIVATION OF THE SEOC & DEMOBILIZATION**

****This checklist is only used when the SEOC is deactivated/closed down.****

- ☐ Ensure your section staff marks every resource request as filled, cancelled, or demobilized in WebEOC. Do not allow pending requests to remain.
- ☐ Recall all deployed state assets and personnel in accordance with the Demobilization Plan.
- ☐ Direct the return of all rented or borrowed equipment to appropriate vendors or agencies.
- ☐ Verify the activity logs for your entire section are complete.
- ☐ Compile and submit copies of all financial documents, contracts, and receipts from your section to the Finance Section to support federal reimbursement.
- ☐ Submit all records, maps, and reports kept during the emergency to the documentation unit.
- ☐ Add any comments or observations to the After-Action Review board within WebEOC.
- ☐ Sign out of WebEOC and any other related systems.
- ☐ Clean Section Workspaces:
 - Remove all personal items.
 - Delete temporary files from the desktop (not the shared drive).
 - Sanitize your workspace (wipe down phone, keyboard, desk).
- ☐ Ensure your staff returns all issued equipment and badges to the Logistics Section.
- ☐ Sign out on the physical SEOC Staff Roster. Inform the SEOC Manager you are departing the facility.

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POSITION: PLANNING SECTION CHIEF

The Planning Section Chief serves as the General Staff lead responsible for the collection, evaluation, and dissemination of incident information. This position manages the operational rhythm of the SEOC, ensuring that all meetings occur on schedule and that decision-makers receive actionable intelligence. The Planning Section Chief transforms raw data into a Common Operating Picture and drives the Incident Action Planning process.

This role functions as the primary facilitator for the SEOC Manager. The Planning Section Chief ensures that the objectives set by leadership translate into documented strategies. By supervising the Situation, Resource, Documentation, and Demobilization Units, the Planning Section Chief maintains historical records, tracks the status of all deployed assets, and coordinates the eventual release of resources.

Position Responsibilities

The responsibilities remain ongoing and dynamic. These tasks require continuous judgment and do not conclude as a binary checklist. The tiers below prioritize actions from high level strategic policy to long term recovery coordination.

Tier 1: Strategic Information Management

- Advise the SEOC Manager and Policy Group on the status of Community Lifelines, anticipated threats, and long-range incident forecasts.
- Design and enforce the SEOC operational rhythm to ensure leadership maintains a proactive planning cycle.
- Ensure all intelligence, including data from the Maine Information and Analysis Center, integrates securely into the Common Operating Picture.
- Determine the need to trigger advance planning mechanisms for protracted or escalating incidents.

Tier 2: Incident Action Plan & Demobilization

- Lead the development, compilation, and distribution of the Incident Action Plan for each operational period.
- Direct the Resource Unit to track the status, assignment, and location of all personnel and equipment.

- Direct the Demobilization Unit to develop a sequenced plan for the safe and efficient release of resources.
- Ensure the Incident Action Plan aligns directly with the leader's intent and established objectives.

Tier 3: SEOC Support & Meeting Facilitation

- Synthesize raw data to maintain the Common Operating Picture via WebEOC and visual displays.
- Serve as the primary facilitator (Process Owner) for SEOC meetings to watch the clock, call on speakers, and keep discussions on track.
- Direct the Documentation Unit to maintain incident files for legal, historical, and analytical purposes.
- Supervise Planning Section staff, monitor the status of assigned tasks, and evaluate personnel for fatigue to maintain operational readiness.
- Maintain the Planning Section Activity Log to record significant actions, decisions, and communications.

Tier 4: Recovery & Documentation

- Transition the Common Operating Picture from response to recovery activity tracking, including damage assessment mapping.
- Lead the collection and evaluation of information from all stakeholders to draft the After-Action Review report.
- Ensure all historical files, public messaging logs, and financial records are archived correctly.

PLANNING SECTION CHIEF CHECKLIST**INITIAL ACTIVATION of the SEOC**

****This checklist is only used once when the SEOC is first activated.****

- ☐ Receive a briefing from the SEOC Manager.
- ☐ Verify your phone is working and you are able to access your position-specific email.
- ☐ Log into WebEOC, sign in using the “Sign-in Out Board” and review the Incident Board to familiarize yourself with the current situation.
- ☐ Upload copy of any relevant plans (or link to plan) into WebEOC Incident Log.
- ☐ Determine the staffing requirements for the Planning Section and activate additional personnel as needed.
- ☐ Identify scribe in absence of Situation Unit to record notes.
- ☐ Ensure the WebEOC Common Operating Picture and physical status boards are established and active.
- ☐ Create and distribute the SEOC Operational Period schedule (ICS Form 230CG) based on the SEOC Manager guidance, ensuring relevant external stakeholders and SEOC meeting participants receive invitations.
- ☐ **Initial Response & Assessment Briefing:** Facilitate the meeting. Confirm the presence of key attendees using the roll call sheet.
- ☐ **Process & Procedures Meeting:** Facilitate the meeting. Lead the SEOC Standards Review portion to discuss operational procedures, information flow, and demobilization plans.
- ☐ Distribute initial leader intent and objectives to all SEOC staff.

PLANNING SECTION CHIEF CHECKLIST

OPERATIONAL PERIOD – GETTING STARTED

ARRIVAL IN THE SEOC | WORKSTATION SETUP

- ☐ Receive a briefing from the SEOC Manager.
- ☐ Verify your phone is working and you are able to access your position-specific email. Provide your phone number and position-specific email 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.)

THE HANDOVER | SECTION CHIEF RELIEF AND TRANSFER OF AUTHORITY

- ☐ Locate the person you are relieving for a face-to-face briefing (if appropriate).
- ☐ Ask the “Big Three” questions.
 1. What is the biggest problem you are trying to solve right now?
 2. What decision/missions are pending or overdue?
 3. Who are the key people I need to talk to immediately?
- ☐ Ensure you have the current Incident Action Plan and any pass-down logs.
- ☐ Gather Staff, Branch Directors, and/or Unit Leaders for a quick stand-up meeting. Set your expectations for the shift, verify Branch Directors understand their responsibilities (if applicable).
- ☐ Identify scribe in absence of Situation Unit to record notes.

PLANNING SECTION CHIEF CHECKLIST

OPERATIONAL PERIOD – ROUTINE OPERATIONS

EXECUTE THE SEOC OPERATIONAL RHYTHM

- ☐ **Operational Period Transition Briefing (Start of Shift):** Facilitate the meeting. Use the roll call sheet to identify personnel. Formally relieve outgoing personnel and initiate the new operational period.
- ☐ Review the status of Community Lifelines and ensure updates reflect current data on the Common Operating Picture and distribute the initial SitRep or ICS 201 form.
- ☐ **Objectives Meeting:** Facilitate the meeting to guide the establishment of specific, measurable, achievable, relevant, and time-bound objectives.
- ☐ Collect Essential Elements of Information from all sections and Emergency Response Team members.
- ☐ Produce and distribute ICS-202.
- ☐ Finalize and distribute Operational Rhythm for incident period.
- ☐ **Situation & Strategy Briefing:** Facilitate the meeting. Display the slide deck and ensure the Operations Section leads the situational review.
- ☐ Confirm updates to common operating picture.
- ☐ Produce and distribute updated SitRep.
- ☐ Draft the Incident Action Plan components (e.g., ICS Form 202, 203, 204).
- ☐ **Command & General Staff Meeting:** Facilitate the meeting. Present proposed priorities based on analysis from the Situation Briefing.
- ☐ Finalize draft IAP for next operational period.
- ☐ **Planning Meeting:** Lead the meeting. Walk the group through the key components of the draft Incident Action Plan and conduct a roll call to secure mandatory concurrence from all Section Chiefs.
- ☐ Obtain the SEOC Manager signature on the finalized Incident Action Plan and distribute it prior to the next shift change.
- ☐ Coordinate and prepare slide deck for Operational Period Transition Briefing.
- ☐ **Operational Period Transition Briefing (End of Shift):** Facilitate the meeting to ensure incoming personnel receive the approved plan.

PLANNING SECTION CHIEF CHECKLIST**OPERATIONAL PERIOD – FINISHING UP YOUR SHIFT****WRAPPING UP THE OPERATIONAL PERIOD | END OF SHIFT CHECKLIST**

- ☐ Ensure your section staff updates all log entries, resource requests, and Lifeline status boards prior to shift change.
- ☐ Document the precise next steps for unfinished tasks to guarantee a seamless transition for your relief.
- ☐ Add observations and strategic lessons learned to the AAR board within WebEOC. (Ideally, this is be done throughout the shift.)
- ☐ Prepare "Transition" Notes (bullet points) covering:
 - **Current Status:** State the major operational effort for your section.
 - **Resource Status:** List the critical resources deployed and major shortfalls.
 - **Critical Issues:** Detail the unsolved problems and failing lifelines.
 - **Pending Decisions:** Identify strategic choices the incoming leader must make.
 - **Staff Welfare:** Report any personnel issues, injuries, or fatigue concerns within your section.
 - **Key Contacts:** List crucial external partners, liaison officers, or policy group members engaged today.
- ☐ Walk your relief through your transition notes, the physical pass down log, and the current Incident Action Plan. Never just hand them a document.
- ☐ Conduct a joint walk of the SEOC floor with your replacement to visually inspect operations and introduce them to key personnel (as necessary).
- ☐ Sign out of WebEOC and any other related state systems.
- ☐ Sign out on the SEOC Staff Roster after your relief assumes command.

PLANNING SECTION CHIEF CHECKLIST**DEACTIVATION OF THE SEOC & DEMOBILIZATION**

****This checklist is only used when the SEOC is deactivated/closed down.****

- ☐ Execute the approved Demobilization Plan.
- ☐ Verify the activity logs for your entire section are complete.
- ☐ Submit all records, maps, and reports kept during the emergency to the documentation unit.
- ☐ Add any comments or observations to the After-Action Review board within WebEOC.
- ☐ Lead the scheduling and execution of After-Action Reviews to identify strengths, weaknesses, and lessons learned.
- ☐ Draft the final After Action Review report and set of corrective actions.
- ☐ Sign out of WebEOC and any other related systems.
- ☐ Clean Section Workspaces:
 - Remove all personal items.
 - Delete temporary files from the desktop (not the shared drive).
 - Sanitize your workspace (wipe down phone, keyboard, desk).
- ☐ Ensure your staff returns all issued equipment and badges to the Logistics Section.
- ☐ Sign out on the physical SEOC Staff Roster. Inform the SEOC Manager you are departing the facility.

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POSITION: FINANCE SECTION CHIEF

The Finance Section Chief serves as the General Staff lead responsible for managing all financial, administrative, and cost analysis aspects of an incident. This position ensures that the state can fund the necessary response operations while adhering to legal and administrative protocols. The Finance Section Chief monitors incident costs, administers procurement contracts, tracks personnel time, and manages injury or liability claims.

This role functions as the primary advisor to the SEOC Manager and the Policy Group regarding emergency expenditures and spending limits. The Finance Section Chief establishes cost reporting procedures, authorizes major purchases in coordination with the Logistics Section, and compiles the financial data required for future state or federal reimbursement. This position is activated when the incident requires specific financial services, commercial procurement, or extensive mutual aid coordination.

Position Responsibilities

The responsibilities remain ongoing and dynamic. These tasks require continuous judgment and do not conclude as a binary checklist. The tiers below prioritize actions from high level strategic policy to long term recovery coordination.

Tier 1: Financial Policy & Expenditure Authority

- Advise the Policy Group and SEOC Manager on funding constraints, spending limits, and emergency procurement authorities.
- Establish the financial threshold and authorization limits for the operational period.
- Authorize the release of emergency funds to support critical resource requests following approval from the Policy Group.
- Support the Policy Group and Recovery Section in gathering the financial data necessary to justify Governor State of Emergency proclamations or Presidential Disaster Declarations.

Tier 2: Cost Accounting & Procurement

- Establish cost reporting procedures to ensure appropriate elements of expenditure are tracked across all sections.

- Negotiate and administer commercial vendor contracts to support the Logistics Section when a Memorandum of Understanding is not available.
- Coordinate cost sharing agreements and financial protocols between the state and other jurisdictions.
- Establish third party billing procedures.
- Ensure all support agencies utilize necessary cost accounting measures and generate summary reports.

Tier 3: SEOC Support & Administrative Flow

- Estimate, track, and analyze overall event cost data to prepare cost display summaries for the SEOC Manager.
- Track personnel time and attendance for all activated SEOC staff and deployed resources.
- Process and log compensation claims for property damage or personnel injury related to the incident.
- Participate in all SEOC operational rhythm meetings to provide required inputs and gather outputs.
- Monitor the Resource Request board for items assigned to Finance Section.
- Coordinate with the Logistics Section to establish funding sources for routine SEOC administrative purchases (e.g., food, basic supplies).
- Maintain the Finance Section Activity Log to record all significant actions, decisions, and communications.

Tier 4: Recovery & Documentation

- Transition expenditure tracking from immediate response operations to long-term recovery programs.
- Compile and organize all financial records, timesheets, and procurement logs required for FEMA Public Assistance or other reimbursement programs.
- Transfer financial oversight of ongoing projects to the Recovery Section.

FINANCE SECTION CHIEF CHECKLIST**INITIAL ACTIVATION of the SEOC**

****This checklist is only used once when the SEOC is first activated.****

- ☐ Receive a briefing from the SEOC Manager.
- ☐ Verify your phone is working and you are able to access your position-specific email.
- ☐ Log into WebEOC, sign in using the "Sign-in Out Board" and review the Incident Board to familiarize yourself with the current situation.
- ☐ Determine the staffing requirements for the Finance Section and activate additional personnel as needed (e.g., Time Unit, Procurement Unit, Cost Unit).
- ☐ Determine the financial threshold and immediate spending limits for the activation.
- ☐ **Initial Response & Assessment Briefing:** Attend the meeting to note immediate financial needs and funding mechanisms.
- ☐ Create accountability spreadsheet using the physical sign in sheet.
- ☐ Confirm that all SEOC staff are signed into the correct WebEOC Incident.
- ☐ Provide sign-in sheets or electronic time tracking links to all activated personnel.
- ☐ Provide accountability spreadsheet to Operations.
- ☐ **Process & Procedures Meeting:** Attend to receive the established spending limits and brief the SEOC on financial tracking requirements, confirm overtime approval request and lodging needs.
- ☐ Establish emergency purchasing procedures with the Logistics Section.

FINANCE SECTION CHIEF CHECKLIST**OPERATIONAL PERIOD – GETTING STARTED****ARRIVAL IN THE SEOC | WORKSTATION SETUP**

- ☐ Receive a briefing from the SEOC Manager.
- ☐ Verify your phone is working and you are able to access your position-specific email. Provide your phone number and position-specific email 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.)

THE HANDOVER | SECTION CHIEF RELIEF AND TRANSFER OF AUTHORITY

- ☐ Locate the person you are relieving for a face-to-face briefing (if appropriate).
- ☐ Ask the “Big Three” questions.
 1. What is the biggest problem you are trying to solve right now?
 2. What decision/missions are pending or overdue?
 3. Who are the key people I need to talk to immediately?
- ☐ Ensure you have the current Incident Action Plan and any pass-down logs.
- ☐ Gather Staff, Branch Directors, and/or Unit Leaders for a quick stand-up meeting. Set your expectations for the shift, verify Branch Directors understand their responsibilities (if applicable).

FINANCE SECTION CHIEF CHECKLIST

OPERATIONAL PERIOD – ROUTINE OPERATIONS

EXECUTE THE SEOC OPERATIONAL RHYTHM

- ☐ **Operational Period Transition Briefing (Start of Shift):** Attend the meeting. Provide a brief overview of relevant financial procedures, timekeeping requirements, and documentation needs.
- ☐ Prepare a cash position statement for Policy Group of all available and appropriate funding streams.
- ☐ Review the status of Community Lifelines to anticipate the financial impact of major stabilization efforts.
- ☐ **Objectives Meeting:** Attend to ensure incident objectives fall within feasible financial parameters.
- ☐ Review and approve pending Resource Requests (ICS Form 213 RR) that require commercial procurement.
- ☐ **Situation & Strategy Briefing:** Attend to monitor situational development and identify new missions that require financial authorization.
- ☐ **Command & General Staff Meeting:** Attend the meeting to provide updates on overall incident costs and administrative challenges.
- ☐ **Planning Meeting:** Attend to confirm financial support for the draft Incident Action Plan. Provide concurrence to the Planning Section Chief.
- ☐ Produce a daily summary report of incident costs and share it with the Command Staff.
- ☐ Ensure all personnel submit time and attendance records prior to shift change.
- ☐ **Operational Period Transition Briefing (End of Shift):** Provide a summary of pending procurements and incident costs to incoming personnel.

FINANCE SECTION CHIEF CHECKLIST

OPERATIONAL PERIOD – FINISHING UP YOUR SHIFT

WRAPPING UP THE OPERATIONAL PERIOD | END OF SHIFT CHECKLIST

- ☐ Ensure your section staff updates all log entries, resource requests, and Lifeline status boards prior to shift change.
- ☐ Document the precise next steps for unfinished tasks to guarantee a seamless transition for your relief.
- ☐ Add observations and strategic lessons learned to the AAR board within WebEOC. (Ideally, this is be done throughout the shift.)
- ☐ Prepare "Transition" Notes (bullet points) covering:
 - **Current Status:** State the major operational effort for your section.
 - **Resource Status:** List the critical resources deployed and major shortfalls.
 - **Critical Issues:** Detail the unsolved problems and failing lifelines.
 - **Pending Decisions:** Identify strategic choices the incoming leader must make.
 - **Staff Welfare:** Report any personnel issues, injuries, or fatigue concerns within your section.
 - **Key Contacts:** List crucial external partners, liaison officers, or policy group members engaged today.
- ☐ Walk your relief through your transition notes, the physical pass down log, and the current Incident Action Plan. Never just hand them a document.
- ☐ Conduct a joint walk of the SEOC floor with your replacement to visually inspect operations and introduce them to key personnel (as necessary).
- ☐ Sign out of WebEOC and any other related state systems.
- ☐ Sign out on the SEOC Staff Roster after your relief assumes command.

FINANCE SECTION CHIEF CHECKLIST**DEACTIVATION OF THE SEOC & DEMOBILIZATION**

****This checklist is only used when the SEOC is deactivated/closed down.****

- ☐ Finalize all timesheets and submit them to the appropriate agency payroll offices.
- ☐ Verify the activity logs for your entire section are complete.
- ☐ Prepare a comprehensive chronological summary of expenditures.
- ☐ Submit all financial records, receipts, and procurement contracts kept during the emergency to the documentation unit.
- ☐ Add any comments or observations to the After-Action Review board within WebEOC.
- ☐ Sign out of WebEOC and any other related systems.
- ☐ Clean Section Workspaces:
 - Remove all personal items.
 - Delete temporary files from the desktop (not the shared drive).
 - Sanitize your workspace (wipe down phone, keyboard, desk).
- ☐ Ensure your staff returns all issued equipment and badges to the Logistics Section.
- ☐ Sign out on the physical SEOC Staff Roster. Inform the SEOC Manager you are departing the facility.

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POSITION: RECOVERY SECTION CHIEF

The Recovery Section Chief role is filled by the State Disaster Recovery Coordinator. They serve as the General Staff lead responsible for assisting in restoration and resilience efforts, serving as the primary authority for the transition from crisis response to long term sustainability. Unlike the Operations Section which focuses on immediate life safety, the Recovery Section handles the aftermath of the response. This position oversees interagency short-to- long-term recovery operations spanning governmental, non-governmental, private, and non-profit sectors. Functions include facilitation of the damage assessment and declaration processes, inter-agency coordination, impact analyses across Recovery Support Functions, and the administration of state and federal assistance programs.

This role functions as the primary advisor to the SEOC Manager and the Policy Group regarding disaster declarations and long-term community rebuilding. The Recovery Section Chief coordinates Initial Damage Assessments and Preliminary Damage Assessments to capture the critical data needed for future federal funding, provides situational awareness to the Disaster Recovery Team, and oversees the implementation of the Volunteer and Donations Management Plan for large scale events. By operating in parallel with response operations, this position ensures the state maximizes eligibility for disaster relief funding and establishes a strategy for efficient and effective recovery.

Position Responsibilities

The responsibilities remain ongoing and dynamic. These tasks require continuous judgment and do not conclude as a binary checklist. The tiers below prioritize actions from high level strategic policy to long term recovery coordination.

Tier 1: Strategic Recovery Policy & Declarations

- Advise the Policy Group and SEOC Manager on disaster declaration thresholds and long-term recovery strategies.
- Prepare the documentation and narrative justifications required for Governor State of Emergency proclamations Presidential Disaster Declarations requests (i.e., Fire Management Assistance Grant, Emergency Declarations, or Major Disaster Declarations).
- Establish the strategic framework for long term community recovery and hazard mitigation.

Tier 2: Damage Assessment & Program Administration

- Coordinate, schedule, and lead Initial Damage Assessments and Preliminary Damage Assessments in conjunction with local jurisdictional leaders and FEMA representatives.
- Serve as the primary coordinator with state and federal agencies, including FEMA and the Small Business Administration, to activate, manage, and oversee Public Assistance and Individual Assistance funding programs for affected communities.
- Coordinate the establishment of Multi-Agency Resource Centers or Disaster Recovery Centers in impacted jurisdictions.
- Coordinate with the Donations Coordinator on the establishment of State Staging Area (warehouse) locations for unsolicited donations.
- Coordinate with the Voluntary Agency Liaison on the establishment of Volunteer Reception Centers.
- Coordinate with the Public Information Officer to manage public expectations regarding the timeline for declaration request processes, recovery resource locations, and financial assistance programs.

Tier 3: SEOC Support & Transition Coordination

- Monitor Survey123 to track the financial threshold of destruction.
- Monitor the WebEOC Significant Events board to understand the geographic scope and scale of the impact.
- Coordinate with the Finance Section to ensure incident cost tracking aligns with FEMA reimbursement requirements.
- Participate in all SEOC operational rhythm meetings to represent recovery considerations during the Incident Action Plan planning process.
- Maintain the Recovery Section Activity Log to record significant actions, decisions, and communications.
- Supervise Recovery Section staff and monitor the status of assigned tasks to maintain operational readiness.

Tier 4: Long Term Recovery Implementation

- Assume full coordination of operations as the SEOC transitions from immediate response to steady state recovery.
- Facilitate the activation of Recovery Support Functions as applicable to the disaster.
- Develop comprehensive after-action reports detailing recovery transition successes and challenges.

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RECOVERY SECTION CHIEF CHECKLIST**INITIAL ACTIVATION of the SEOC**

****This checklist is only used once when the SEOC is first activated.****

- ☐ Receive a briefing from the Policy Group or SEOC Manager.
- ☐ Verify your phone is working and you are able to access your position-specific email.
- ☐ Log into WebEOC, sign in using the “Sign-in Out Board” and review the Incident Board to familiarize yourself with the current situation.
- ☐ Determine the staffing requirements for the Recovery Section and activate additional personnel as needed.
- ☐ Initiate Initial Damage Assessment process based on the scope of the incident (if not initiated in advance of storm).
- ☐ **Initial Response & Assessment Briefing:** Attend the meeting to note widespread infrastructure impacts and capability gaps.
- ☐ **Process & Procedures Meeting:** Attend to confirm the procedures for tracking cost metrics.
- ☐ Establish direct communication lines with County Directors to begin gathering initial damage reports.

RECOVERY SECTION CHIEF CHECKLIST

OPERATIONAL PERIOD – GETTING STARTED

ARRIVAL IN THE SEOC | WORKSTATION SETUP

- ☐ Receive a briefing from the SEOC Manager to receive updated Leader Intent.
- ☐ Verify your phone is working and you are able to access your position-specific email. Provide your phone number and position-specific email 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.)

THE HANDOVER | SECTION CHIEF RELIEF AND TRANSFER OF AUTHORITY

- ☐ Locate the person you are relieving for a face-to-face briefing (if appropriate).
- ☐ Ask the “Big Three” questions.
 1. What is the biggest problem you are trying to solve right now?
 2. What decision/missions are pending or overdue?
 3. Who are the key people I need to talk to immediately?
- ☐ Ensure you have the current Incident Action Plan and any pass-down logs.
- ☐ Gather Staff, Branch Directors, and/or Unit Leaders for a quick stand-up meeting. Set your expectations for the shift and verify staff understand their responsibilities (if applicable).

RECOVERY SECTION CHIEF CHECKLIST

OPERATIONAL PERIOD – ROUTINE OPERATIONS

EXECUTE THE SEOC OPERATIONAL RHYTHM

- ☐ Review current Incident Objectives to identify and anticipate long term compounding economic and structural impacts of tactical decisions.
- ☐ **Operational Period Transition Briefing (Start of Shift):** Attend the meeting. Provide an overview of the recovery plan, damage assessment status, and proximity to financial thresholds for disaster declarations as available.
- ☐ Review the status of Community Lifelines to anticipate long-term infrastructure repair and economic recovery requirements.
- ☐ Establish contact with FEMA regional counterparts to forecast potential federal assistance needs dependent on situation and declaration type.
- ☐ Establish contact with external stakeholders to provide situational awareness and discuss projected needs (i.e., Disaster Recovery Team, National Weather Service, non-profit partners)
- ☐ **Objectives Meeting:** Attend to ensure incident objectives incorporate a transition to recovery operations.
- ☐ **Situation & Strategy Briefing:** Attend to monitor situational development and identify new areas requiring external stakeholder engagement.
- ☐ **Command & General Staff Meeting:** Attend the meeting to resolve challenges related to damage assessment operations and state assistance programs.
- ☐ **Planning Meeting:** Attend to confirm recovery considerations for the draft Incident Action Plan. Provide concurrence to the Planning Section Chief.
- ☐ Review and contribute to the Recovery section of the Incident Action Plan.
- ☐ Ensure all collected damage assessment data integrates into the WebEOC Common Operating Picture.
- ☐ **Operational Period Transition Briefing (End of Shift):** Provide a summary of ongoing damage assessments and disaster declaration progress to incoming personnel.

RECOVERY SECTION CHIEF CHECKLIST**OPERATIONAL PERIOD – FINISHING UP YOUR SHIFT****WRAPPING UP THE OPERATIONAL PERIOD | END OF SHIFT CHECKLIST**

- ☐ Ensure your section staff updates all log entries, resource requests, and Lifeline status boards prior to shift change.
- ☐ Document the precise next steps for unfinished tasks to guarantee a seamless transition for your relief.
- ☐ Add observations and strategic lessons learned to the AAR board within WebEOC. (Ideally, this is be done throughout the shift.)
- ☐ Prepare "Transition" Notes (bullet points) covering:
 - **Current Status:** State the major operational effort for your section.
 - **Resource Status:** List the critical resources deployed and major shortfalls.
 - **Critical Issues:** Detail the unsolved problems and failing lifelines.
 - **Pending Decisions:** Identify strategic choices the incoming leader must make.
 - **Staff Welfare:** Report any personnel issues, injuries, or fatigue concerns within your section.
 - **Key Contacts:** List crucial external partners, liaison officers, or policy group members engaged today.
- ☐ Walk your relief through your transition notes, the physical pass down log, and the current Incident Action Plan. Never just hand them a document.
- ☐ Conduct a joint walk of the SEOC floor with your replacement to visually inspect operations and introduce them to key personnel (as necessary).
- ☐ Sign out of WebEOC and any other related state systems.
- ☐ Sign out on the SEOC Staff Roster after your relief assumes command.

RECOVERY SECTION CHIEF CHECKLIST**DEACTIVATION OF THE SEOC & DEMOBILIZATION**

****This checklist is only used when the SEOC is deactivated/closed down.****

- ☐ Transition SEOC operations to long-term recovery task forces in conjunction with the SEOC Manager and Policy Group.
- ☐ Deploy field teams to conduct Preliminary Damage Assessments.
- ☐ Finalize all Preliminary Damage Assessment data and corresponding reports in support of a Major Disaster Declaration request.
- ☐ Verify the activity logs for your entire section are complete.
- ☐ Submit all damage reports, recovery logs, and economic impact analyses kept during the emergency to the documentation unit.
- ☐ Add any comments or observations to the After-Action Review board within WebEOC.
- ☐ Sign out of WebEOC and any other related systems.
- ☐ Clean Section Workspaces:
 - Remove all personal items.
 - Delete temporary files from the desktop (not the shared drive).
 - Sanitize your workspace (wipe down phone, keyboard, desk).
- ☐ Ensure your staff returns all issued equipment and badges to the Logistics Section.
- ☐ Sign out on the physical SEOC Staff Roster. Inform the SEOC Manager you are departing the facility.

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Appendix Q: Agency Representative (AREP) Guide

The Maine Emergency Management Agency (MEMA) relies on effective coordination with local, county, state, and federal partners during any incident or planned event. When an incident requires direct, on-site state representation, MEMA deploys an Agency Representative (AREP). This guide establishes the standardized procedures, expectations, and operational guidelines for personnel fulfilling this critical role. It ensures that MEMA representatives provide consistent, professional, and effective support while maintaining clear communication with the State Emergency Operations Center (SEOC).

Executive Summary:

The MEMA Agency Representative serves as the critical link between the incident site (such as an Incident Command Post, County EOC, or federal coordination center) and the MEMA SEOC. The primary mission of the AREP is to facilitate communication, maintain situational awareness, and ensure state resources are effectively integrated into the response without overstepping jurisdictional or delegated authorities.

Core Principles for the AREP:

- **You Represent MEMA:** Your primary function is to serve as the voice and eyes of the state agency, ensuring MEMA leadership has a clear Common Operating Picture.
- **Coordinate, Don't Command:** You operate within the Incident Command System, typically reporting to the incident's Liaison Officer. You are a coordinator and a conduit for information, not a tactical decision-maker (unless explicitly granted such authority).
- **Information Flow is Paramount:** Timely, accurate reporting of critical incidents, resource needs, and policy decisions to the SEOC is your most vital task.
- **Know Your Authority:** You must operate strictly within the boundaries of your specific Delegation of Authority. Never commit resources or make policy decisions without proper authorization.

This guide details the tiered responsibilities of the AREP, provides comprehensive checklists for activation and demobilization, outlines documentation requirements, and includes a mandatory "Go-Kit" checklist to ensure operational readiness. Adherence to these guidelines is essential for successful interagency coordination and effective incident management.

Position Description

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.

MEMA may deploy staff to serve as the Agency Representative at an Incident Command Post, another state or County Emergency Operations Center, a FEMA Regional Response Coordination Center, a FEMA Joint Field Office, or to an elected official. The Agency Representative serves as a conduit for information flow, operational support, and coordination between MEMA and the other agency or Incident Command Post. By representing the interests and statutory requirements of MEMA, the Agency Representative identifies emerging risks, anticipates coordination gaps, and ensures that state resources integrate into the overall response.

MEMA Policy may provide an incident specific delegation of authority to direct the deployment. This delegation may include the authority to make decisions on matters affecting agency participation in the incident.

Position Responsibilities

The responsibilities remain ongoing and dynamic. These tasks require continuous judgment and do not conclude as a binary checklist. The tiers below prioritize actions from high level representation to detailed documentation and demobilization.

Tier 1: Strategic Liaison & Coordination

- Serve as the primary coordination link and official representative of MEMA at the incident site or the Incident Command Post.
- Operate within the Incident Command System chain of command and report to the Liaison Officer or the Incident Commander if a Liaison Officer is absent.
- Support incident objectives by facilitating communication, coordination, and information sharing.
- Act as the eyes and ears for MEMA leadership to maintain a Common Operating Picture for the home agency.

- Advise the incident Liaison Officer of MEMA specific needs, capabilities, and statutory requirements.
- Identify and resolve coordination gaps between the incident management team and state level objectives in advance.
- Exercise delegated authority to share verified situational information and recommend state support. Avoid unauthorized policy decisions or resource commitments.

Tier 2: Information Management & Reporting

- Track and maintain situational awareness of issues at the Incident Command Post and the SEOC.
- Update the WebEOC Incident Log unless the incident management team designates another trained individual.
- Provide situation updates to the SEOC on a set schedule. Include reports on Community Lifelines, evacuations, and protective actions.
- Follow up all electronic sharing of critical information with a phone call to verify receipt.
- Report specific incident impacts to the Liaison Officer and the Situation Unit. Include emergency declarations, road closures, bridge access restrictions, energy impacts, air space restrictions, and Very Important Person visits.
- Report critical incidents, emerging risks, resource shortages, and major policy decisions to the SEOC without delay.
- Maintain an ongoing log with time stamps to document all significant decisions, directives, and interagency coordination actions.

Tier 3: Resource & Operational Support

- Avoid tactical assignments unless directed otherwise by the Incident Commander.
- Facilitate the resource request process by ensuring all needs enter WebEOC with complete mission and delivery details.
- Verify that all resource requests include a local follow up contact to avoid acting as a middleman in the logistics chain.

- Ensure no resource requests use unofficial channels like text messages/personal email.
- Monitor the incident operational rhythm and compare it against the SEOC schedule to deconflict meetings and ensure MEMA representation.
- Support the Liaison Officer and the Public Information Officer regarding community meetings where state participation is requested.
- Attend key meetings, including the Command and General Staff Meeting, the Planning Meeting, the Tactics Meeting, the Operational Briefing, and Agency Representative coordination meetings.
- Monitor personal fatigue. Report to the Liaison Officer if the workload overwhelms your capacity.

Tier 4: Documentation & Accountability

- Maintain an organized file of all Incident Action Plans, Situation Reports, and organizational charts.
- Track the status and location of all MEMA personnel and resources deployed to the incident.
- Transition incident records to the ICP and MEMA Planning Section, or the Documentation Unit, upon demobilization.

Position Notes

Understanding the nuances of the AREP role is crucial for success in the field. The following notes provide vital distinctions between roles, clarify the chain of command, establish the boundaries of your decision-making authority, and highlight the most common pitfalls to avoid during a deployment. Review these notes carefully to ensure you are operating effectively and within your prescribed limits.

Agency Representative vs Liaison Officer Roles

You serve as the official link between the Incident Command Post and the Maine Emergency Management Agency. You coordinate information, track MEMA resources, and maintain a Common Operating Picture for state leadership. You report to the Liaison Officer or the Incident Commander at the incident site.

Role Clarification: The Incident Command System uses distinct roles for coordination.

Agency Representative

- You represent MEMA.
- You coordinate operational information between the Incident Command Post and the State Emergency Operations Center.
- You track MEMA resources.
- You maintain situational awareness for state leadership.
- You focus on agency specific coordination.

Liaison Officer

- The Liaison Officer represents the Incident Command Post as a Command Staff member.
- The Liaison Officer supervises all Agency Representatives.
- The Liaison Officer coordinates across assisting agencies, cooperating agencies, and non-governmental organizations.
- The Liaison Officer resolves interagency issues.
- The Liaison Officer provides strategic coordination support to the Incident Commander.

Simple Reminder: You represent MEMA. The Liaison Officer manages interagency relationships for the incident management team.

State Coordination and Structure: Keep the MEMA hybrid Incident Command System structure in mind when communicating with the SEOC. The Public Information Officer and the Communications Office Director report to the Policy Group. The General Staff includes a Recovery Section.

Decision Authority – What you can say YES to

You possess delegated authority to represent MEMA.

Authorized Actions:

- Share verified situational information.
- Coordinate meetings and communication.
- Identify resource needs.
- Recommend state support.

Prohibited Actions: **DO NOT unless documented in the Delegation of Authority**

- Commit MEMA resources without prior approval.
- Make policy decisions.
- Self-deploy additional assets.
- Release sensitive information.

TOP TEN MISTAKES TO AVOID

Avoid these common errors to ensure success during your deployment:

1. Waiting too long to establish SEOC contact. Make contact immediately!
2. Failing to document decisions. Maintain your Position Activity Log (ICS 214).
3. Becoming the middleman for resource requests. Ensure requests go through WebEOC and the follow-up happens between MEMA Logistics and requestor.
4. Missing planning meetings. These drive operational priorities!
5. Not clarifying communication pathways early.
6. Allowing conflicting operational rhythms.
7. Providing unverified information to leadership.
8. Forgetting personnel accountability.
9. Waiting until demobilization to organize documentation.
10. Operating tactically instead of staying focused on coordination.

Checklist

INITIAL DEPLOYMENT of the AREP

****This checklist is only used once when initially deployed.****

- ☐ Gather AREP Go-Kit items.

Canadian Deployment:

- ☐ Verify AREP has a passport or passport card.
- ☐ Verify invitation letter from requesting Canadian agency has been sent to the Canadian Port of Entry.
- ☐ Obtain a copy of any Delegation of Authority.
- ☐ Check in at the Incident Command Post and complete the Incident Check-In List (ICS Form 211).
- ☐ Obtain an initial briefing from the Liaison Officer or the Incident Commander.
- ☐ Establish a communications plan with the Incident Commander/Unified Command/Incident Management Team or County Emergency Management Agency.

Establish Communications Structure

- ☐ Verify and establish contact with the MEMA SEOC Point of Contact (Operations or EOC Manager if Operations position is not activated).
- ☐ Confirm primary communication method (phone) is operational.
- ☐ Confirm alternate communication method (online chat) is operational.
- ☐ Confirm contingency (radio) and emergency (satellite phone) is operational.
- ☐ Determine reporting schedule to SEOC.
- ☐ Develop and document communication routes.

INITIAL DEPLOYMENT of the AREP

****This checklist is only used once when initially deployed.****

- ☐ Coordinate and confirm connection between Incident Command Post and the MEMA Joint Information Center (JIC). **Note:** Do not become the middleman unless there is no Public Information Officer representative for MEMA.
- ☐ Determine whether all communication flows through the Agency Representative or if Incident Command Post Sections coordinate directly with MEMA General Staff. **Note:** Clarify this early to prevent duplicated tasking and conflicting information.
- ☐ Confirm the objectives, intent, priorities, and expected duties of the Agency Representative with the Liaison Officer or the Incident Commander.
- ☐ Post an initial WebEOC entry into the Incident Log (Refer to the 'Initial WebEOC Incident Log Entry Template' located in this Appendix).
- ☐ Obtain the following documents and transmit to the SEOC Operations section.
 - ICS 201 – Incident Briefing
 - Incident Organizational Chart
 - Incident Action Plan, consisting of:
 - ICS 202 Incident Objectives
 - ICS 203 Organization Assignment List
 - ICS 204 Assignment Lists
 - ICS 205 Communications Plan
 - ICS 206 Medical Plan
- ☐ Obtain a contact list for all Command and General Staff members.
- ☐ Confirm the operational period briefing and meeting times and location.
- ☐ Identify the Incident Command Post operational rhythm scheduling conflicts and report them to the SEOC.
- ☐ Notify MEMA leadership that the Agency Representative position is filled and fully operational.

AGENCY REPRESENTATIVE CHECKLIST

OPERATIONAL PERIOD – GETTING STARTED

ARRIVAL AT THE ICP OR WORKSITE | WORKSTATION SETUP

- ☐ Verify your phone is working and you are able to access your position-specific email.
- ☐ Log into WebEOC, sign in using the “Sign-in Out Board” and review the Incident Board to familiarize yourself with the current situation.

THE HANDOVER | AREP RELIEF AND TRANSFER OF AUTHORITY

- ☐ Locate the person you are relieving for a face-to-face briefing (if appropriate).
- ☐ Ask the “Big Three” questions.
 4. What is the biggest problem you are trying to solve right now?
 5. What decision/missions are pending or overdue?
 6. Who are the key people I need to talk to immediately?
- ☐ Ensure you have the current Incident Action Plan and any pass-down logs.

OPERATIONAL PERIOD ROUTINE OPERATIONS

EXECUTE THE OPERATIONAL RHYTHM

- ☐ Review the new Incident Action Plan at the start of the operational period.
- ☐ Submit the situation update to the SEOC at the established time.
- ☐ Review the SEOC and the Incident Command Post meeting schedules for the day to identify conflicts.
- ☐ Submit any required documents at the end of the shift.

AGENCY REPRESENTATIVE CHECKLIST**OPERATIONAL PERIOD – FINISHING UP YOUR SHIFT****WRAPPING UP THE OPERATIONAL PERIOD | END OF SHIFT CHECKLIST**

- ☐ Ensure your log entries, resource requests, and status board(s), if applicable, are updated prior to shift change.
- ☐ Document the precise next steps for unfinished tasks to guarantee a seamless transition for your relief.
- ☐ Add observations and strategic lessons learned to the AAR board within WebEOC. (Ideally, this is be done throughout the shift.)
- ☐ Prepare "Transition" Notes (bullet points) covering:
 - **Current Status:** State the major operational effort for your section.
 - **Resource Status:** List the critical resources deployed and major shortfalls.
 - **Critical Issues:** Detail the unsolved problems and failing lifelines.
 - **Pending Decisions:** Identify strategic choices the incoming leader must make.
 - **Key Contacts:** List crucial external partners, liaison officers, or policy group members engaged today.
- ☐ Walk your relief through your transition notes, the physical pass down log, and the current Incident Action Plan. Never just hand them a document.
- ☐ Conduct a joint walk of the EOC floor with your replacement to visually inspect operations and introduce them to key personnel (as necessary).
- ☐ Sign out of WebEOC and any other related systems.

AGENCY REPRESENTATIVE CHECKLIST

DEACTIVATION & DEMOBILIZATION

****This checklist is only used when the SEOC is deactivated/closed down.****

- ☐ Confirm all MEMA personnel and resources are accounted for prior to release.
- ☐ Ensure all outstanding resource requests are resolved or transferred.
- ☐ Participate in the incident demobilization briefing.
- ☐ Provide notes and input for the After-Action Report.
- ☐ Organize and transfer all digital and hardcopy documentation to the Incident Command Post Planning Section or Documentation Unit as directed. Provide copies of all documentation to MEMA SEOC Planning Section or Documentation Unit.

Complete and submit:

- ☐ Activity Log Report (ICS Form 214) – Print from WebEOC for Incident Command Post documentation
- ☐ Any agency-specific activity reports
- ☐ Expense documentation (if required by MEMA)
- ☐ Sign out of WebEOC and any other related systems.
- ☐ Clean Workspaces:
 - Remove all personal items.
 - Delete temporary files from the desktop (not the shared drive).
 - Sanitize your workspace (wipe down phone, keyboard, desk).
- ☐ Ensure you return all identification badges, if applicable.
- ☐ Inform the leadership you are departing the facility.

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Quick References

This section provides a consolidated list of critical rules, requirements, and procedures for the AREP. Use these quick references as a daily guide to manage information flow, ensure proper documentation, navigate meeting schedules, process resource requests correctly, and maintain seamless agency coordination.

INFORMATION FLOW RULES

NOTE: Clarify this early to prevent duplicated tasking and conflicting information.

- **Primary Flow:** Incident Command Post to Agency Representative to MEMA SEOC
- **Secondary Flow:** Incident Command Post Section to/from MEMA General Staff (requires approval in advance)
- **Emergency Flow:** Incident Command to/from SEOC

REQUIRED DOCUMENTATION

The Agency Representative is responsible for maintaining a clear record of incident activities. Document any coordination actions with timestamps.

- Maintain an Activity Log Report (ICS Form 214). Ensure any handwritten information is transitioned to Activity Log Report with appropriate time stamps. Document the following:
 - Individual actions
 - Decisions and directives
 - Resource requests
 - Meeting outcomes
 - Problems and resolutions you facilitate
 - Major communications with the SEOC
- Maintain digital or hard copies of the following:
 - ICS Form 201
 - Current and previous Incident Action Plans
 - Situation Reports (SITREPs)
 - MEMA related WebEOC entries
 - Resource requests
 - Incident maps (if relevant)
 - Operational Rhythm Schedule
 - Delegation of Authority

MEETING PARTICIPATION

- Attend and document key meetings to include (but not limited to):
 - Command & General Staff Meeting (if requested)
 - Tactics Meeting (if requested)
 - Planning Meeting
 - Operational Briefing
 - AREP/Liaison coordination meetings
- Capture major decisions in your ICS 214 Unit Log.

INFORMATION SHARING REQUIREMENTS

- Provide the SEOC with the following documents:
 - ICS Form 201 (when available)
 - Incident Action Plans
 - Situation updates
 - Operational rhythm
 - Significant incident changes
 - Emerging risks
 - Resource shortages
 - Evacuations and/or protective actions
 - Major policy decisions
- Provide daily situation updates at an established time.
- Immediately report critical incidents to SEOC, including: (Verify Incident Command Post approval prior to any WebEOC posts)
 - Line-of-duty injuries/fatalities
 - Rapid incident escalation
 - Multi-jurisdiction impacts
 - Media-sensitive events
 - Requests for state or federal assistance
- Follow up all critical information electronic sharing with a phone to verify receipt.
- Report information to Liaison Officer/Situation Unit to include:
 - Any emergency declarations
 - Road closures
 - Bridge access restrictions
 - Energy impacts
 - Air space restrictions
 - Very Important Persons (VIP) visits to the Incident Command Post or field operations

OPERATIONAL RHYTHM DECONFLICTION

GOAL: Prevent meeting overlap to allow the Agency Representative flexibility to attend both.

- Obtain the SEOC operational rhythm
- Obtain the Incident Command Post operational rhythm
- Compare schedules each day and identify conflicts
- Notify primary SEOC contact of schedule conflicts
- Recommend adjustments when appropriate

RESOURCE REQUEST PROCESS

- Enter **ALL resource requests into WebEOC**. Do not manage requests via email, Teams, or text unless systems fail.
- Verify each request includes the following:
 - Resource Requested
 - Quantity
 - Item description (what resource capabilities/qualifications are required)
 - Purpose of request
 - Position responsible for request (follow up contact)
 - City/Town
 - Name of person submitting request
 - Email
 - Phone number with area code
 - Delivery location
 - Needed-by time
- Confirm a follow-up contact is listed so that the Agency Representative is not acting as a middleman.
- Possible resource requests:
 - Air monitoring resources
 - Communications
 - Mobile cell phone towers
 - Traffic control
 - Staging areas
 - Hazmat/decontamination resources
 - Personnel/ICP support

AGENCY COORDINATION

- Notify MEMA that the Agency Representative position is filled.
- Keep primary SEOC contact informed on a scheduled basis.
- Advise the Liaison Officer of MEMA specific needs or statutory requirements.
- Coordinate with the Public Information Officer and the Liaison Officer regarding community meetings if MEMA participation is requested.

Initial WebEOC Incident Log Entry Template

(Edit as needed)

Entry Title: MEMA Agency Representative Arrival – [Incident Name]

Agency Representative: [Full Name]

Agency: Maine Emergency Management Agency (MEMA)

Position/Role: Agency Representative (AREP)

Primary Contact Number: [Include area code]

Alternate Contact: [Phone/Radio]

Email: [Optional]

Radio Call Sign: [If assigned]

Incident Location: [ICP Location / EOC / Staging Area / Field Office Address if known]

Assigned To: [Liaison Officer / Incident Commander / Unified Command]

Arrival Time: [Insert]

Expected Duration: [Operational Period / 12 hr / 24 hr / Until Relieved]

DELEGATION OF AUTHORITY

The Agency Representative is authorized to:

- Serve as the official MEMA representative at the incident.
- Coordinate information flow between the ICP and SEOC.
- Provide situational awareness to MEMA leadership.
- Identify resource needs and coordinate requests through established processes.
- Attend Command and General Staff meetings as appropriate.

**Add any additional items

CURRENT SITUATION SNAPSHOT

Example prompts for the AREP.

- Current incident status:
- Immediate priorities:
- Known hazards:
- Anticipated resource needs:
- Weather concerns (if applicable):

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Maine Emergency Management Agency Agency Representative (AREP) Delegation of Authority

AREP Name: _____

Incident Name: _____

Primary SEOC Contact
(if Operations is not activated): _____

Deployment Location (ICP/County/EOC): _____

Operational Period / Deployment Dates: _____

Lodging Information (if applicable): _____

Leadership Issuing Delegation: _____

Date: _____

NOTE: If no level is selected, authority defaults to **Level I**.

Level I – Standard Coordination Authority

Authorized to:

- ☐ Serve as the official MEMA representative at the incident.
- ☐ Coordinate information flow between the ICP and SEOC.
- ☐ Provide situational awareness to MEMA leadership.
- ☐ Identify resource needs and coordinate requests through established processes.
- ☐ Attend Command and General Staff meetings as appropriate.

Level II – Enhanced Coordination Authority

Authorized to:

- ☐ Attend stakeholder and executive coordination meetings.
- ☐ Request County personnel to support WebEOC documentation when incident tempo exceeds capacity.
- ☐ Request assignment of a County Agency Representative to the ICP when one is not present.
- ☐ Coordinate directly with county emergency management to clarify resource needs prior to submission.

- ☐ Facilitate alignment between county EOC and ICP operational rhythms.
- ☐ Identify coordination gaps and recommend corrective actions.

Level III – Strategic Coordination Authority

Authorized to:

- ☐ Coordinate preliminary state support actions pending SEOC approval.
- ☐ Identify when incident complexity may require partial or full SEOC activation.
- ☐ Provide leadership-level briefings when requested at the deployed location.

Special Authorities (Optional – Check if Granted)

- ☐ Authorized to work directly with County EMA Director
- ☐ Authorized to brief elected officials (when coordinated with SEOC)
- ☐ Authorized to coordinate multi-county support
- ☐ Authorized to support preliminary damage assessment coordination
- ☐ Authorized for extended operational periods (multiple operational periods)
- ☐ Authorized to coordinate resources without SEOC approval for time sensitive resource requests when delay would impact life safety.
- ☐ Represent MEMA in Unified Command when appropriate.
- ☐ Make urgent decisions necessary to protect life, property, and critical infrastructure.

Additional Authorities or Restrictions:

Acknowledgment of Delegation

AREP Signature:

Date:

Supervisor Signature:

Date:

When unclear about the scope of authority, the AREP will seek guidance from MEMA leadership before taking action.

Go-Kit Checklist

*This checklist is designed to ensure an Agency Representative can deploy quickly and operate independently for at least **24–72 hours** with minimal support.*

Critical Deployment Items (Do Not Deploy Without These)

- | | |
|---|--|
| ☐ MEMA Identification / Credential / Badge | ☐ Cell phone with charger |
| ☐ Canadian travel: Passport/passport card | ☐ Vehicle charger (12V adapter) |
| ☐ Canadian travel: Invitation letter from requesting Canadian agency for border crossing | ☐ Portable radio (programmed if applicable) |
| ☐ Driver's License or Government ID | ☐ Satellite phone (if issued) |
| ☐ Laptop with charger | ☐ Radio charger and spare batteries |
| ☐ Extra laptop battery or portable power bank | ☐ WebEOC access credentials |
| | ☐ Incident contact list (digital and printed) |

ICS & Documentation Supplies

 **Pro Tip:** Assume printers may not be available.

- | | |
|---|---|
| ☐ Printed ICS Forms (recommended minimum set): | ☐ Pencils |
| <ul style="list-style-type: none"> • ICS 214 – Unit Log (<i>HIGHLY recommended — bring multiple copies</i>) • ICS 221 – Demobilization Checkout | ☐ Highlighters |
| ☐ Notebook or incident logbook | ☐ Permanent marker |
| ☐ Pens (multiple) | ☐ Stapler |
| | ☐ Paper clips / binder clips |
| | ☐ Sticky notes |
| | ☐ File folder or portable accordion folder |

Power & Technology Support

- | | |
|--|--|
| ☐ Extension cord | ☐ Headset or earbuds for virtual meetings |
| ☐ Power strip / surge protector (<i>often forgotten — extremely valuable</i>) | ☐ Mobile hotspot / air card (if issued) |
| ☐ Portable battery pack | ☐ Flash drive |
| ☐ Charging cables for ALL devices | |

Situational Awareness Tools

- | | |
|--|---|
| ☐ State and regional maps | ☐ Small flashlight or headlamp |
| ☐ Dry erase markers (if using maps) | ☐ Extra batteries |
| ☐ Weather-ready outerwear | |

Personal Sustainment (24–72 Hours)

- | | |
|---|---|
| ☐ Duty-appropriate clothing | ☐ Over-the-counter medications: |
| ☐ Extra socks (<i>seriously — morale booster</i>) | <ul style="list-style-type: none"> • Pain reliever • Allergy medication • Antacid • Electrolyte packets |
| ☐ Undergarments | ☐ Toiletry Kit: |
| ☐ Sleepwear | <ul style="list-style-type: none"> • Toothbrush / toothpaste • Deodorant • Shampoo / Soap • Razor • Feminine hygiene products • Towel / washcloth |
| ☐ Jacket / rain gear | |
| ☐ Gloves / seasonal gear | |
| ☐ Comfortable, closed-toe footwear | |
| ☐ Glasses / contacts + solution | |
| ☐ Prescription medications (<i>minimum 3–5 day supply</i>) | |

Sleeping & Recovery

 Never assume hotel availability.

- | | |
|--|------------------------------------|
| ☐ Sleeping bag or bedding | ☐ Eye mask |
| ☐ Travel pillow | ☐ Ear plugs |
| ☐ Blanket | |

Food & Hydration

 Plan for limited food access during the first operational period.

- | | |
|--|---|
| ☐ Refillable water bottle | ☐ Meal replacements (<i>helpful during long operational periods</i>) |
| ☐ Electrolyte drinks or packets | |
| ☐ Shelf-stable snacks | |

Field-Ready Extras (Strongly Recommended)

- | | |
|---|--|
| ☐ Small backpack or deployment bag | ☐ Multi-tool |
| ☐ Hand sanitizer | ☐ Phone numbers written on paper
<i>(technology fails)</i> |
| ☐ Disinfectant wipes | ☐ Cash / small bills |
| ☐ Sunscreen | ☐ Spare vehicle key |
| ☐ Lip balm | ☐ Parking pass (if applicable) |
| ☐ Insect repellent | |
| ☐ Basic first aid kit | |

Comfort & Performance Items (Often Forgotten but High Value)

- | | |
|--|---|
| ☐ Travel coffee mug | ☐ Snacks you actually enjoy |
| ☐ Lightweight camp chair | ☐ Something small for mental reset (book,
headphones, etc.) |
| ☐ Cooling towel / warming layers
depending on season | |

Pre-Deployment Quick Check

Before leaving, confirm:

- | | |
|---|---|
| ☐ Family/personal responsibilities covered | ☐ Weather conditions reviewed |
| ☐ Vehicle fuel is full | ☐ SEOC notified of ETA |
| ☐ You know reporting location | ☐ Deployment duration understood |

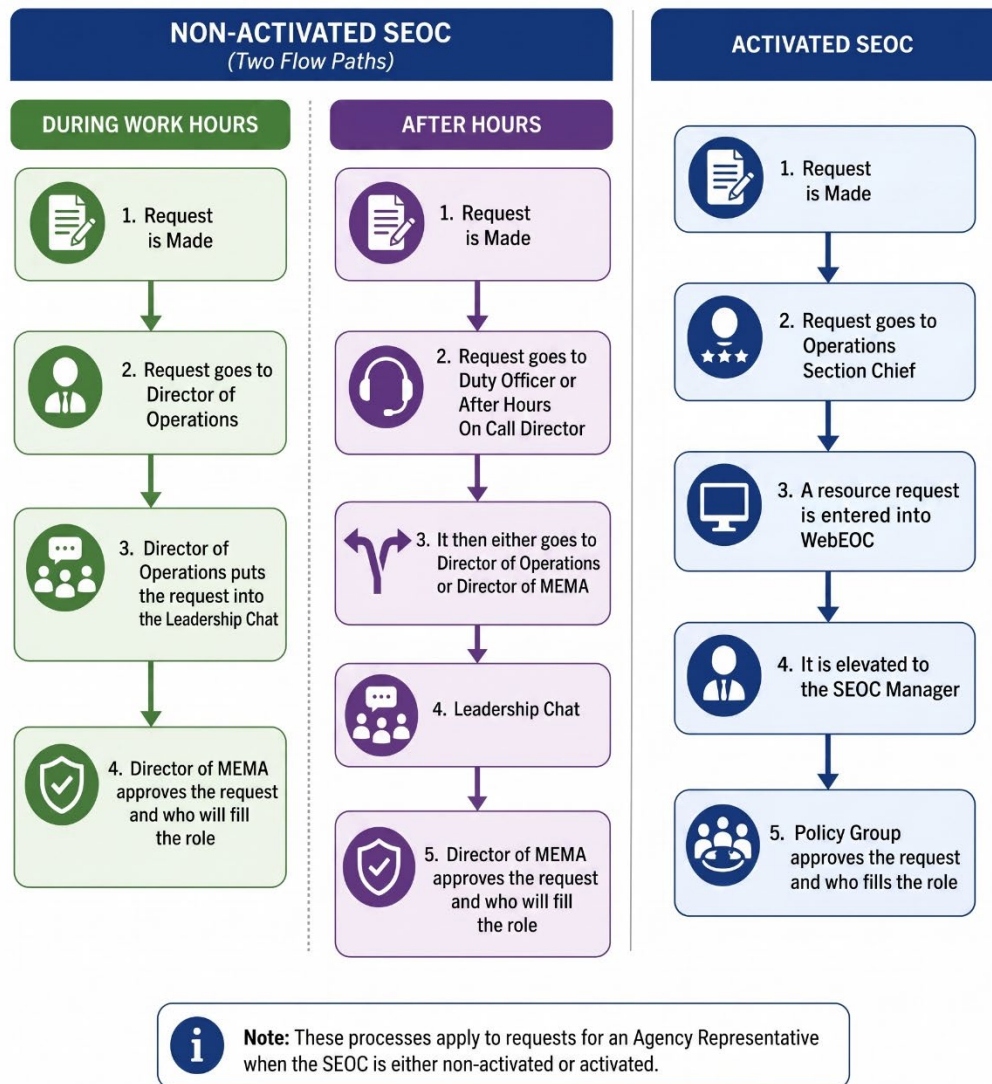
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Requesting an Agency Representative

The process for an Incident Command Post (ICP) or County to request a MEMA Agency Representative varies depending on the operational status of the State Emergency Operations Center (SEOC) and the time of day. The flowchart below outlines the three distinct approval pathways: during normal business hours when the SEOC is not activated, after hours when the SEOC is not activated, and the formal WebEOC resource request process utilized when the SEOC is fully activated. Regardless of the pathway, all requests ultimately require executive-level approval before an AREP is deployed.

REQUEST FOR AGENCY REPRESENTATIVE

Request from an ICP or County for an Agency Representative



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Appendix R: Joint Information Center SOP

During all Joint Information Center trainings, exercises, activations, and emergency operations, the MEMA Public Information Officer or designee will establish a Microsoft Teams chat to coordinate communications among participating state Public Information Officers, Communications Directors, and applicable partner agencies, stakeholders, and other relevant personnel. To ensure communication redundancy and inclusion of participants who do not have access to Microsoft Teams, a corresponding email distribution thread containing the same operational information will also be maintained. This dual-platform approach is intended to ensure that no participating partner is excluded from critical information sharing during JIC operations.

Purpose

The purpose of this Standard Operating Procedure (SOP) is to establish a standardized method for information sharing and coordination within the Maine Emergency Management Agency Joint Information Center (JIC) during exercises, trainings, planned events, and emergency activations.

This SOP ensures that all participating Public Information Officers (PIOs), Communications Directors, and applicable partner agencies, and stakeholders receive timely, consistent, and coordinated information regardless of their access to collaboration platforms.

Scope

This SOP applies to:

- MEMA Public Information Officer(s) and Public Outreach Specialist(s)
- State agency Public Information Officers and/or Communications Directors

AND IF APPLICABLE:

- | | |
|--|--|
| • County Emergency Management Agency representatives | • Non-governmental organizations (NGOs) |
| • Federal partners | • Other stakeholders participating in JIC operations |
| • Tribal partners | |

Policy

During all JIC trainings, exercises, and activations, the MEMA Public Information Officer (PIO), or their designated representative, shall establish and maintain primary and redundant communication channels to facilitate comprehensive information sharing among all participants.

Procedures

Primary Communication Platform – Microsoft Teams

At the start of a JIC training, exercise, or activation, the MEMA PIO or designee shall:

1. Create a dedicated Microsoft Teams group chat or channel specifically for the event or activation.
2. Include all relevant state agency PIOs and/or Communications Directors.
3. Include other necessary partners and stakeholders as determined by the incident or event.
4. Use the Teams chat as the primary platform for:
 - Situational updates
 - Messaging coordination
 - Draft review
 - Approval tracking
 - Media inquiry coordination
 - Meeting notifications
 - Resource requests
 - Operational announcements

Redundant Communication Method – Email Distribution Thread

Recognizing that some participants may not have access to Microsoft Teams, the MEMA PIO or designee shall:

- Create an email distribution thread that mirrors the Teams participant list.
- Ensure all information shared in the Teams chat is also distributed through the email thread.
- Include all relevant attachments, draft documents, approved messaging, and operational updates.
- Maintain the email thread throughout the duration of the training, exercise, or activation.
- Verify that participants without Teams access are receiving all communications.

Participant Responsibilities

All participating agencies and stakeholders shall:

- Provide current contact information to MEMA.
- Monitor either the Teams chat or email thread, or both, during JIC operations.
- Share relevant public information updates with the group.
- Coordinate messaging through the established JIC communication channels.
- Notify the MEMA PIO or Outreach Specialist of any communication access issues immediately.

Information Management

The MEMA PIO or designee shall:

- Maintain records of significant communications in WebEOC.
- Archive Teams conversations when applicable.
- Retain email communications in accordance with state records retention requirements.
- Ensure sensitive information is handled according to applicable policies and regulations.

Redundancy and Continuity

This dual-platform approach is intended to:

- Provide redundancy in communications.
- Ensure continuity of operations.
- Prevent exclusion of participants due to technology limitations.
- Enhance situational awareness across all participating agencies.
- Support unified messaging during emergency operations.