Business Emergency Operations Center

Guide for Private-Public Partnerships

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FEMA

1   Cover Image

2   The cover image shows a group of people representing organizations within a private-public
3   partnership (P3) who are sharing information for the mutual benefit to enhance the life safety,
4   economic security, and resilience of jurisdictions. The members of a P3 often share information
5   through the human and technical systems of a partnership network, a community resilience hub, or
6   a business emergency operations center (BEOC).

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13   Acknowledgement:

14   The Business Emergency Operations Center Guide for Private-Public Partnerships was developed
15   adapting direct input from BEOC practitioners including the North Carolina Business Emergency
16   Operations Center (BEOC) and the Illinois BEOC. Input from a variety of additional BEOC practitioners
17   helped make the recommendations in this guide applicable for jurisdictions large and small.

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26   *This document contains references to non-federal resources. Linking to such sources does not*
27   *constitute an endorsement by FEMA, the Department of Homeland Security or any of its employees*
28   *of the information or products presented.*

29 # Table of Contents

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Introduction

A business emergency operations center (BEOC) is a type of private-public partnership (P3) as described in the Building Private-Public Partnerships guide[1] that is a component of an Emergency Operations Center (EOC) as described in the Comprehensive Preparedness Guide 101.[2]

> The concept of integrating the private sector into emergency management emerged from mutual need and benefit for joint risk assessments, joint planning, and operational coordination between government, business, and industry partners. The decision to develop a BEOC is often based on the complexity of capabilities required to support the needs of businesses and governments before, during and after emergencies.

A BEOC provides a forum for:

- Integrating private and public sector planning, information sharing, and operational coordination for response,[3] recovery, and resilience[4] operations.
- Building on joint objectives for coordination, collaboration, and cooperation with whole community partners in any jurisdiction, with other jurisdictions, and regionally.
- Businesses to work through their disaster-related problems together with government agencies in a trusted environment.

1.   Purpose

This guide provides a roadmap for a jurisdiction to integrate the private sector into emergency management planning and operations through a BEOC to improve preparedness, response and recovery and thus build resilience in any jurisdiction.

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[1] For more information, see https://www.fema.gov/sites/default/files/documents/fema_building-private-public-partnerships.pdf.

[2] For more information, see https://www.fema.gov/sites/default/files/documents/fema_cpg-101-v3-developing-maintaining-eops.pdf.

[3] For this guide, response also includes homeland security and law enforcement.

[4] For this guide, resilience includes mitigation, protection, and preparedness.

70 The guide provides:

71   ▪ A definition of a BEOC;

72   ▪ A phase-based approach to forming a BEOC; and

73   ▪ An operational approach to managing a BEOC.

74 This guide is a continuation of the Building Private-Public Partnerships guide and a companion to the
75 Information Sharing Guide for Private-Public Partnerships.[5]

76 # 2. Target Audience

77 This guide is for any jurisdiction and private sector organizations to integrate businesses and
78 nongovernmental organizations (NGO) into a jurisdiction's EOC for joint planning, information
79 sharing and operational coordination.

80 **Puerto Rico BEOC: An Example of a Private Sector Led BEOC**

81 The Puerto Rico Business Emergency Operations Center (PR-BEOC) is a domestic nonprofit
82 organization that operates through a collaborative agreement with the Puerto Rico Department
83 of State, Puerto Rico Emergency Management Agency and private sector
84 liaisons who are also part of the Permanent Dialogue Table of the Private Sector. The PR-BEOC
85 is registered under the laws of the Commonwealth of Puerto Rico as of June 1, 2018.

86 The PR-BEOC has 12 private sector leads that represent key private sector essential functions
87 and are aligned with FEMA community lifelines. The focus of the BEOC is on private sector
88 readiness and response planning to facilitate collaboration during emergencies.[6]

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[5] For more information, see INSERT LINK to Information Sharing Guide once published.

[6] The following link includes information about the PR-BEOC (Negociado para el Manejo de Emergencias y Administración de Desastres) in Spanish, https://manejodeemergencias.pr.gov/.

90 # 3.   Why Develop a BEOC

91 Many jurisdictions work with the owners and operators of community lifelines, critical infrastructure,
92 and other businesses within the local economy for the following:

93 ▪ Threat and Hazard Identification and Risk Assessment (THIRA)[7] teams that include the
94 owners and operators of community lifelines,[8] critical infrastructure sectors,[9] supply
95 chains,[10] and other businesses within the local economy.

96 ▪ Local Emergency Planning Committees (LEPC)[11] provide a platform for business and
97 industry to contribute to development of a risk and vulnerability-based emergency response
98 plan.

99 ▪ Emergency Operations Plans (EOP)[12] that include business and industry risks and
100 capabilities. Successful implementation of an EOP is more likely if it integrates the continuity
101 plans of businesses and governments.

102 For many small jurisdictions, interaction with the private sector begins with a rolodex list or collection
103 of business cards. Other jurisdictions use webpages for information sharing and collaboration with
104 the private sector and the EOC. Some jurisdictions use industry and business liaisons seated in the
105 EOC to reach back to the P3 or separate business they represent.[13] Many large jurisdictions are
106 driven to develop a BEOC when confronted by the complexity of capabilities required to support
107 information sharing and operational coordination with the private sector and government. To help
108 determine whether a BEOC is necessary in your jurisdiction use **Appendix A: Decision Matrix for**
109 **Forming a BEOC**.

110 Not all BEOCs are alike. Many BEOCs are primarily focused to support response, restoration, and
111 short-term recovery. The government often integrates the private sector into planning and emergency
112 operations to increase the capability and capacity for stabilizing or restoring the community lifelines.
113 Other BEOCs support integrating the private sector into resilience initiatives and economic

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[7] For more information on THIRA and State Preparedness Reports, see https://www.fema.gov/emergency-managers/risk-management/risk-capability-assessment.

[8] For more information, see https://www.fema.gov/emergency-managers/practitioners/lifelines.

[9] For more information, see https://www.cisa.gov/sites/default/files/publications/national-infrastructure-protection-plan-2013-508.pdf.

[10] For more information, see https://www.fema.gov/sites/default/files/2020-07/supply-chain-resilience-guide.pdf.

[11] For more information, see https://www.epa.gov/epcra/local-emergency-planning-committees.

[12] For more information, see https://www.fema.gov/sites/default/files/documents/fema_cpg-101-v3-developing-maintaining-eops.pdf.

[13] For more information, see Nebraska Preparedness Partnership https://www.neprep.org/.

114 development programs. These BEOCs provide a forum to build economic resilience by reducing risks,
115 stabilizing local economies following a disaster, and enabling swift economic recovery.[14]

116 **Different Examples of BEOCs**

117 ▪ Illinois Emergency Management Agency established a state-led BEOC to facilitate multi-
118 sector all-hazards and threat-oriented information sharing.[15]

119 ▪ San Francisco Bay Area Urban Area Security Initiative developed a Business Operations
120 Center to coordinate planning and operations with the private and public sector.[16]

121 ▪ North Carolina Emergency Management BEOC developed a physical and virtual
122 communications and operations hub that uses a pre-defined battle rhythm to guide
123 interactions.[17]

124 ▪ Oregon, Idaho, and Washington have developed a regional BEOC concept using shared
125 resources to support and manage private and public sector integration.

126 ▪ The District of Columbia Business Emergency Management Operations Center is focused
127 on building the resilience needed with partners to minimize impacts of disasters.[18]

128 ▪ Florida's Virtual Business Emergency Operations Center is a partnership between Florida
129 Department of Economic Opportunity and the Florida Division of Emergency Management
130 to strengthen Florida's economy before, during and after disasters.[19]

131 ▪ The Fairfax County Business Emergency Operations Council is a consortium of businesses
132 that work together to improve resilience, response, and recovery of business operations.[20]

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[14] For more information, see INSERT LINK Economic Resilience Guide once published.

[15] For more information, see https://www.illinois.gov/news/press-release.9823.html.

[16] For more information, see https://www.bayareauasi.org.

[17] For more information, see https://files.nc.gov/ncdps/documents/files/Divisions/EM/EOP/North-Carolina-Emergency-Operations-Plan-NCEOP_BASIC_2020-Final.pdf.

[18] For more information, see https://hsema.dc.gov/dcbemoc.

[19] For more information, see https://floridajobs.org/docs/default-source/communicationsfiles/flyer---floridadisaster-biz-edits-final.pdf.

[20] For more information, see https://www.ffxbeoc.org.

133 # Building a BEOC

134 Once a jurisdiction decides to develop a BEOC, the jurisdiction should leverage what already exists
135 such as an LEPC or other risk, response, or recovery planning workgroup to build their BEOC. The
136 BEOC can be a forum for a partnership between emergency management organizations and
137 economic development organizations to align and amplify efforts.

138 ## 1.   Plan

139 Planning to develop a BEOC varies depending on the size, complexity, and nature of cooperation
140 between private and public sector stakeholders within jurisdictions. A BEOC typically needs the
141 following capabilities:

142 - **Convene:** The ability to assemble a team, facilitate a partnership, and activate response and
143   recovery coordination.

144 - **Planning:** The ability to develop a BEOC plan and support integration of private sector into all-
145   hazards and incident-specific planning to address resilience, response, and recovery needs.

146 - **Communication:** The ability to establish and facilitate effective all-hazards situational
147   awareness, alerts and warnings, incident tracking, information sharing, and intelligence.

148 - **Coordination:** The ability to facilitate outreach, networking and matchmaking of needs and
149   resources among all partners and stakeholders. This includes helping businesses navigate
150   the complexities around coordination with local, state, and federal government entities.

151 - **Decision Making:** The ability to convene cross-sector or multi-sector stakeholder groups to
152   address complex decisions that require rapid assessment and analysis of interdependencies
153   and cascading impacts.

154 - **Training and Exercises:** The ability to train BEOC staff and partners, test and validate plans
155   through tabletop exercises and drills, and conduct after-action reviews and improvement
156   planning for exercises and real-world incidents.

157 ## 2.   Engage

158 The jurisdiction should use a business and industry profile to determine which local organizations
159 have a stake in response, recovery, and resilience. It should consider both traditional and
160 nontraditional partners to build a collaborative planning team that considers all risks and
161 vulnerabilities. A BEOC can leverage the expertise, resources, and innovative practices of diverse
162 organizations:

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164   ▪   Enabling more robust economic resilience measures;

165   ▪   Minimizing economic losses;

166   ▪   Safeguarding the well-being of communities; and

167   ▪   Developing strategies for equitable outcomes.

168 Consider the following organizations:

169   ▪   Local businesses (small and large)[21] and industry representatives.

170   ▪   Owners and operators of community lifelines, critical infrastructure, and supply chains, with
171   special emphasis on local discount stores, thrift stores, and cultural or ethnic stores.[22]

172   ▪   Providers of specialized care or other specialized services.

173   ▪   Nonprofit volunteer, civic and faith-based organizations.

174   ▪   Local economic development districts.

175   ▪   Chambers of commerce and business councils.

176   ▪   Industry and trade associations.

177   ▪   Agriculture rural economic area partnerships,[23] cooperatives, and extension services.[24]

178   ▪   LEPCs.

179   ▪   Long-Term Recovery Groups and Recovery Task Forces.

180 # 3.   Integrate

181 A jurisdiction should determine how to organize the BEOC to conduct planning and operational
182 activities. This includes establishment of programmatic activities and schedules. **Appendix B:**
183 **Building a BEOC Checklist** provides a checklist to help guide the process for building a BEOC.

184 Establish an operational tempo for the BEOC for use during emergencies. Begin with determining the
185 schedule and frequency of meetings, status reporting timelines and other requirements. Align the
186 BEOC planning and operational tempo with the supported jurisdiction emergency operations center.
187 Once operational, a BEOC may define a set of common operational activities that can occur. This
188 includes establishment of activation, operation and deactivation criteria, processes, and procedures

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[21] For more information on business size standards, see www.naics.com/sba-size-standards/.

[22] For more information, see https://www.fema.gov/sites/default/files/documents/fema_equitable-outcomes-for-risk-reduction_fact-sheet.pdf.

[23] For more information, see https://www.rd.usda.gov/programs-services/businesses/rural-economic-area-partnership-program-reap-zones.

[24] For more information, see https://www.usda.gov/topics/rural/cooperative-research-and-extension-services.

189 with all BEOC members. **Appendix C: BEOC Activation Checklist** provides a sample activation
190 checklist for reference. Set expectations regarding what BEOC partners may contribute to and expect
191 from other partners within the BEOC. This may include but is not limited to sharing information and
192 analysis related to:

193 ▪ Networking

194 ▪ Risk and vulnerability assessments

195 ▪ Data analysis

196 ▪ Forecasted impacts to areas of concern

197 ▪ Prioritized response activities

198 ▪ Plans

199 ▪ Damage assessments

200 ▪ Situation reports

201 ▪ Resource request and acquisition

202 ▪ Access and re-entry

203 **Re-Entry Cross-Sector Coordination**

204 During Hurricane Florence, re-entry coordination was required to ensure that supply chains
205 were operational and capable of supporting the needs of the public and businesses that were
206 required to shelter in place. To address this challenge, the North Carolina BEOC coordinated
207 with local law enforcement, highway patrol, and emergency management to ensure roads were
208 open to enable access and re-entry during response and recovery operations.

209 Establish operational tempo for the BEOC during steady-state operations to facilitate joint planning
210 and participation in:

211 ▪ Assessment of risk and evaluation of all-hazards and incident specific response and recovery
212 issues, determining priorities, engaging partners, and coordinating key resources.

213 ▪ Cross-sector planning and coordination to identify interdependencies, identify and resolve
214 potential conflicts and develop or validate planning assumptions.

215 ▪ Review and integration of the interests of business and industry, governments, emergency
216 management, economic development, and environmental protection.

217 ▪ Defining clear targets for response stabilization and the restoration of community lifelines,
218 critical infrastructure, and procedures for reopening businesses.

219 ▪ Building resilience to include developing a mitigation strategy, metrics and projects that
220 substantially reduce risk for community lifelines, supply chains, and the economy.

221 **Idaho Power and Idaho BEOC**

222 "Working with the state's emergency management agency and P3 Lead has allowed us to
223 improve our processes for managing large-scale disaster-related outages and identify our most
224 vulnerable customers. Building these relationships before a disaster happens helps to create
225 mutual trust and ensure we can respond quickly during a disaster."

226 Bo Hanchey, Vice President, Customer Operations and Chief Safety Officer, Idaho Power

227 4. Assess & Refine

228 Continuous improvement is essential to developing and maturing a BEOC.[25]

229 A BEOC steering group or committee should conduct stakeholder analysis and review membership
230 on an annual basis. This includes obtaining an annual economic profile update, reviewing
231 stakeholder lists, confirming active partners, and aligning existing and new partners with relevant
232 activities.

233 A BEOC should periodically evaluate its activities using steady-state program reviews, trainings,
234 exercise, and incident-specific after-action reports. Evaluation should focus on opportunities for
235 improvement, gaps identified, and lessons learned.[26]

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[25] For more information, see the page 41 Program Maturity Model here
https://www.fema.gov/sites/default/files/documents/fema_building-private-public-partnerships.pdf.

[26] For After Action Report templates and resources please see: https://preptoolkit.fema.gov/web/cip-citap.

236 # BEOC Operations

237 ## 1.   Establish Operations Battle Rhythm

238 A battle rhythm, tempo or cadence can be established independently or through an existing
239 emergency operations center for coordinating briefings and sync calls with government agencies,
240 mutual aid groups, and within the BEOC. Development of a standardized operations battle rhythm
241 can enable business and industry partners to plan and proactively contribute to BEOC coordination
242 efforts. For the purposes of this guide, activities for BEOC operations are aligned by resilience,
243 response, and recovery phases.

244 - **Resilience** is focused on pre-disaster planning, preparedness, protection, and mitigation.

245 - **Response** is focused on actions to save life, property and the environment and stabilize
246   community lifelines, critical infrastructure, and supply chains.

247 - **Recovery** includes restoration of systems and infrastructure and identifying recovery needs,
248   vision, and goals and to resource recovery solutions.

249 For this guide, the North Carolina "Business B"[27] first described in the Building Private-Public
250 Partnerships guide is expanded on the next page to include resilience in addition to response and
251 recovery. The modifications were made in coordination with North Carolina BEOC and are
252 aspirational recommendations and not directive. Activities described in the "Business B" often
253 require continuous development and adaptation throughout the lifecycle and will not always have
254 clear start or finish.

255 A resilience-focused BEOC can:

256 - Help develop or improve a jurisdiction's existing resilience strategy and action plan;

257 - Incorporate business and industry risks and community lifeline dependencies; and

258 - Establish or validate jurisdictional resiliency targets.

259 The benefits of a resilience-focused BEOC can also include:

260 - Lower costs of response and recovery due to increased mitigation and resilience-building
261   actions; and

262 - Support faster resumption of normal business operations.

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[27] For more information, see https://files.nc.gov/ncdps/documents/files/Divisions/EM/EOP/North-Carolina-Emergency-Operations-Plan-NCEOP_BASIC_2020-Final.pdf.
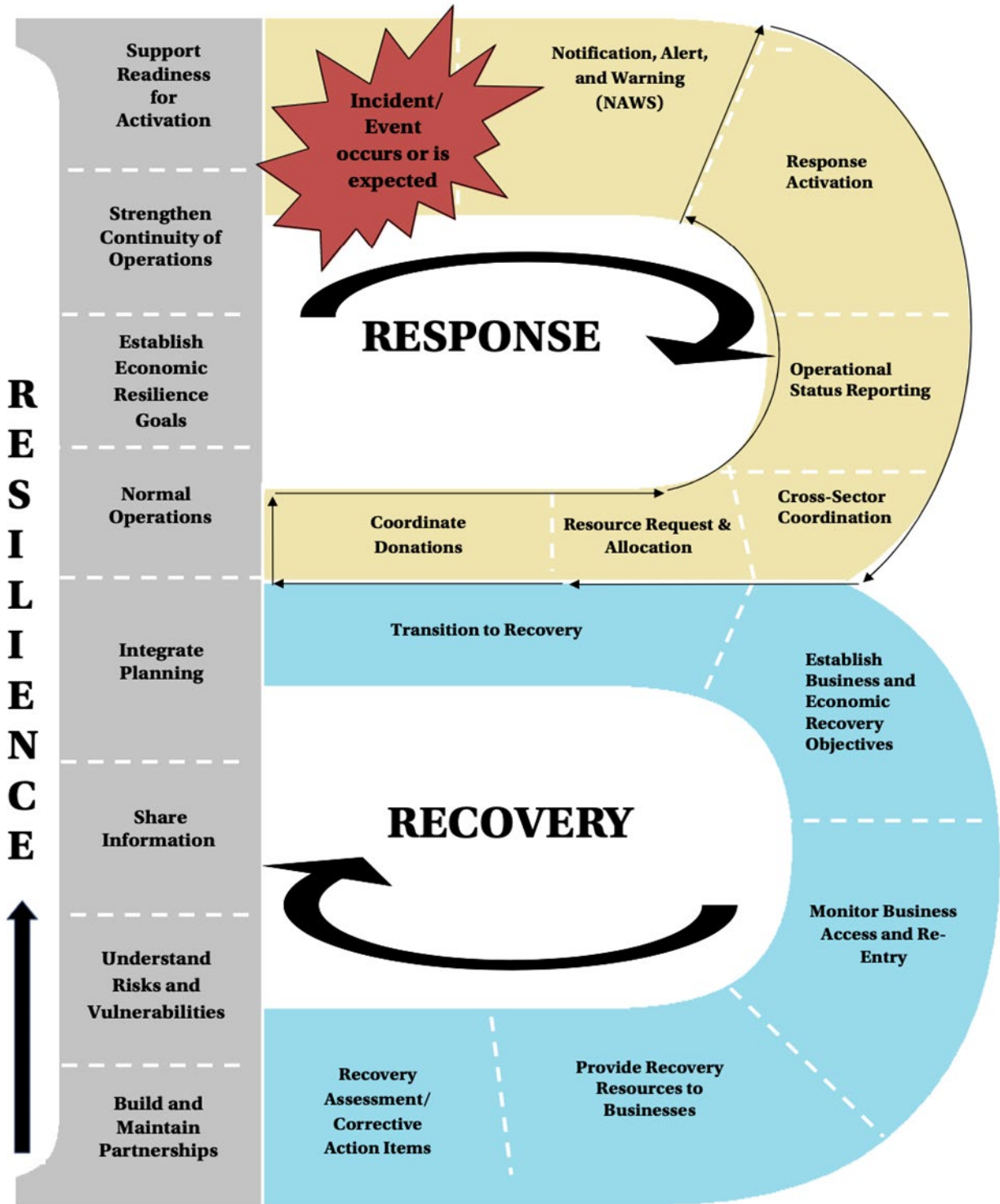
263
264   **Figure 1: The "Business B" for Resilience, Response, and Recovery**

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267 # 2. Resilience

268 Actions taken pre-disaster can address pre-existing conditions, help to mitigate the effects of a
269 disaster, and reduce the costs of restoring and rebuilding an economy. Investing in disaster
270 resilience directly correlates to increased economic security. Actions taken to prepare to respond
271 and recovery from an incident are also best developed and implemented pre-disaster. Economic
272 resilience includes a community's ability to foresee, adapt to and leverage changing conditions to
273 their advantage. A BEOC can serve as a forum for businesses and industry to help a jurisdiction
274 develop and implement resilience strategies. **Table 1** provides a description of the revised "Business
275 B" resilience operations battle rhythm.

276 **Table 1: Resilience BEOC Operations Battle Rhythm**

	Resilience BEOC Operations Battle Rhythm
Build and Maintain Partnerships	Form trusted partnerships with business, industry, nongovernmental organizations. Use a socio-economic profile to inform a whole community approach to include and engage representation of traditional and nontraditional partners. Regularly convene meetings at the EOC to facilitate effective communication and coordination.
Understand Risks and Vulnerabilities	Conduct a joint assessment of threats, hazards, risks, and vulnerabilities in the jurisdiction. Use a THIRA or similar risk assessment to inform mitigation and preparedness priorities, identify needs, gaps, and grant requests. All activities should be ongoing.
Share Information	Encourage partners to share risk assessments, operational status reports, and standards of expected service and stabilization targets for lifelines, infrastructure, and supply chains. Use existing information technologies, identify a platform that provides 24/7 remote access, and amplify disaster information from other states.
Integrate Planning	Encourage partners to participate on jurisdiction emergency planning teams. Incorporate the private sector and the BEOC into the jurisdiction EOP. Coordinate sector-specific plans with partners from other sectors that share an interdependency. Support and harmonize partner continuity plans.
Normal/Steady-State Operations	Implement steady state initiatives to enhance preparedness and ensure continuity, including impactful campaigns, joint training and exercises, practical mitigation projects, collaborative task forces, and informative stakeholder presentations, workshops, and forums. For some, steady state operations may include ongoing efforts to improve management of concurrent disasters.

Resilience BEOC Operations Battle Rhythm	
Establish Economic Resilience Goals	Identify opportunities to reduce vulnerabilities, impacts, and length of disruption to workforce, businesses, and the economy in collaboration with organizations such as the Department of Commerce, Economic Development Districts, and the Small Business Administration (SBA). Review existing economic development and emergency management plans and harmonize response and recovery priorities with economic goals to build resilience. Take action to increase business continuity planning, track business interruption insurance and SBA disbursements.
Strengthen Continuity of Operations	Identify opportunities to mitigate threats to continuity of business in the jurisdiction and enhance continuity of operations planning. Foster active engagement of partners throughout the entire planning and continuity of operations project lifecycle, encompassing financing, implementation, ongoing monitoring, and rigorous evaluation.
Support Readiness for Activation	Establish response activation expectations, processes and procedures and secure commitments to participate in response and recovery operations.

277 # 3.   Response

278 Actions to prepare for response is best developed pre-disaster and integrated with recovery planning,
279 capability development and resilience strategy development. For this guide, response also includes
280 homeland security and law enforcement. A BEOC can serve as a forum to integrate the private sector
281 into emergency operations planning and response operations which can include:

282 ▪ Obtaining sector-specific and private-sector partner impact assessments post disaster;

283 ▪ Implementing public and private sector operational information requirements;

284 ▪ Using reporting processes and report templates;

285 ▪ Establishing and implementing joint prioritization of stabilization targets for community
286 lifelines, supply chains and the economy;

287 ▪ Establishing cross-sector dependencies and facilitating problem solving; and

288 ▪ Removing of functional barriers to private sector response and coordinate for business re-
289 entry and resumption of normal operations as soon as possible.

290 **Table 2** provides a description of the revised "Business B" response operations battle rhythm.

291 **Table 2: Response BEOC Operations Battle Rhythm**

	Response BEOC Operations Battle Rhythm
Notification, Alert and Warning	The BEOC provides emergency alerts to partners and amplifies government messaging. Partners are encouraged to monitor available crisis management platforms and provide information based upon activation checklists.
Response Activation	The BEOC is activated, and partners can share information, participate in operational coordination calls, assess impacts, and identify issues. The BEOC activation uses the activation checklist provided in **Appendix C: BEOC Activation Checklist** .
Operational Status Reporting	Provide business, lifeline, infrastructure and supply chain operational status reports and messages for modeled and actual impacts, needs and priorities. Reporting may occur on coordination calls, on designated crisis management systems, and via email distribution groups.
Cross-Sector Coordination	Convene cross-sector or multi-sector stakeholder groups and task forces to address complex decisions that require rapid assessment and analysis of interdependencies and cascading impact. Use analysis to inform prioritization and sequencing of response actions and requests for support from partners.
Resource Request and Allocation	Connect needs with resources. Monitor private sector capabilities and service delivery directly to the disaster impacted area. Collaborate with private sector partners to develop robust business-to-business mutual aid mechanisms.
Coordinate Donations	Coordinate business, industry, and NGO donations to the jurisdiction.

292 # 4.   Recovery

293 Actions to prepare for recovery are best developed pre-disaster and integrated with response
294 planning and preparedness actions and resilience strategy development. Recovery includes
295 restoration of systems and infrastructure and identifying recovery needs, vision, and goals and to
296 resource recovery solutions. A BEOC can provide the forum for integrating the private sector into
297 restoration and recovery planning and operations. A BEOC can assist a jurisdiction develop or
298 validate restoration or recovery planning assumptions and establish recovery planning priorities.[28] A
299 BEOC can guide restoration decisions, develop, or revise a post-disaster restoration and recovery
300 strategy with realistic goals and timelines, and track the progress. During recovery, a BEOC can share
301 state, federal, and philanthropic recovery resources, guide equitable recovery and redevelopment

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[28] "A recovery plan should establish short and long-term recovery priorities that should include critical functions, services or programs, vital resources, facilities, and infrastructure." Emergency Management Standard, Emergency Management Accreditation Program (EMAP), American National Standard Institute (ANSI)/EMAP EMS 5-2019.

302 strategies, advise on land use, and implement resilience for recovery projects. **Table 3** provides a
303 description of the revised "Business B" recovery operations battle rhythm.

304 **Table 3: Recovery BEOC Operations Battle Rhythm**

	Recovery BEOC Operations Battle Rhythm
Transition to Recovery	Deactivate the BEOC response phase activities and transition to support a Joint Field Office/Joint Recovery Office. Initiate an after-action review in collaboration with BEOC partners to evaluate the effectiveness of response operations and identify the specific restoration and recovery requirements of community lifelines, critical infrastructure, and essential supply chains. Identify improvement plans and corrective action items to integrate into operations, EOPs, and recovery plans.
Establish Business and Economic Recovery Objectives	Coordinate forums to identify business, industry, and economic recovery priorities. Ensure private sector recovery priorities are integrated into emergency management recovery strategies and plans.
Monitor Business Access and Re-Entry	Monitor re-entry operations and coordinate support for issuance of re-entry certificates and documentation required. Consistently amplify business and industry needs to ensure priority is given to restoration and recovery of community lifelines, infrastructure, and supply chains.
Provide Recovery Resources to Businesses	Provide business recovery guidance to businesses with information on how to use government technical assistance programs, grants, and loans to rebuild or revitalize. Facilitate meetings and events that educate small, medium, large, and underutilized/underserved business owners to support community recovery efforts through local, state, and federal government contracting opportunities.
Recovery Assessment / Corrective Action Items	Conduct a recovery assessment to identify lessons observed, corrective actions, and long-term business risk and vulnerability reduction opportunities. This assessment includes facilitating an in-depth evaluation of economic recovery impacts, such as assessing the implications of business closures, analyzing timelines for business interruption insurance and Small Business Administration funding disbursements. Incorporate findings and recommendations into resilience activities.

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Appendix A: Decision Matrix for Forming a BEOC

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308 The questions provided below will help emergency managers determine whether to form a
309 business emergency operations center (BEOC) or not and what purpose it may serve. It is
310 recommended that the decision process includes the input of local business and industry
stakeholders.

	Question	If Yes:	If No:
1	Does your jurisdiction have a Threat and Hazard Identification and Risk Assessment (THIRA) or equivalent that includes risks for the private sector and the economy?	Proceed to the next question.	Conduct an assessment of local business risk and vulnerabilities to include consideration for the natural, social, economic, built, and cyber environments.
2	Does your jurisdiction experience frequent emergencies or crises that impact local businesses?	Proceed to the next question.	It is unlikely that a dedicated BEOC is necessary. May consider coordination with a nearby community to obtain as-needed BEOC support.
3	Does your jurisdiction have a large number of businesses that could benefit from a centralized coordination and communication hub during emergencies?	A BEOC can serve as a valuable resource, providing centralized coordination, communication, and support to businesses during emergencies. Proceed to the next question.	If the number of businesses is limited, the benefits of a BEOC may be diminished, and alternative coordination mechanisms should be explored.
4	Does the jurisdiction have critical infrastructure or systems that need to be maintained, stabilized, or rapidly restored in an emergency situation?	A BEOC can serve as a valuable resource, providing centralized coordination, communication, and support to businesses during emergencies. Proceed to the next question.	The organization may not need a BEOC.

	Question	If Yes:	If No:
5	Has your organization effectively managed engagement with businesses during previous emergencies or crises without a dedicated BEOC?	Evaluate the complexity and scale of previous emergencies. If they were effectively handled, it may indicate that a BEOC is unnecessary. Proceed to the next question.	The lack of effective management during previous emergencies suggests a need for a BEOC.
6	Are the existing emergency response and coordination mechanisms within the jurisdiction sufficient to address the needs of businesses during emergencies?	Evaluate the effectiveness and efficiency of the current response mechanisms. Proceed to the next question.	Consider the establishment of a BEOC to enhance emergency response and coordination specifically for local businesses.
7	Has your organization identified the businesses located in the jurisdiction served that are at risk?	Proceed to the next question.	Develop a contact list of local businesses.
8	Does the organization have a plan in place for collaboration with businesses and non-governmental organizations for response?	Proceed to the next question.	The organization should include a private sector annex into the EOP before deciding whether to establish a BEOC or not.
9	Are businesses in your jurisdiction adequately prepared for emergencies?	Evaluate the level of preparedness and response capabilities within local businesses. Proceed to the next question.	The lack of preparedness among businesses suggests a need for a BEOC to provide guidance, support, and coordination during emergencies.
10	Does your organization have multiple departments, teams, or locations that interact with the private sector and need to work together during emergencies?	A BEOC can serve as a central hub for coordination and information sharing. Proceed to the next question.	Consider alternative methods of communication and coordination during emergencies, such as designated emergency points of contact.
11	Are the potential emergencies or crises complex in nature, requiring centralized coordination, communication, and decision-making?	A BEOC can help streamline response efforts. Proceed to the next question.	A dedicated BEOC may not be needed, but consider other forms of emergency response planning and coordination.

	Question	If Yes:	If No:
12	Is there a need for improved collaboration and information sharing with external stakeholders (e.g., government agencies, community organizations) during emergencies?	A BEOC can facilitate better collaboration and information sharing with external stakeholders, enhancing the overall emergency response efforts. Proceed to the next question.	If collaboration and information sharing with external stakeholders are already effective, a BEOC may not be necessary to solve this problem.
13	Are there challenges in resource management and allocation during emergencies?	A BEOC can assist in better resource management by tracking and coordinating resources, ensuring efficient allocation during emergencies. Proceed to the next question.	If resource management and allocation are already effective, a BEOC may not be necessary to solve this problem.
14	Does your jurisdiction have a centralized command structure or emergency management team?	Assess the effectiveness and efficiency of the existing command structure or team in coordinating emergency response efforts for businesses. Proceed to the next question.	Consider establishing a centralized command structure or designate an emergency management team to enhance coordination and ensure effective response for businesses.
15	Does your organization have the necessary resources (financial, personnel, technological), infrastructure, and support to establish and maintain a BEOC?	Consider the potential benefits of a BEOC, such as improved response coordination, communication, and resource allocation. Evaluate the cost-effectiveness of establishing and operating a BEOC. Proceed to the next question.	Insufficient resources, infrastructure, and support may hinder the establishment and operation of a BEOC, making it impractical. Consider alternative approaches to emergency response coordination within the organization's existing resource limitations.
16	Are there regulatory or compliance requirements specific to your organization's industry that mandate the establishment of a BEOC?	Establishing a BEOC is necessary to meet the regulatory or compliance requirements.	While not mandatory, consider the potential benefits of establishing a BEOC based on the previous criteria.

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313 # Appendix B: Building a BEOC
314 # Checklist

315 The checklist provided is designed to help emergency managers consider who, what, where,
316 when, and how to build a business emergency operations center (BEOC). This checklist is
317 adapted from the National BEOC Fact Sheet[29] and the Building Private-Public Partnerships guide.

1. Assess Needs and Objectives	Complete	Incomplete	Comments
Identify the specific needs and objectives of your organization regarding emergency management.	☐	☐	
Determine the scope and scale of emergencies that the BEOC will handle.	☐	☐	
Define the primary goals of the BEOC, such as improved coordination, communication, and decision-making during emergencies.	☐	☐	
Develop a concept of operations, standard operating procedures, and guidance.	☐	☐	

318

2. Establish Organizational Structure and Project Team	Complete	Incomplete	Comments
Establish BEOC as an independent entity, embedded in an EOC, and/or established in support of an ESF.	☐	☐	
Establish BEOC leadership, governance structure and co-coordinators/steering committee comprised of public sector, private sector, consortium, or hybrid.	☐	☐	

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[29] For more information, see https://www.fema.gov/sites/default/files/documents/fema_nbeoc-fact-sheet.pdf.

2. Establish Organizational Structure and Project Team	Complete	Incomplete	Comments
Assemble a dedicated team responsible for planning, designing, and implementing the BEOC.	☐	☐	
Include representatives from relevant departments, such as emergency management, operations, IT, communications, and key stakeholders.	☐	☐	

319

3. Conduct a Risk Assessment	Complete	Incomplete	Comments
Evaluate potential risks and hazards that your organization may face, considering both internal and external factors.	☐	☐	
Identify the most likely scenarios and their potential impact on the organization.	☐	☐	

320

4. Develop a BEOC Plan	Complete	Incomplete	Comments
Create a plan that outlines the structure and responsibilities of the BEOC, operational procedures and protocols, and communication and coordination protocols for engaging internal and external stakeholders.	☐	☐	
Determine the resources, personnel, and equipment that will be needed to effectively operate the BEOC, and ensure they are available and accessible when needed.	☐	☐	

321

5. Develop Emergency Response Plans	Complete	Incomplete	Comments
Create or update comprehensive emergency response plans and annexes that outline BEOC procedures for various types of emergencies.	☐	☐	

5. Develop Emergency Response Plans	Complete	Incomplete	Comments
Include clear roles and responsibilities, communication protocols, incident command structures, and resource management strategies.	☐	☐	

322

6. Design the BEOC Space (If Required)	Complete	Incomplete	Comments
Determine the location for the BEOC, considering factors such as accessibility, proximity to critical facilities, and availability of necessary infrastructure.	☐	☐	
Identify a facility, such as a university, EOC, continuity center, corporate venue, or hybrid.	☐	☐	
Design the physical space, including workstations, communication equipment, information displays, and collaboration tools.	☐	☐	
Ensure the space is equipped with backup power, internet connectivity, and appropriate security measures.	☐	☐	

323

7. Acquire and Install Equipment	Complete	Incomplete	Comments
Procure the necessary equipment and technology for the BEOC, such as computers, telecommunication systems, video conferencing tools, monitoring systems, and emergency notification systems.	☐	☐	
Install and configure the equipment to support seamless communication and information sharing during emergencies.	☐	☐	

324

8. Develop Information Management Systems	Complete	Incomplete	Comments
Establish a robust information management system to collect, analyze, and disseminate real-time data and situational updates.	☐	☐	
Implement a system to monitor and track resources, incidents, and response actions.	☐	☐	

325

9. Train and Educate Staff	Complete	Incomplete	Comments
Conduct training programs to familiarize BEOC staff with their roles and responsibilities.	☐	☐	
Provide training on emergency response procedures, communication protocols, and the effective use of BEOC equipment and tools.	☐	☐	
Conduct regular drills and exercises to practice emergency scenarios and test the BEOC's functionality.	☐	☐	
Develop staffing and seating charts and shift schedules.	☐	☐	

326

10. Establish Communication Protocols	Complete	Incomplete	Comments
Define communication protocols and channels within the BEOC, as well as external communication with stakeholders, emergency services, and other relevant entities.	☐	☐	
Establish procedures for sharing information, updating status reports, and coordinating response activities.	☐	☐	

327

11. Test and Evaluate	Complete	Incomplete	Comments
Conduct regular tests and simulations to assess the functionality and effectiveness of the BEOC.	☐	☐	
Evaluate the BEOC's performance during drills and real emergencies to identify areas for improvement.	☐	☐	
Incorporate feedback and lessons learned into the ongoing development and enhancement of the BEOC.	☐	☐	

328

12. Maintain and Update	Complete	Incomplete	Comments
Regularly review and update emergency response plans, equipment, and protocols to align with changing circumstances, lessons learned, and emerging technologies.	☐	☐	
Conduct routine maintenance of BEOC equipment and systems to ensure their operational readiness.	☐	☐	

329

330 Appendix C: BEOC Activation
331 Checklist

332 A BEOC should develop an activation checklist that closely aligns with the jurisdiction emergency
333 operations center (EOC) operational battle rhythm. This activation checklist combines contributions
334 from Illinois, North Carolina, and Tennessee. While each state checklist had five levels, this sample
335 consolidates activities into a baseline set of three levels of activation.

Level 3	Normal/Steady State Operations
	No declaration of emergency typically exists at this level. For some, steady state operations may include ongoing efforts to continuously improve management of concurrent disasters. The business emergency operations center (BEOC) is handling routine issues with normal staffing and private sector partners can be focused on training and exercises, improving preparedness, and building resilience.
Level 2	State of Emergency Operations
	The Emergency Operations Plan is activated based on a state of emergency declaration by the authority having jurisdiction. When there is a potential or likelihood of an emergency developing or worsening, private sector and other jurisdiction partners may augment staffing for the 24-hour watch staff in the BEOC to perform more frequent monitoring of a situation. This level also may represent a period at the end of an emergency when waivers of law are still required for response or recovery activities.
Level 1	Disaster Operations
	This level describes an incident that will likely exceed local capabilities and require a broad range of private, state and/or federal assistance. The BEOC staff and logistics are active during a 24-hour continuous operation. This level describes an incident that will require massive private sector assistance in meeting disaster-related needs.

336 **Checklist by Activation Level**

Level 3: Normal/Steady State Operations
☐ Review EOC/BEOC activation procedures, lines of effort, and objectives.
☐ Review any new partners contact information and update.
☐ Plan for donation requests, management, logistics, and staging areas, if requested.
☐ Participate in EOC Sync call briefings to private sector partners.
☐ Provide ongoing updates and forecast information from the EOC to BEOC partners via calls, email, or sitreps.

Level 3: Normal/Steady State Operations

☐ Communicate relevant private sector information to EOC.

☐ Provide support for BEOC partners regarding incident management system.

☐ Update sitreps, briefing updates, operational status, and address BEOC questions/concerns.

☐ Identify gaps/limitations in mitigation plans or resilience strategies that can be filled/solved by private sector involvement.

☐ Connect private sector operators with community mitigation meetings.

☐ Identify potential private sector entities for inclusion in mitigation grants, such as the BRIC Grant.

337

Level 2: State of Emergency Operations

☐ Invite the private sector to participate at the EOC/BEOC and virtual briefings.

☐ Encourage BEOC members to begin preparing private sector deployable assets, equipment, supplies force packages, offers for loan, rental or for donation to include food, water, commodities, service, and shelter support.

☐ Coordinate pre-positioning of private sector crews, trucks, and force packages with state/local law enforcement.

☐ Coordinate support from private sector entities for mass shelter set-up and preparation.

☐ Provide guidance and necessary service for incident management system users.

☐ Begin process for registration of Re-Entry Certifications.

☐ Complete ICS Form 214, administrative documentation, and role assignments for BEOC chairs.

☐ Review EOC/BEOC activation procedures, lines of effort, and objectives from a process viewpoint

☐ Review any new partners contact information and assist with requests for incident management system access.

☐ Review incident management system postings for needed response/actions.

☐ Include private sector partners at the EOC during incident specific activation.

☐ Provide support for BEOC partners regarding incident management system signup and use as needed.

☐ Prepare transportation waivers for the incident.

☐ Monitor information sharing avenues and incident management system for updates and progress of the incident.

☐ Review incident management system postings for needed response/actions.

☐ Prepare for donation requests, management, logistics, staging areas, if requested.

☐ Monitor incident management system Incident Log for issues impacting partner operational capabilities and coordinate as needed.

Level 2: State of Emergency Operations
☐ Coordinate business-to-business mutual aid.
☐ Conduct just in time training and crisis action planning coordinating lifelines represented in the EOC/BEOC.

338

Level 1: Disaster Operations
☐ Notify/alert BEOC partners of the EOC/BEOC activation, level and current incident management system incident name and open status.
☐ Send initial sitrep as follow-up to the activation alert/notification with incident details.
☐ Monitor information sharing avenues and incident management system for updates and progress of the incident.
☐ Review EOC/BEOC activation procedures, lines of effort, and objectives.
☐ Coordinate with jurisdiction Emergency Management Agency Public Information Officer and support establishment of the Joint Information Center (JIC).
☐ Send a "Request for Information" to BEOC partners after activation for situational awareness.
☐ Update BEOC partners on status of incident regularly.
☐ Review any new partners contact information and assist with requests for incident management system access.
☐ Review incident management system postings for needed response/actions.
☐ Prepare for donation requests, management, logistics, staging areas, if requested.
☐ Communicate with BEOC partners as necessary in response to coordinating service missions.
☐ Continue information sharing, situational awareness updates and participation in EOC Sync call briefings to private sector partners regarding EOC/BEOC battle rhythms.
☐ Monitor incident management system Incident Log for issues impacting partner operational capabilities and coordinate as needed.
☐ Attend all conference calls, meetings, and briefings as required.
☐ Communicate relevant private sector information to EOC agency liaisons and EOC Command.
☐ Notify BEOC partners of disaster declarations/proclamations, oversize/overweight emergency response permits/by-passing weigh stations and relief from Federal Motor Carriers Safety Administration (FMCSA parts 390-399) via email distribution and/or sitrep.
☐ Continue to notify BEOC partners of changing EOC activation status and level via email or sitrep.
☐ Provide ongoing incident updates and forecast information from the EOC to BEOC partners via calls, email, or sitreps.
☐ Provide support for BEOC partners regarding incident management system signup and use.

Level 1: Disaster Operations
☐ Provide response to inquiries in the BEOC email box, email or sitreps.
☐ Update situational awareness with sitreps, briefing updates, operational status, and address BEOC questions/concerns.
☐ Post to Homeland Security Information Network (HSIN) Board or Website.
☐ Continue coordination of business-to-business mutual aid.
☐ Provided just in time training and crisis action planning coordinating lifelines represented in the EOC/BEOC.

339

Activation Messaging/Communications Checklist for All Levels
☐ Provide alert notifications to the private sector (as early as possible) with reminder to monitor incident management system or other crisis management platform.
☐ Send initial sitrep as follow-up to the activation alert/notification with initial incident details.
☐ Notify/alert BEOC partners of the EOC/BEOC activation, level, and current incident management system status.
☐ Send initial sitrep as follow-up to the activation alert/notification with initial incident details.
☐ Monitor information sharing avenues and incident management system for updates and progress of the incident.
☐ Provide timely updates to BEOC partners on status of incident.
☐ Communicate with BEOC partners as necessary in response to coordinating service missions
☐ Attend all conference calls, meetings, and briefings as required.
☐ Communicate relevant private sector information to EOC agency liaisons and EOC Command.
☐ Continue to notify BEOC partners of changing EOC activation status and level via email or sitrep.
☐ Provide ongoing incident updates and forecast information from the EOC to BEOC partners via calls, email, or sitreps.
☐ Provide response to inquiries in the BEOC email box, email or sitreps.
☐ Share multiple one-way mass messaging emails with graphic attachments based on the incident.
☐ Post to the HSIN Board or Website.
☐ Coordinate with the National Business Emergency Operations Center (NBEOC) and complete membership application to improve information sharing between private and public sector partners in support of.
☐ Coordinate with the jurisdiction public information officer and support establishment of the JIC.
☐ Send a "Request for Information" to BEOC partners after activation for situational awareness.

Activation Messaging/Communications Checklist for All Levels
☐ Communicate with BEOC partners as necessary in response to coordinating service missions.
☐ Continue information sharing, situational awareness updates and participation in EOC Sync call briefings to private sector partners regarding EOC/BEOC battle rhythms.
☐ Coordinate with the NBEOC and complete membership application to improve information sharing between private and public sector partners in support of Emergency Support Function #14.[30]
☐ Send a "Request for Information" to BEOC partners after activation for situational awareness.
☐ Communicate with BEOC partners as necessary in response to coordinating service missions.
☐ Continue information sharing, situational awareness updates and participation in EOC Sync call briefings to private sector partners regarding EOC/BEOC battle rhythms.
☐ Coordinate with the jurisdiction public information officer and support establishment of the JIC.
☐ Send a "Request for Information" to BEOC partners after activation for situational awareness.
☐ Communicate relevant private sector information to EOC agency liaisons and EOC Command.
☐ Update situational awareness with sitreps, briefing updates, operational status, and address BEOC questions/concerns.

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[30] For more information on the NBEOC membership application, see
https://www.fema.gov/sites/default/files/documents/nbeoc-membership-agreement-2022.pdf.