

Illinois Emergency Operations Plan

Base Plan

Appendix X-3 Lines of Effort

Illinois Emergency Management Agency and
Office of Homeland Security

September 23, 2026



Illinois Emergency Management Agency
and Office of Homeland Security



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State of Illinois Emergency Operations Plan (IEOP)
Base Plan
Appendix X-3 Lines of Effort
Version: September 23, 2026

 State of Illinois Managed Plan Base Plan Appendix X-3 Lines of Effort		
Title	Base Plan Appendix X-3 Lines of Effort	
Managing Division/Branch	Division of Operations	Strategic Planning – Inter-Agency Strategic Planning Cell (ISPC)
Drafted/Evaluated	The ISPC, in coordination with the ESF planning group.	May 2026
Evaluated Against	1. Prior version, if applicable. 2. Federal statutes and regulations. 3. State statutes and administrative codes. 4. Federal, state, and IEMA-OHS policies and directives. 5. National Preparedness Goal 6. National Response Framework 7. NRF Emergency Support Function Annexes 8. FEMA Community Lifelines 9. National Disaster Recovery Framework (NDRF) 10. IEMA-OHS policies, plans, and common definitions list. 11. Corrective actions from After-Action Reports (AARs) and real-world events where this ESF was engaged.	
Plan Type	☐ New ☒ Revised	
Branch Manager Review and Approval	Scott Gauvin, Manager of Strategic Operations and Preparedness	July 7, 2026
Senior Official Review and Approval	Theodore “Ted” Berger, Director Clayton Kuetemeyer, Deputy Director Christopher Dodd, Chief of Operations Louise Conway, Chief Legal Counsel	September 23, 2026
Supersedes	August 2021, IEOP, Base Plan, X-4 Lines of Effort	



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State ESF - Coordinator	Support Agencies & Organizations
Illinois Emergency Management Agency and Office of Homeland Security (IEMA-OHS)	General Requirements for other State Agencies, Boards, Commissions, and Mobile Support Teams (MSTs) activated through the State Emergency Operations Center (SEOC)
Primary State Agencies & Organizations	
Illinois Emergency Management Agency and Office of Homeland Security (IEMA-OHS)	
Federal ESF - Coordinator	
Federal Emergency Management Agency (FEMA)	



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Record of Changes

When changes are made to this document the following procedures will be followed:

1. Changes will be issued by the Inter-Agency Strategic Planning Cell at IEMA-OHS and transmitted to agencies, personnel, and other designees specified by the IEMA-OHS Director or designee via electronic means.
2. When a change is made, an entry will be made in the following log:

CHANGE NUMBER	DATE ENTERED	PAGES OR SECTIONS CHANGED	ENTERED BY
1	May 2026	Biannual Review	Glenn Smith



1. Introduction

1.1. Purpose

- 1.1.1. Provide strategic and operational guidance for the implementation of Lines of Effort (LOE).

1.2. Scope

- 1.2.1. State agency personnel assigned to LOE operations will be trained in the assigned mission and be made aware of the potential risks involved.
- 1.2.2. At the direction of the Governor or designee, state agencies may be tasked with providing agency personnel in support of LOE operations.
- 1.2.3. Procedures for utilization, control, and use of LOE will incorporate and/or consider operational priorities that include, but are not limited to:
 - 1.2.3.1. Protection of life
 - 1.2.3.2. Public health and safety
 - 1.2.3.3. Property protection
 - 1.2.3.4. Environmental protection
 - 1.2.3.5. Restoration of essential utilities
 - 1.2.3.6. Restoration of essential program functions and
 - 1.2.3.7. Coordination as appropriate.

2. Concept of Operations

2.1. General

- 2.1.1. State-supported operations are scalable and modular based on the scope and magnitude of the event, and the ability of an Authority Having Jurisdiction (AHJ) to conduct operations.
- 2.1.2. One or more LOEs may be implemented by the State Emergency Operations Center (SEOC) for specific strategic action planning.



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- 2.1.3. LOEs may be implemented to support state response, short, intermediate, and/or long-term recovery operations.
- 2.1.4. State utilization of LOE is designed to augment SEOC coordination efforts in designated functional areas.
- 2.1.5. As directed by the SEOC Manager, LOEs may be coordinated and administratively supported by Incident Management Teams (IMT).
- 2.1.6. Additional agency staff will be assigned to LOEs based on the level of activation established by the SEOC.
- 2.1.7. The lead agency SEOC Agency Representative for the LOE function, in coordination with the SEOC Manager, will identify the specific role for the LOE.
- 2.1.8. The lead agency SEOC Agency Representative for the LOE function will coordinate the integration of agencies and organizations with an identified role into the LOE structure.

2.2. Organization

2.2.1. Direction and Control

- 2.2.1.1. LOEs operate as strategic planning and coordinating elements for the SEOC and do not play an operational role. Roles that may be assigned to LOEs, but are not limited to:
 - 2.2.1.1.1. Planning and analysis: development of strategic action plans based on situation assessments and resource availability. Planning and analysis include facilitating coordination meetings, identifying critical planning issues, and developing and disseminating short-, intermediate-, and long-term plans.
 - 2.2.1.1.2. Situation assessment: the collection, analysis, and tracking of disaster intelligence specific to the LOE function. Situation assessment includes preparing information and data for SEOC situation reports and common operating pictures and presenting formal and informal briefings as needed.



2.2.1.1.3. Resource Accountability: The collection and tracking of information regarding the current status of operational resources, including specialized teams and personnel. It includes responsibility for requesting the development of appropriate information displays.

2.2.1.1.4. Documentation and record keeping: Compilation of information from SEOC staff, SEOC Agency Representatives, and subject matter experts to distribute final information products such as reports, plans, and briefing packages.

3. Authorities

1. Illinois Emergency Management Agency Act, 20 ILCS 3305, as amended.
2. Illinois Emergency Operations Plan, as amended.

4. References

1. National Response Framework (NRF), as amended.
2. National Disaster Recovery Framework (NDRF), as amended.
3. National Incident Management System, as amended.

5. Acronyms & Definitions

1. For all definitions and acronyms addressed in this plan, please refer to the IEOP Base Plan, Appendix X-7 Glossary of Terms.