

Illinois Emergency Operations Plan

ESF-14 Cross Sector Business and Infrastructure

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 Managed Plan Emergency Support Function (ESF) #14 Cross-Sector Business and Infrastructure

Title	ESF-14 Cross-Sector Business and Infrastructure	
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.	September 2025
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 Louis Conway, Chief Legal Counsel	September 23, 2026
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State ESF - #14 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 -#14 Coordinator	
Department of Homeland Security (DHS)	



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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:

[illegible]



1. Introduction

1.1. Purpose

- 1.1.1. Provide state agencies with strategic and operational guidance for private sector integration.

1.2. Scope

- 1.2.1. This function addresses incident response and recovery.
- 1.2.2. Laws, rules, regulations, and policies of the United States government and agencies are considered valid and applicable to the state.
- 1.2.3. The State Emergency Operations Center's (SEOC's) participation in the response to, recovery from, and the restoration of critical lifeline infrastructure programs is considered to be from the initial event response until there are no imminent life safety issues.
- 1.2.4. This annex addresses notification, activation, deployment, coordination, implementation, and sustainment of the Business Emergency Operations Center (BEOC).

1.3. Policy

- 1.3.1. The Illinois Emergency Operations Plan (IEOP) will not supersede private sector response and recovery activities, nor will it require private sector entities to perform any services contrary to their policies and procedures.
- 1.3.2. The IEOP will not supersede existing contractual or other legal obligations between the state and the private sector.
- 1.3.3. The Governor or designee may authorize and direct the use of state resources to provide support and assistance to response and recovery efforts after consideration of both priorities and costs.
- 1.3.4. The Governor or designee may authorize waivers of certain restrictions.
- 1.3.5. State personnel will be trained for assigned missions and made aware of the potential risks involved.



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- 1.3.6. The BEOC, through the SEOC Private Sector Liaison, reports directly to the SEOC Manager for command, control, communication, and coordination.
- 1.3.7. The Private Sector Liaison will coordinate the donation of goods and services from the private sector to meet SEOC needs in collaboration with the volunteer agency representative, SEOC logistics, and other SEOC representatives.
- 1.3.8. The SEOC will direct the expedited implementation of waivers and exemptions for the transit of private sector resources throughout response and recovery in coordination with the private sector and Illinois Department of Transportation (IDOT) Representatives.
- 1.3.9. The Private Sector Liaison will coordinate between the SEOC and private sector partners for ingress and egress to affected areas to facilitate response and recovery.
- 1.3.10. Procedures for utilization, control, and use of state resources will incorporate operational priorities that include, but are not limited to:
 - 1.3.10.1. Protection of life
 - 1.3.10.2. Public health and safety
 - 1.3.10.3. Property protection
 - 1.3.10.4. Environmental protection
 - 1.3.10.5. Restoration of essential program functions and
 - 1.3.10.6. Coordination as appropriate.
- 1.3.11. Local governments should access and utilize all available resources for response to and recovery from incidents and disasters affecting publicly owned critical infrastructure.
- 1.3.12. For this annex, private sector mutual assistance is based on the partnerships established through a mutual assistance program among electric companies for expedited delivery of external resources from other utilities entering the state to implement recovery efforts.
- 1.3.13. Agreements are managed by seven Regional Mutual Assistance Groups (RMAGs). When a partner identifies a need for restoration assistance, a request is initiated through an RMAG. RMAGs facilitate requests for assistance and assist in



processes to identify available restoration workers and coordinate logistics and personnel involved in such efforts.

- 1.3.14. Activities will be consistent with the National Infrastructure Protection Plan (NIPP).

1.4. Situation

- 1.4.1. Most of the critical infrastructure and lifeline services are owned and operated by the private sector.
- 1.4.2. A natural, human-caused, or technological emergency or disaster has occurred, resulting in the need for expedited response and recovery efforts that are coordinated between local, state, federal, private sector, and non-governmental organizations (NGO).
- 1.4.3. The scope and magnitude of the event require coordination and collaboration on mutual priorities, goals, objectives, and resource allocation for the restoration and recovery of critical infrastructure failures.
- 1.4.4. Public sector-owned/operated utilities and services are augmenting private sector critical infrastructure, when possible, to facilitate restoration and recovery.
- 1.4.5. Implementation of mutual assistance among private sector organizations
- 1.4.6. Coordination through Emergency Support Function (ESF) #14 – Cross Sector Business and Infrastructure.

1.5. Assumptions

- 1.5.1. There are supply chain logistics and intra/inter-dependencies between government and private sector critical infrastructure.
- 1.5.2. Private sector organizations will respond immediately to begin restoration efforts without local or state activations.
- 1.5.3. Private sector organizations will coordinate with the BEOC to share intelligence and information on areas of needed assistance and maintain situational awareness on the status of response and recovery efforts.
- 1.5.4. Multi-jurisdictional access control issues will hinder damage assessment, restoration, and recovery.



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- 1.5.5. Federal agencies will implement response and recovery processes under the National Response Framework (NRF) and National Disaster Recovery Framework (NDRF).
- 1.5.6. Coordination with local, state, federal, private sector, volunteer, and NGOs is occurring throughout response and recovery.
- 1.5.7. Waivers and exemptions for the transit of resources for response and recovery will be required to expedite the restoration of critical infrastructure.
- 1.5.8. Local, state, federal, mutual aid, and private sector resources will be utilized.

2. Concept of Operations

2.1. General

- 2.1.1. The state will provide support for the restoration of critical and lifeline infrastructure in coordination with and activation of the BEOC and SEOC.
- 2.1.2. The Statewide Terrorism and Intelligence Center – Public Safety Group (PS-STIC) will provide collection, analysis, and information-sharing capabilities to support critical infrastructure restoration.
- 2.1.3. The Private Sector Liaison will coordinate with the National BEOC and FEMA Region V to support private sector information sharing and situational awareness.
- 2.1.4. The U.S. Department of Homeland Security Protective Security Advisory (DHS-PSA) and Cybersecurity and Infrastructure Security Agency (CISA) provide support to assist in critical infrastructure impact assessment and awareness.
- 2.1.5. State support is based on resource availability, capability, and prioritization of effort.

2.2. Notification, Alert, and Warning (NAW)

- 2.2.1. The SEOC Manager or designee will NAW the Private Sector Liaison regarding the implementation of the IEOP and activation of the SEOC.
- 2.2.2. The Private Sector Liaison will provide NAW with private sector partners in accordance with BEOC Standard Operating Procedures (SOP).
- 2.2.3. Private sector partner organizations will carry out internal NAW.



2.3. Communications

- 2.3.1. All communications between state partners will be conducted in accordance with IEOP ESF-2, Communications.
- 2.3.2. Communications with private sector organizations will be maintained through the utilization of available technologies.
- 2.3.3. For the purpose of sharing information between the public and private sectors, the SEOC will utilize a single incident management system to collect, receive, compile, develop, and disseminate situation reports.
- 2.3.4. The Private Sector Liaison will develop, maintain, and disseminate Significant Event Awareness Log (SEAL) reports to the SEOC, BEOC, and private sector organizations.
- 2.3.5. PS-STIC may establish and maintain a Homeland Security Information Network (HSIN) Public Safety Room.

2.4. Resource Management

- 2.4.1. Resource management and logistics will be carried out in accordance with IEOP ESF-7, Resource Management and Logistics.

2.5. Reporting Requirements

- 2.5.1. The Private Sector Liaison will serve as the coordinating point for Private Sector Liaisons utilizing the BEOC virtually, physically, and as part of a Business Unified Incident Command (BUIC) unit in accordance with BEOC SOPs and SEOC Coordination and Management SOP.
 - 2.5.1.1. The Private Sector Liaison will maintain situation updates; develop required intelligence briefings; and provide critical information obtained through the BEOC to key decision-makers and the SEOC.
 - 2.5.1.2. The Private Sector Liaison will provide the BEOC with the situation and critical information updates obtained through the SEOC.

2.6. Organization

2.6.1. Direction and Control



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- 2.6.1.1. The Governor or designee will activate resources from state agencies, boards, and commissions to support response and recovery.
- 2.6.1.2. The Governor or designee will request the assistance of local governments, NGOs, and private sector entities to assist the state with response and recovery.
- 2.6.1.3. The BEOC will coordinate private sector offers of assistance and communicate those offers to the SEOC.
- 2.6.1.4. The BEOC will coordinate with the SEOC to obtain resources that support the private sector in emergency response.
- 2.6.1.5. The SEOC will coordinate and manage the state's overall response to and recovery from incidents and disasters affecting critical infrastructure and public safety.
- 2.6.1.6. The SEOC will utilize a single incident management system for the collection, receipt, compilation, development, and dissemination of situation reports that incorporate public and private sector intelligence.
- 2.6.1.7. The BEOC will coordinate private sector support, serve as a direct point of contact for information exchange with private sector entities, and maintain situational awareness on critical infrastructure issues.
- 2.6.1.8. Local governments should access and utilize all available resources for response to and recovery from incidents and disasters affecting publicly owned critical infrastructure.

2.6.2. Federal Coordination

- 2.6.2.1. State coordination with federal agencies will occur through IEOP-designated agency representatives.
- 2.6.2.2. Direct private sector coordination with federal agencies is appropriate and expected.
- 2.6.2.3. The SEOC Private Sector Liaison will coordinate directly with FEMA Region V and the National Business Emergency Operations Center (NBEOC).



3. Roles and Responsibilities

3.1. State ESF Coordinator

3.1.1. Illinois Emergency Management Agency and Office of Homeland Security (IEMA-OHS)

- 3.1.1.1. Coordinate the utilization of required ESF-14 support to execute missions presented by the SEOC Manager
- 3.1.1.2. Coordinates, integrates, and manages overall State efforts for ESF 14 – Cross Sector Business and Infrastructure.
- 3.1.1.3. Manages and updates resource availability for ESF 14 – Cross Sector Business and Infrastructure.
- 3.1.1.4. Assist in planning during activations and updates to the overall ESF plan.

3.2. Primary State Agency/Organization

3.2.1. Illinois Emergency Management Agency and Office of Homeland Security (IEMA-OHS)

- 3.2.1.1. SEOC Manager
 - 3.2.1.1.1. Develop plans, processes, and relationships, and facilitate coordinated response planning with the private sector at the strategic, operational, and tactical levels.
 - 3.2.1.1.2. Share information with the private sector, including threats and warnings, before, during, and after an incident.
 - 3.2.1.1.3. Inform and orientate the private sector on the contents of the IEOP and encourage and facilitate the development of equivalent private-sector planning.
 - 3.2.1.1.4. Coordinate and conduct state incident management functions in concert with the private sector and tribal and local governments.



3.2.1.1.5. Develop and implement information sharing and communications strategies and processes in concert with private sector and homeland security stakeholders.

3.2.1.2. Business Emergency Operations Center (BEOC)

3.2.1.2.1. Coordinate with suppliers and customers to identify and manage potential cascading effects of incident-related disruption through contingency planning.

3.2.1.2.2. Share nonproprietary information with the SEOC.

3.2.1.2.3. Provide goods and services through contracts and mutual aid agreements with host communities.

3.2.1.2.4. Act as good corporate citizens to donate and facilitate donations of goods and services by others.

3.2.1.2.5. Mobilize and employ resources to address the consequences of incidents at private sector facilities or incidents for which the owner bears legal responsibility.

3.2.1.2.6. Participate in damage assessment processes to establish efforts necessary for community recovery and long-term vulnerability reduction.

4. Authorities

1. Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, 42 U.S.C. § 5121 et seq, as amended.
2. 49 C.F.R. § 390.23, as amended.
3. 20 ILCS 2610, Illinois State Police Act, as amended.
4. 625 ILCS 5 Illinois Motor Vehicle Code, Chapter 15, Illinois Size and Weight Law, as amended.
5. Illinois Emergency Management Agency Act (IEMA Act), as amended.

5. References

1. National Response Framework (NRF)
2. National Disaster Recovery Framework (NDRF)



3. BEOC Roles and Responsibilities Check List/Draft BEOC SOP
4. BEOC Quick Start Guide
5. FEMA Building Private-Public Partnerships Guide

6. 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.