

**BY ORDER OF THE COMMANDER
AIR FORCE MATERIEL COMMAND**

**AIR FORCE MATERIEL COMMAND
INSTRUCTION 10-208**



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**CONTINUITY OF OPERATIONS
(COOP) PROGRAM**

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This instruction implements portions of Air Force Policy Directive (AFPD) 10-2, *Readiness*, 6 November 2012, AFPD 10-8, *Defense Support of Civil Authorities (DSCA)*, 15 February 2012 and supplements Air Force Instruction (AFI) 10-208, 15 December 2011. It describes policy and requirements for implementing Department of Defense (DoD) Directive 3020.26, *Department of Defense Continuity Programs*, 9 January 2009, DoD Instruction 3020.39, *Integrated Continuity Program for the Defense Intelligence Enterprise (DIE)*, 12 September 2008, DoD Instruction 3020.42, *Defense Continuity Plan Development*, 17 February 2006. This AFMCI is applicable to Headquarters, Air Force Materiel Command (HQ AFMC) and its subordinate organizations, requiring they establish and maintain continuity of operations (COOP) programs and publish COOP plans. Subordinate organizations may supplement this instruction. This publication does not apply to AFRC or ANG units.

Refer recommended changes and questions about this publication to the OPR using the AF Form 847, Recommendation for Change of Publication; route AF Form 847s from the field through the appropriate functional chain of command.

Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN 33-363), *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

See Attachment 1 for a glossary of references and supporting information.

SUMMARY OF CHANGES

This publication is substantially revised and needs a complete review. Major changes reflect command reorganization, including center consolidation, recent updates to new DoD and Air Force continuity-related instructions, additional guidance for continuity planning in a pandemic, and compliance inspection standards.

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Chapter 1

AFMC CONTINUITY POLICY AND GUIDANCE

1.1. Air Force Policy.

1.1.1. DoDD 3020.26, *Defense Continuity Program*, defines Continuity of Operations as a program that assures essential functions can be performed following any natural or man-made disaster including pandemics and/or technological attacks. It is Air Force policy to maintain a comprehensive and effective continuity capability to preserve Air Force functions, missions, and capabilities that support DoD Mission Essential Functions (MEFs).

1.1.2. Within AFMC a natural or man-made disaster--or a pandemic--is a more likely COOP execution trigger than a terrorist attack. However the cause is immaterial. The result is still the same: loss of essential facilities or personnel required to continue MEFs. All AFMC organizations will plan, budget (if required) and be prepared to execute MEFs to support Air Force and DoD MEF execution, to project forces supporting Combatant Commanders (CCDRs), and when requested through the Secretary of Defense (SecDef), support civil and humanitarian requests.

1.1.3. Incorporate continuity requirements, practices, and exercises into daily operations so as to have seamless essential function continuity during and after any emergency. Address an all-hazards approach, but emphasize events which will most likely degrade operations.

1.1.4. Air Force military, civilians, and contractors with continuity responsibilities should know what actions to take in a with and without warning emergency.

1.1.5. Continuity enables operational capability and focuses on maintaining mission capability and component mission essential functions.

1.1.5.1. Continuity is one of several programs that enable operational capability to continue with limited or no impact on mission execution when an event occur. Success in meeting objectives requires risk management application and accepting risk at the appropriate level. A careful balance between risk mitigation through effective integration with the Critical Asset Risk Management (CARM) program, Counterterrorism, Anti-terrorism (AT), Force Protection (FP), Information Assurance (IA), physical risks in the emergency management (EM) programs and other mission continuation programs will guide each command organization to develop its best solution.

1.1.5.2. Use risk management methodologies that focus on mission continuity capabilities to identify and develop mitigation solutions. Use the resulting data to prioritize and justify budget resource allocation.

1.2. AFMC Policy. HQ AFMC and all major subordinate organizations must develop a COOP plan. Within AFMC, "major subordinate organizations" are defined as Centers. IAW AFI 10-208, COOP planning in AFMC is resident at its Centers. Note that COOP plans are "facility-centric." Centers must develop and maintain a comprehensive COOP program that contains continuity plans for the Center headquarters and each subordinate organization that has identified mission essential functions. Center COOP plans may be configured in the format that best suits the Center's organizational structure. Within the Center, subordinate organizations will develop plans which detail their MEFs and the necessary staff, equipment and means to carry them out

IAW Center Continuity Plans Officer (CPO) guidance. Take special care to emphasize mission continuity. As such, co-located and/or co-dependent organizations (those supporting each other's MEFs) require complementary COOP plans, even if they fall under different Center's control. Consider merged plans if it makes operational sense (see 3.2.11. below). Air Base Wing Continuity Plans should not duplicate existing plans (see 3.2.11.4. below).

1.2.1. AFMC's continuity of operations is designed to support the Air Force's warfighting capability after a disaster or, for designated functions, while under attack. Those program elements necessary to maintain continuity and enhance decision-making include:

1.2.1.1. Command and control, by organizing appropriate personnel, communications, computers, and information.

1.2.1.2. Senior leader involvement across all command levels.

1.2.1.3. Integrating COOP into AFMC training and exercise programs at all levels.

1.3. Continuity Preparedness Objectives. Continuity is a primary operational capability enabler and focuses on MEFs that support command customers at all levels and under all conditions, including other Air Force MAJCOMs, Combatant Commanders and by Secretary of Defense request, civil, and humanitarian support requests. Emphasize planning for the events which are most likely to occur and degrade operations at your Center and its subordinate organizations. Focus COOP planning on mission continuity and the degree of interruption which can be tolerated. Prioritize COOP actions in organizational contingency and crisis planning.

1.3.1. All AFMC organizations identify those tasks which enable MEFs and maintain an appropriate capability level over the time continuum.

1.3.1.1. Structure the organization's daily operations to allow seamless and timely essential function continuation during and after any emergency.

1.3.1.2. Have a predetermined order of succession and/or delegation of authority if a disruption occurs that renders leadership unavailable or incapable of performing their responsibilities.

1.3.1.3. All AFMC organizations must have COOP plans reflecting an acceptable level of mission resumption and/or reconstitution time, followed by a seamless return to normal operations when the continuity event ends.

Chapter 2

RESPONSIBILITIES

2.1. Headquarters Air Force (HAF). The Air Force Continuity Program resides with the Deputy Chief of Staff for Operations, Plans & Requirements (A3/5) at Headquarters Air Force, who establishes and maintains policy and guidance for the Air Force's COOP program.

2.2. Headquarters AFMC. The Director of Air, Space and Information Operations (HQ AFMC/A3) is the senior AFMC official designated to manage and oversee readiness and compliance with the Air Force continuity program, policies and responsibilities. HQ AFMC/A3 appoints in writing the overall CPO, providing name, organization, secure and non-secure office phones, NIPRnet and SIPRnet personal and organizational email addresses within 30 days to coop@pentagon.af.mil.

2.2.1. HQ AFMC/A3X is the Office of Primary Responsibility (OPR) for AFMC COOP policy and programming.

2.2.2. The Command CPO is directly responsible to the commander, understands the Command's mission and functions and can develop cross-program, integrated solutions to enhance continuity capability and mitigate mission risk. In addition to the duties specified in 4.3.1. below, the Command CPO will:

2.2.2.1. Manage the Command's overall COOP program.

2.2.2.2. Publish AFMC COOP policy guidance, including AFMCI 10-208.

2.2.2.3. Provide policy and guidance to AFMC organizations on COOP planning and execution.

2.2.2.4. Oversee the HQ AFMC COOP program.

2.2.2.5. Publish the HQ AFMC COOP plan.

2.2.2.6. Prepare and maintain Command COOP program Self-Assessment Checklists.

2.2.2.7. Serve as the Command's POC for all COOP planning issues with HAF and represent AFMC at AF and DOD COOP conferences and meetings.

2.3. AFMC's major subordinate organizations are Air Force Life Cycle Management Center (AFLCMC), Air Force Sustainment Center (AFSC), Air Force Test Center (AFTC), Air Force Research Laboratory (AFRL), and Air Force Nuclear Weapons Center (AFNWC). They will:

2.3.1. Appoint a primary and alternate Center CPO to direct their Center's overall COOP program. Provide the information in 2.2 above to the AFMC Command CPO.

2.3.1.1. Center CPOs will:

2.3.1.1.1. Initiate and maintain a comprehensive and effective COOP program, adequately plan, program, and budget (if required) to continue mission essential functions under any circumstance--local or national--that threatens the Command's ability to perform them.

- 2.3.1.1.2. Provide via their Center's COOP program, continuous uninterrupted support to missions directly supporting the National Military Command System and combatant, sub-unified and Air Force component commands.
 - 2.3.1.1.3. Incorporate and institutionalize COOP concepts into relevant doctrine, policies, strategies, programs, budgets (if required), training, exercising and evaluation methods.
 - 2.3.1.1.4. Develop and implement a Center-wide COOP program that supports and complements the Defense Continuity Program (DCP).
 - 2.3.1.1.5. Represent their organization at command-level COOP meetings and conferences.
 - 2.3.1.1.6. Coordinate the formation of an installation-wide COOP working group, at all subordinate installations; comprising COOP planners from all major tenants, AFMC and non-AFMC plus appropriate Air Base Wing (ABW)/Test Wing (TW)/Group (G) organizations.
 - 2.3.1.1.6.1. AFMC units on non-AFMC installations will participate in their host installation working group. However, Center CPO will include those units in all COOP planning.
 - 2.3.1.1.7. Direct and oversee COOP-oriented training and exercises, and report their activities annually to the AFMC Command CPO. See 3.6.2.3.2.
 - 2.3.1.1.8. Direct each subordinate organization to appoint in writing a COOP Emergency Plans Coordinator (EPC) and alternate to oversee COOP program activities in their organization and provide names to the Center CPO.
 - 2.3.1.1.9. Maintain a COOP plans library.
- 2.3.1.2. Center subordinate unit commanders/directors will:
- 2.3.1.2.1. Ensure the unit's COOP program can effectively achieve continuation of mission essential tasks within 12 hours of a COOP event.
 - 2.3.1.2.2. Maintain the unit's COOP readiness through a robust training and exercise program.
 - 2.3.1.2.3. Ensure unit's COOP program is in compliance with the Air Force and AFMC continuity program, policies and responsibilities.
 - 2.3.1.2.4. Appoint in writing the unit's COOP EPC and alternate to manage COOP program activities.
- 2.3.1.3. EPCs will:
- 2.3.1.3.1. Oversee COOP program activities in their organization, providing guidance and training to organizational personnel on COOP planning and execution.
 - 2.3.1.3.2. Develop, coordinate, publish and maintain their organization's Continuity plan. Review annually and update as changes warrant.
 - 2.3.1.3.3. Meet all COOP-related exercise and training requirements, reporting results IAW para 3.6.2.3.2.

- 2.3.1.3.4. Be the organization's focal point during COOP plan execution.
- 2.3.1.3.5. Participate in the installation's COOP working group if applicable.
- 2.3.1.3.6. Coordinate COOP plans with other organizations where mutual support is involved.

2.4. AFMC Installation ABW/TW/G responsibilities.

- 2.4.1. Manage and assign on-base relocation (see Attachment 1, *Terms* section for definition) sites.
 - 2.4.1.1. Assist units in identifying and preparing relocation sites for COOP execution, matching wing/directorate requirements to available sites.
 - 2.4.1.2. Apportion/deconflict relocation sites for base tenants and other requesting government agencies to prevent overlapping beddown sites that could be needed simultaneously. Execute Memorandums of Understanding (MOUs)/Memorandums of Agreement (MOAs) as necessary.
- 2.4.2. Reconstitution (see *Terms* section for definition) beddown sites.
 - 2.4.2.1. Serve as the focal point for reconstitution beddown plans/MOAs.
 - 2.4.2.2. Should give AFMC organizations priority for reconstitution site support.
 - 2.4.2.3. If more than one organization requests reconstitution support, balance available installation resources with the possibility of simultaneous beddowns.
- 2.4.3. Represent the ABW/TW/G at the installation-wide COOP working group.

Chapter 3

COOP PROGRAM GUIDANCE

3.1. AFMC COOP Program Responsibilities.

3.1.1. At a minimum, AFMC COOP programs at HQ, Centers and their subordinate organizations will include the following elements:

3.1.1.1. Program guidance, both generalized and organizationally specific.

3.1.1.2. Plans and Procedures. Includes MEFs, delegation of authority, orders of succession, relocation/reconstitution (if required) locations, teleworking (if applicable), interoperable communications, vital records, databases and human capital.

3.1.1.3. Tests, training and exercises to assess and validate plans, policies and procedures for

3.1.1.3.1. Alerting and notifying COOP-tasks personnel and if necessary, transportation.

3.1.1.3.2. Validating identified MEFs for currency.

3.1.1.3.3. Data redundancy, availability of computer applications and communications.

3.1.1.3.4. Personnel readiness for teleworking, relocation/reconstitution and performing prescribed functions.

3.1.1.3.4.1. Designated Reconstitution Team (RT) members must have this information included in their position description (PD). AFI 36-507, *Mobilization of the Civilian Work Force*, addresses both Emergency Essential (E-E) Positions and Employees (Attachment 4) and Key Positions and Employees (Attachment 5) responsibilities and processes. Personnel who are considered E-E, or Alternate E-E, or otherwise designated to perform E-E duties must sign a DD Form 2635, each E-E position description must contain a statement designating the position E-E, and the position must contain the correct information in the actual position build in DCPDS.

3.1.1.3.4.2. Emergency Relocation Staff (ERS) duties are not required to be included in an individual's PD.

3.1.1.3.5. Validating other equipment necessary to perform essential functions.

3.1.1.3.6. Resolving issues through an active after-action program.

3.1.1.3.7. Logistics (including any COOP associated facilities).

3.2. Writing COOP Plans. COOP plans should be executable with and without warning, during and after duty hours. When writing your COOP plan use planning factors contained in AFI 10-208, this instruction, the documents in Section 3.2.1 below and host installation plans based on them.

3.2.1. COOP plans should complement and comply with guidance in the following documents:

3.2.1.1. AFPD 10-24, *Air Force Critical Asset Risk Management (CARM) Program*—critical assets and MEFs should be complementary.

3.2.1.2. AFI 10-206, *Operational Reporting*—comply with reporting requirements upon COOP activation and movement to relocation/ reconstitution sites.

3.2.1.3. AFI 10-245, *Antiterrorism (AT)*

3.2.1.4. AFI 10-401, *Air Force Operations and Planning Execution*—comply with reporting requirements.

3.2.1.5. AFI 10-701, *Operations Security (OPSEC)*—comply with security requirements. Develop OPSEC standards based on MEF priority.

3.2.1.6. AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations* (which incorporates Installation Emergency Management Plan (IEMP) 10-2) plan for MEF continuation during or following a major accident, natural disaster, conventional attack (including high-yield explosives) or Chemical, Biological, Radiological, and Nuclear (CBRN) incident.

3.2.1.7. AFI 10-2604, *Disease Containment Planning Guidance*—plan for MEF continuation during a pandemic or other contagious biological event or outbreak.

3.2.1.8. AFI 31-101, *Integrated Defense* (formerly *Installation Security*)

3.2.1.9. *War Mobilization Plan I* (WMP-1) – contains additional factors to assist with planning efforts.

3.2.1.10. HAF HOI 36-16, *Telework* - incorporate telework guidance/procedures and routing practice into COOP.

3.2.2. Use the COOP format plan that best meets your organization's needs and achieves planning goals. Include sufficient detail to provide clear guidance during the stresses of a disaster, but flexible enough to be adaptable to the unforeseen. Centers may choose to have separate plans for the Center HQ and each subordinate organization, or a single COOP plan for the entire Center, with attachments for the HQ and each subordinate organization, unless an organization's COOP is identified as CLASSIFIED, in which case it must be separate. If the Center headquarters is co-located with a subordinate organization, those plans may be combined at the Center Commander's option. Suggested plan formats:

3.2.2.1. Chapter/subchapter (as used in the HQ COOP plan) with subordinate Complex/Directorate/Wing Continuity Plans as attachments.

3.2.2.2. OPlan format (see War & Mobilization Plan, Vol 1 (WMP-1), *Basic Planning* and AFMAN 10-401, Volume 2, *Planning Formats and Guidance*.)

3.2.2.3. Combine with Survival, Recovery, and Reconstitution (SRR) plans. Such a plan would be titled "COOP/SRR- (organization designation)." **Note:** COOP Plans should not be combined with other plans such as the IEMP, Integrated Defense Plan (IDP), Anti-Terrorism (AT) Plans and Installation Force Protection plans. In AFMC, COOP plans are Center-based, while IEMPs and IDPs are installation level plans. Combining will cause unnecessary problems.

3.2.3. The first step in COOP plan preparation is to identify and prioritize your organization's MEFs. Identify MEFs at the complex/wing/directorate level, as specific guidance to continue these MEFs will be detailed in these plans. The appropriate commander/director determines and prioritizes MEFs. In organizations where MEF priorities are constantly changing due to shifting workloads and tasks, prioritize MEFs by general category (e.g., "continue engine overhaul line") versus specific but transitory tasks ("solve turbine blade fracturing problem in F-100 engine"). Consider MEFs that support other organizations when prioritizing. Organizations with Task Critical Assets under the CARM program should have corresponding MEFs. **Warning:** associating MEFs with Critical Assets will require the MEF list to be classified SECRET at minimum, this will hinder general access during execution of the COOP. When supportable MEFs are approved, the next step is to determine the resources--facilities, equipment, and personnel--necessary to execute each MEF. Attachments 3 and 4 in AFI 10-208 provide guidance for this process.

3.2.4. Relocation and Reconstitution: HQ AFMC, Center, and all Center subordinate unit plans will address relocation. Choose relocation sites within commuting distance (on or off-base) for localized disasters; choose the reconstitution site (if required) outside the local area that is considered vulnerable to man-made or natural area-wide disasters. Only the HQ AFMC plan must have a reconstitution section; for all others it's at the center commander's option. The decision to include a reconstitution section should consider whether there are threats that could affect the entire base/region, thus requiring deployment to a distant site. The Center Commander may require reconstitution plans for some, all or no Center subordinate organizations depending on their geographical location and threat.

3.2.4.1. Centers, their subordinate organizations and HQ AFMC should have at least one predetermined local relocation site so as to continue their MEFs with minimum delay or disruption.

3.2.4.1.1. If possible the relocation site should be sufficiently separated from the normal work site so as not to be affected by the same incident and not be served by infrastructure that could be simultaneously affected.

3.2.4.1.2. Take maximum advantage of existing compatible facilities, including co-location and/or "hot bunking" arrangements with other organizations, either on-base or at another nearby military installation.

3.2.4.1.3. Be prepared to designate/occupy an *ad hoc* site if the predetermined site is unusable.

3.2.4.1.4. If predetermining a relocation site isn't feasible for industrial operations, have a process in place to quickly determine a suitable *ad hoc* location.

3.2.4.2. Detail essential command, control and communication systems availability at relocation and (if required) reconstitution sites. List any required emergency communications nodes. Describe communications procedures to be used during a COOP event. Maintain all necessary files, documents, computer software and databases required to execute COOP plans for immediate Emergency Relocation Staff (ERS) use. For example:

3.2.4.2.1. Make military-specific equipment such as common access card (CAC) readers, handheld communication devices, laptop computers and Home Use Programs

(HUPs) available to military, civilians and contractors to perform telework as required.

3.2.4.2.2. Establish procedures to distribute Government Emergency Telecommunications Service (GETS) cards as required. (<http://www.dhs.gov/government-emergency-telecommunications-service-gets>)

3.2.4.2.3. Establish procedures for accessing documents/records that are critical to MEF performance. This can include fly-away kits, pre-positioning at relocation or reconstitution sites, and/or establishing web or SharePoint sites. Any data with personal information must comply with applicable privacy laws and regulations.

3.2.4.3. Administrative relocation facilities must be operational no later than 12 hours after activation, but organizations may specify more stringent guidelines in their plans. Industrial, lab and test facilities must be operational as quickly as possible so as to minimally affect organizational MEFs. Organizations must be able to sustain operations at their relocation or reconstitution site for up to 60 days.

3.2.4.4. Consider incorporating telework in your plan where feasible. Alternate site size restrictions could limit the number of workers, and a pandemic or other medical emergency could restrict or eliminate gatherings.

3.2.4.5. Identify critical requirements and procurement needs. Develop logistics plans to sustain operations at the relocation and (if applicable) the reconstitution site.

3.2.4.6. Coordinate with the host Air Base Wing all support requirements that they would be tasked to provide IAW host-tenant agreements.

3.2.4.6.1. Develop transportation plans for moving personnel to relocation sites and sustaining operations, if required.

3.2.4.7. Organizations at all levels opting for a reconstitution section in their COOP plan(s) will:

3.2.4.7.1. Coordinate with another base or other suitable location to serve as a reconstitution site.

3.2.4.7.2. Negotiate a MOA with the receiving base/location that outline requirements and responsibilities for both organizations.

3.2.4.7.3. Include plans/procedures for reconstitution team departure notification, assembly and transportation to the reconstitution site.

3.2.4.8. HQ AFMC will pre-designate another AFMC organization as a reconstitution site. Until the reconstitution site is capable of supporting operations, virtual Command, Control, Communications, Computers, Intelligence, Surveillance, Reconnaissance (C4ISR) may be implemented. If the planned reconstitution site is unusable, the AFMC/CC will designate another AFMC base as an ad hoc reconstitution site.

3.2.4.8.1. An MOA between HQ AFMC and the reconstitution site's Commander outlines requirements and responsibilities for both organizations.

3.2.4.8.2. The reconstitution site's Air Base Wing will prepare a reception plan for the HQ RT.

3.2.5. Applicable Emergency Action Procedures (EAP), Force Protection Conditions (FPCONs) and/or disease containment plans will direct crisis action teams (CATs) to recommend COOP implementation. Describe the procedures for advisories, alerts and COOP plan execution. In a pandemic situation, wing/group commanders/directors, in consultation with the Public Health Emergency Officer (PHEO), may implement appropriate COOP actions for their wing/group/directorate if the organization's MEF accomplishment is threatened by pandemic-caused absenteeism or required social distancing. Once implemented, the CAT (in consultation with unit Emergency Relocation Staffs (ERS)), will prioritize installation resources based on MEF criticality.

3.2.6. Describe organizational structure, command succession and delegation of authority to appropriate staff.

3.2.6.1. Document order of succession and/or delegation of authority for leadership positions in COOP plans if a disruption renders leadership unavailable or unable to perform their duties.

3.2.6.1.1. HQ AFMC and Center plans will document leadership succession and delegation with sufficient breadth, depth and geographic dispersal following a COOP event.

3.2.6.1.2. HQ AFMC and Center wing and directorate Continuity Plans will also document leadership succession and delegation where feasible.

3.2.6.1.3. Preemptive reconstitution team deployment should include leadership successor members.

3.2.7. Identify any higher headquarters reporting requirements. Refer to AFI 10-206, *Operational Reporting*.

3.2.8. Describe possible shortfalls and limiting factors.

3.2.9. Include contact information, such as telephone numbers of alternate facilities and ERS notification methods and procedures.

3.2.10. Establish training requirements and procedures to identify and/or train qualified personnel to fill COOP positions critical to maintaining command and control during emergencies, including the ERS and the RT.

3.2.11. EPCs in each Center's subordinate organization must prepare a Continuity Plan that prioritizes and details their MEFs (see 3.2.3. above for prioritization guidance), the personnel and equipment required to perform them. These plans must:

3.2.11.1. Contain organization-specific details that complement their overall plan. List mission essential documents and equipment workloads with associated information accessibility options or location. Make pertinent vital records, mission documents and equipment listings readily available so equipment can be processed for transportation to the relocation and/or alternate site. Establish personnel manning requirements and procedures so that enough qualified personnel are available throughout the duration of the emergency.

3.2.11.2. Take into account multiple facilities occupied by a single organization.

3.2.11.3. Be attachments to the appropriate (co-located/parent) Center plan.

- 3.2.11.4. ABW/TW/G may meet the Continuity Plan requirement with existing emergency operations plans at the commanders' option.
- 3.2.11.5. Identify military, civilian and contractor positions with COOP responsibilities under normal and emergency procedures. Ensure position descriptions and contract statements of work clearly reflect COOP requirements.
- 3.2.11.5.1. Establish alert and notification procedures for COOP-tasked personnel. Have recall procedures available to augment them with additional personnel.
 - 3.2.11.5.2. Develop personnel accountability procedures for all personnel.
 - 3.2.11.5.3. Incorporate pandemic mitigation/containment guidelines as prescribed in the Disease Containment Plan (DCP) in COOP plans.
 - 3.2.11.5.4. Comply with reporting requirements outlined in AFI 10-205, *Availability of Major Command Commanders*.
- 3.2.11.6. Continuity plans will be reviewed at least annually and updated whenever there is a change in MEFs and/or resource requirements--facilities, equipment or personnel.
- 3.2.11.7. List the ERS composition identified by position, AF Speciality Code (military) or position/Skill Code and/or Position Description/Core Document (civilian) and office symbol. Link each position to one or more MEFs. Indicate any specific equipment, data or special skills required to perform the MEFs. See paragraph 4.7. for additional Center-level Continuity Plan content suggestions; use as applicable.
- 3.2.12. In addition to paragraphs 3.2.1.- 11. above, Air Force Sustainment Center (AFSC) and its subordinate Air Logistics Complexes (ALCs)/Wings will:
- 3.2.12.1. Develop COOP/continuity plans for each complex. Note: if HQ AFTC and OC-ALC occupy the same facility, Center and OC-ALC plans can be combined at Center Commander's option.
 - 3.2.12.2. Identify alternate facilities for both aircraft and component repair, utilizing compatible DOD and/or contractor facilities. Each ALC will be prepared to estimate what percentage of their original capacity can be achieved at these alternate sites, after what lead time and for how long.
 - 3.2.12.3. As part of the planning process, identify mission essential functions for each Complex by workload that can or cannot be performed at the customer's site, another Complex or at a contract facility. Have personnel and equipment details readily available for planning purposes and develop a procedure to quickly match surviving work sites with industrial workloads that support center MEFs.
 - 3.2.12.4. Indicate how the work force would be utilized for operations at either nearby or distant sites.
 - 3.2.12.5. Identify methods of receiving and shipping depot input and output at alternate sites and communicating this information to customers.
 - 3.2.12.6. Identify procedures for salvaging, inventorying and transporting any remaining/ surviving equipment, parts, tooling etc. to the alternate site(s).

3.2.12.7. As part of the plan, consider transferring organic workloads to contractors if the relocation site(s) cannot support these operations. Include a transfer timeline.

3.2.12.8. Prepare plans for security at relocation sites.

3.2.12.9. In addition to paragraphs 3.2.1.- 11. above, the Aerospace Maintenance and Regeneration Group (AMARG) COOP/continuity plan will:

3.2.12.9.1. Be able to identify, inventory and provide security for surviving assets.

3.2.12.9.2. Indicate how the work force would be utilized to salvage remaining assets.

3.2.12.9.3. Be prepared to communicate to customers the center's ability to and methods of shipping aircraft and/or parts.

3.2.13. In addition to paragraphs 3.2.1.- 11. above, AFTC, AFRL and AFNWC and their subordinate organizations as applicable will:

3.2.13.1. Identify alternate sites to perform essential research, development, test and evaluation (RDT&E) utilizing compatible public and/or private facilities as part of the planning process. Indicate functions achievable at these alternate sites, required lead time and duration. Identify those facilities which are unique and whose functions cannot be duplicated elsewhere and any possible workarounds.

3.2.13.2. Identify essential RDT&E functions with approximate square footage, personnel and equipment required for each.

3.2.13.3. Indicate how the work force would be utilized for continued operations at either nearby or distant sites.

3.2.13.4. Reference how any remaining/surviving equipment, prototypes, tooling etc. would be salvaged, inventoried and transported to the alternate site(s).

3.2.13.5. As part of the plan, consider transferring organic taskings to contractors if the relocation site cannot support these operations. Include a transfer timeline.

3.2.13.6. Prepare plans for security at relocation sites.

3.2.14. In addition to paragraphs 3.2.1.- 11. above, AFLCMC will develop the single center level COOP.

3.2.14.1. Center subordinate organizations will develop a continuity plan for attachment to the AFLCMC center level COOP. Center subordinate organization continuity plans will include Wing/PEO/Directorate personnel colocated with the Center Headquarters and/or another installation.

3.2.14.2. AFLCMC subordinate organization will negotiate a relocation MOA with their relocation partner that outlines the requirements and responsibilities for both organizations.

3.2.15. Each center will provide HQ AFMC/A3X with an electronic copy of their COOP plans.

3.3. COOP Plan execution. Take the following actions if an emergency might or does require COOP execution.

3.3.1. Be prepared to activate relocation site(s) (and reconstitution site if applicable) in a with or without warning situation, during or after duty hours consistent with your pre-planned “trigger” event(s), including FPCONs, advance weather warnings, etc.

3.3.2. If some or all the organization's facilities become unusable, the relocation site(s) should immediately assume those responsibilities in a with-warning situation, or as quickly as possible in a no-warning situation. Report this to HQ AFMC Command Center, the Air Force Service Watch Cell or, if activated, the Air Force Emergency Operations Center IAW AFI 10-206, *Operational Reporting*.

3.3.3. If the potential trigger event is a pandemic, execution may be in phases, by action and/or by subordinate organizations within a center or the HQ. Since a pandemic may affect an organization at different rates and/or time, wing commanders/directors may initiate pandemic COOP actions unilaterally (in consultation with the PHEO) if pandemic-related absences are affecting MEF accomplishment.

3.3.4. If your facility is designated as an AFMC Headquarters reconstitution site, monitor the HQ status and be prepared to assume your reception/support responsibilities (See 3.2.4.8. above).

3.3.5. COOP execution phases:

3.3.5.1. Readiness and Preparedness/Normal Operations Phase. During normal daily operations, COOP readiness should ensure identifying and protecting successors/military authority, personnel accountability and relocation site readiness. A COOP event may be a no-notice disaster or a with-warning event, such as an approaching hurricane or a pandemic. If the Commander's CAT exercises the Installation Commander's authority to determine it is appropriate to send personnel home, make every effort to preemptively send non-essential personnel home and/or implement critical mission relocation/reconstitution. Apply risk mitigation methodologies during the Readiness and Preparedness/Normal Operations Phase to mitigate risk to MEF execution. Refer to AFI 10-208, Attachment 5 for further guidance.

3.3.5.2. Activation and Relocation/Reconstitution Phase (0-12 hours). Concentrate initial efforts on successor survival, devolution of command, relocating key personnel, reestablishing command and control, and operational/communication capabilities at your pre-designated relocation or reconstitution site. During this phase, give priority to military operations (including logistical support), continuing C4ISR functions, transferring personnel and computer data/applications necessary to support operations, personnel accountability and damage and residual resource assessment and reporting.

3.3.5.3. Alternate Operating Facility Operation Phase. Commences with full MEF execution focusing on military operations, communications, transportation, performing other essential functions, resource recovery, and salvaging assets. Affected organizations should notify C2 agencies of manpower and capability at alternate locations. AFI 10-206, *Operational Reporting*, has reporting requirements. Address restoring command staffs, capabilities, and functions as resources and operational tasks permit.

3.3.5.4. Return to Normal Operations Phase. Begin implementing plans to resume normal operations with an orderly return to the established operating facilities or

movement to a temporary or permanent facility. Maintain communication with C2 agencies during transition and continue reporting mission manpower and capability.

3.4. Classifying COOP Plans. Classify COOP plans according to content, as required by applicable overarching program security guidance, MEFs, mission criticality, capabilities, key personnel movement, compilation of data revealing additional associations or relationships and the specific plan(s) supported. COOP plans will not be marked lower than For Official Use Only (FOUO).

3.4.1. Use *DoD Defense Continuity Program (DCP) Security Classification Guide* (15 Dec 05 with 8-06 amendments) for details and to determine specific classification decisions when no original classification authority (OCA) or ambiguity exists.

3.4.2. Refer to the *Continuity of Operations (COOP)/Continuity of Government (COG) Community of Practice for the Defense Continuity Security Classification Guidance* (NIPRNet and SIPRNet).

3.4.3. Plans in their entirety are normally classified CONFIDENTIAL or SECRET, based on the organization's mission criticality assessment from a COOP and CARM perspective. All COOP-related information is sensitive; exercise extreme caution when compiling information in a COOP plan. Individual unclassified items when grouped together may reveal information that is classified when considered as a whole. Deconflict guidance from this instruction with security guides from related programs; defer to the highest classification mandated. When determining a plan's classification consider:

3.4.3.1. Mission sensitivity.

3.4.3.2. The most likely event which might trigger its execution.

3.4.3.3. MEFs that support a CCDR's operation as part of the planning process and subsequent execution timelines when determining overall COOP plan classification. MEFs identified in the plan as Critical Assets will require the MEF list to be classified SECRET at minimum.

3.4.3.4. Subsections which would be executed following a natural disaster may not require the same classification as those used in the aftermath of a terrorist or enemy attack, assuming they do not reveal other aspects of the COOP plan. Direct classification questions to HQ AFMC/A3X.

3.4.4. DOD policy governing/requiring continuity plans, the plans' existence and acronyms associated with continuity plans/planning are normally For Official Use Only (FOUO).

3.4.5. Specific procedural details are classified up to SECRET depending on the most likely causative factor for COOP execution. See 3.4.9.3. below for guidance on reconstitution plans.

3.4.6. Exercise, test and/or training material that does not reveal specific COOP-related objectives, plan deficiencies or segments being tested/exercised are FOUO at minimum. Specifics relating to demonstrated capabilities and/or deficiencies are classified SECRET.

3.4.7. COOP components standing alone with no association as to purpose may be FOUO at minimum: alert notification rosters, transportation modes, etc. Other plan components, such as specific execution details, command devolution, specific unannounced relocation site(s),

Limiting Factors (LIMFACs) etc are classified SECRET. Note the caveat in 3.4.3. above regarding compilation if the unit elects to have unclassified and classified COOP plan sections.

3.4.8. COOP-related personnel information:

3.4.8.1. Individual continuity relocation strength (by wing/directorate) and staff composition by location when not associated with MEFs is FOUO at minimum. When combined to form strengths and composition for an entire organization (Center/HQ), it can be classified up to SECRET, depending on the most likely causative factor for COOP execution.

3.4.8.2. Continuity alert rosters and relocation staff rosters are FOUO at minimum (to protect Privacy Act information) if they don't contain specifics as to location and roster function. Destroy old rosters using destruction guidance for OPSEC and Privacy Act information.

3.4.9. Relocation and reconstitution sites:

3.4.9.1. Declared continuity relocation sites are generally located on-base and are FOUO; undeclared ones generally off-base are up to SECRET.

3.4.9.2. Information that does not reveal actual undeclared relocation or reconstitution site locations, including nicknames if not associated with the site name/location, is FOUO at minimum.

3.4.9.3. When a reconstitution site's only anticipated use is projected to be the result of a regional natural disaster, the site's location may be FOUO; for other anticipated uses and for HQ AFMC reconstitution, it is classified SECRET.

3.4.9.4. When not associated with their roles as unannounced relocation or reconstitution sites, facility descriptions, schematics or drawings are FOUO at minimum.

3.4.9.5. Information regarding relocation and/or reconstitution sites that have been or remain activated is FOUO at minimum, but unannounced sites remain classified if activation was the result of an attack vice a natural disaster or accident.

3.4.10. Assessments/reports that reveal threats, vulnerabilities, weaknesses or security issues with any portion of a COOP plan or associated site, and any mitigation/correction plan, are classified SECRET.

3.5. Reviewing COOP Plans. Review your Center COOP plan annually and update as required to allow seamless execution if necessary. Subordinate organizations will update their Continuity Plans whenever there are substantive changes in MEFs, personnel and/or relocation sites.

3.6. COOP Training and Exercises.

3.6.1. AFMC organizations will design programs to train personnel in COOP procedures regardless of their execution responsibilities. CPOs will train EPCs and provide them with training outlines. EPCs will then add material appropriate/unique to their organization. Training will include both COOP procedures and position-specific duties, and will be completed within 30 days of assignment, followed by annual refresher briefings.

3.6.1.1. ERS and RT members will be trained to perform their assigned COOP duties in a no-warning execution.

3.6.1.2. Commanders/Directors will be trained on their COOP program preparation and execution responsibilities.

3.6.1.3. All personnel (including contractors) not in the above categories should be prepared to augment the ERS, telework or perform on an alternate work schedule (AWS) and receive any necessary COOP related training.

3.6.2. Organizations are required to exercise their COOP plans at least annually and document the activity at the complex/directorate/wing level. COOP exercises may be combined with installation, command or JCS level exercises.

3.6.2.1. COOP objectives may be combined with other exercise functional objectives so long as all COOP requirements are met.

3.6.2.2. As part of the COOP exercise/training program, Centers/complex/wings/directorates should conduct an annual orientation visit to their designated relocation site to familiarize ERS members with the facilities and available equipment; designated teleworkers should practice teleworking to maintain proficiency.

3.6.2.3. Subordinate organization's EPCs will:

3.6.2.3.1. Prepare after-action reports on COOP training and exercises to improve and update their COOP program, plans and/or methodologies.

3.6.2.3.2. Provide a comprehensive annual exercise and training report to the parent Center CPO by 31 January the following year, using the provided report template. Exercise training report template will be provided by HQ AFMC/A3XX.

3.6.2.4. Center CPOs will:

3.6.2.4.1. Collect after-action reports from their subordinate organizations' COOP training and exercises to evaluate and update the Center's COOP program, plans and/or methodologies.

3.6.2.4.2. Provide a consolidated annual exercise and training report to the Command CPO by 31 January the following year, using the provided report template.

Chapter 4

HQ AFMC COOP PROGRAM

4.1. Introduction. The HQ AFMC COOP program provides continuity for identified HQ AFMC MEFs during conditions when normal operations have been impaired or made impossible. This chapter tasks specific AFMC staff offices and the 88 ABW to plan for relocating and/or reconstituting HQ AFMC during emergencies and for maintaining mission area continuity command wide. It provides program management guidance and assigns administrative responsibilities to support the HQ AFMC COOP. For required plan contents, see paragraph 3.2.

4.2. Applicability. This chapter applies only to HQ AFMC and named 88 ABW organizations.

4.3. HQ AFMC Responsibilities.

4.3.1. The AFMC Operational Plans Division (HQ AFMC/A3X) is designated the HQ AFMC COOP program POC and will:

4.3.1.1. Furnish a HQ AFMC Continuity Plans Officer (CPO) (see paragraph 2.2.2. for duties).

4.3.1.2. Establish and host the HQ AFMC COOP Working Group.

4.3.1.2.1. Any sub-working groups formed to manage individual COOP issues will report to the HQ AFMC COOP Working Group.

4.3.1.3. Task any organization in HQ AFMC or command activity deemed necessary to accomplish the COOP mission.

4.3.1.3.1. Negotiate agreements within AFMC or with other organizations to support HQ relocation or reconstitution activities, including team reception, augmentation, workspace and infrastructure provision.

4.3.1.4. Prepare a COOP plan that meets all the requirements set forth in the cognizant AF and AFMC Instructions.

4.3.1.5. Serve as the HQ AFMC focal point for COOP execution.

4.3.2. HQ AFMC directorates will:

4.3.2.1. Appoint a primary and alternate EPC to serve as the directorate's COOP program POC. See paragraph 4.6. below for specific EPC duties. Notify HQ AFMC/A3X in writing within one week of any appointment changes.

4.3.2.2. Task directorate personnel to perform COOP duties.

4.4. HQ AFMC organizations tasked to fulfill requirements in 4.3.2. above are:

4.4.1. Directorate of Staff (HQ AFMC/DS), including CC, CV, CA, CCE, CVE, CAE, CCC, CCK, CCP, CCX, CR, CG, HO, IP, SB and Executive Comm.

4.4.2. Directorate of Manpower, Personnel and Services (HQ AFMC/A1).

4.4.2.1. Assist HQ CPO with personnel-related COOP requirements and issues.

- 4.4.3. Directorate of Intelligence and Requirements (HQ AFMC/A2/5).
- 4.4.4. Directorate of Air, Space and Information Operations (HQ AFMC/A3).
- 4.4.5. Directorate of Logistics (HQ AFMC/A4).
- 4.4.6. Directorate of Communications, Installations and Mission Support (HQ AFMC/A6/7).
 - 4.4.6.1. Assist HQ CPO with information system-related COOP requirements and issues.
- 4.4.7. Directorate of Strategic Plans, Programs and Analyses (HQ AFMC/A8/9).
- 4.4.8. Directorate for Strategic Deterrence and Nuclear Integration (HQ AFMC/A10).
- 4.4.9. Directorate of Engineering and Technical Management (HQ AFMC/EN).
- 4.4.10. Directorate of Financial Management (HQ AFMC/FM).
- 4.4.11. Command Chaplain (HQ AFMC/HC).
- 4.4.12. Inspector General (HQ AFMC/IG).
- 4.4.13. Information Protection (HQ AFMC/IP).
- 4.4.14. Judge Advocate (HQ AFMC/JA).
- 4.4.15. Directorate of Public Affairs (HQ AFMC/PA)
- 4.4.16. Contracting (HQ AFMC/PK).
- 4.4.17. Safety (HQ AFMC/SE).
- 4.4.18. Surgeon General (HQ AFMC/SG).
 - 4.4.18.1. Assist HQ CPO with pandemic-related COOP planning and issues.

4.5. Tasked 88 ABW organizations:

- 4.5.1. 88 ABW/XP will assist in coordination and deconfliction of relocation sites for HQ directorates.
- 4.5.2. 88 SFS may provide security at relocation sites if so requested.
- 4.5.3. 88 MSG will provide emergency transportation during relocation/reconstitution IAW HQ AFMC COOP plan if so requested.

4.6. HQ AFMC EPCs will:

- 4.6.1. Provide organizational-specific functional expertise and support to HQ AFMC/A3X.
- 4.6.2. Coordinate all COOP planning and execution activities throughout their organization.
- 4.6.3. Prepare and maintain their Continuity Plans (see paragraph 4.7 below).
- 4.6.4. Obtain relocation work space from other on-base organizations. If unable to do so, work with 88 ABW/XP to find a relocation site or sites. If necessary, negotiate MOAs or MOUs with site providers.
- 4.6.5. Maintain organizational COOP program continuity materials in hard copy and/or electronically so it can be accessed from the relocation or reconstitution site. Maintaining classified components on the HQ COOP SIPRNET website will meet these requirements. At a minimum it will contain:

- 4.6.5.1. A current personnel roster with a primary and alternate(s) against each authorized relocation and reconstitution position.
 - 4.6.5.2. Data, document and equipment listings that identify items prepositioned at organization relocation and reconstitution sites; include items contained in organizational emergency kits. Update these listings as changes occur.
 - 4.6.5.3. Access to the HQ AFMC COOP plan can be obtained by contacting HQ AFMC/A3X, AFMC Command CPO.
 - 4.6.5.4. Access to the reception plan for the base hosting the HQ reconstitution team can be obtained by contacting HQ AFMC/A3X, AFMC Command CPO.
 - 4.6.6. Provide HQ AFMC/A3X with a current electronic copy of the organization's COOP Plan and present the organization's COOP program continuity book for annual review.
 - 4.6.7. Ensure any manpower authorization or other personnel changes do not adversely affect the organization's ability to perform its MEFs for a relocated or reconstituted AFMC Headquarters.
 - 4.6.8. Train tasked personnel on HQ AFMC COOP procedures and the organization's COOP plan procedures; familiarize them with the directorate's mission-essential functions.
 - 4.6.9. Designate individuals as ERS/RT members and qualify them to accomplish relocation duties. Supervisors of designated ERS/RT member should familiarize themselves with their responsibilities: see AFI 36-507, *Mobilization of the Civilian Work Force*. Civilians must also refer to AFI 36-507 and know their responsibilities before accepting such a position. All primary and alternate ERS/RT member must possess a security clearance commensurate with their duties. ERS/RT members assigned to relocated/reconstituted Crisis Action Team/Battle Staff must possess a minimum SECRET clearance IAW AFMC HOI 10-1.
 - 4.6.10. Immediately report COOP LIMFACs in any area to HQ AFMC/A3X. LIMFACs may include: detail manning shortfalls, document/data/equipment problems, workspace limitations and any other problem adversely affecting HQ AFMC continuity of operations. Classify in accordance with paragraph 3.4 above. Provide an annual LIMFAC report with long-term problems by 30 June; negative reports are required.
 - 4.6.11. Represent the directorate at HQ AFMC COOP Working Group meetings.
 - 4.6.12. Maintain effective organizational COOP alert and notification procedures.
 - 4.6.13. Track and report annually the directorate's COOP training and exercise activities (see paragraph 4.8 below).
- 4.7. Directorate Continuity Plan.** Each organization's EPC will prepare a complementary Continuity Plan for the director's approval as an attachment to the HQ AFMC COOP plan. Review annually; update whenever the organization's situation changes. These plans will be FOUO and contain details for maintaining and/or reconstituting MEFs under conditions outlined in AFI 10-208 and this Instruction. Contents will include:
- 4.7.1. A detailed MEF listing. Differentiate between MEFs that are to support other organizations and those which are internal to your directorate. Indicate which MEFs could be accomplished via telecommuting and which ones cannot.

4.7.2. The directorate's ERS composition identified by position, AF Specialty Code (military) or Skill Code (civilian) and office symbol. Link each position to one or more MEFs, and indicate any specific equipment, data or special skills required to perform the MEFs. Identify any positions that also support the directorate's relocated CAT cadre (primary and alternates) if applicable.

4.7.3. The directorate's RT component identified by position, AF Speciality Code (military) or Skill Code (civilian) and office symbol. Link each position to one or more MEFs, and indicate any specific equipment, data or special skills required to perform the MEFs. Identify any positions that could be filled by an augmentee from the hosting base. Do not include specific reconstitution site information; that would make the plan classified.

4.7.4. Organization-specific guidance on COOP alert and notification procedures (both duty hours and after duty hours), personnel actions for both ERS/RT members and others assigned, and critical communications links with organizations outside the relocation or reconstitution site.

4.7.5. Specific information on the directorate's relocation site: address, directions, facility layout, and in-place equipment to allow a smooth transition to relocation site operations.

4.7.6. If applicable, guidance for directorate personnel who will telework.

4.7.7. Guidance for personnel who are not ERS or RT members and are on standby.

4.7.8. Directorate specific actions to be taken in a pandemic COOP situation. This can be an annex or appendix to the Continuity Plan.

4.8. Exercises and Training (see also [paragraph 3 6](#) above).

4.8.1. HQ COOP exercises may be conducted either as stand-alone or in conjunction with any suitable larger scale exercise that satisfies COOP exercise requirements.

4.8.2. The HQ AFMC CPO will develop and maintain a COOP training program, including basic training packages for HQ EPCs to use in training their organization's personnel. Training modules will only address COOP program information, not directorate functional expertise. All directorate personnel must maintain the knowledge and skills needed to perform their functional duties during an emergency.

4.8.3. Each HQ directorate's EPC will conduct at least one COOP-related exercise annually and document same, along with training activities during the calendar year. Report the results, along with lessons learned to the HQ AFMC CPO by 31 January the following year, using the provided report template.

WILLIAM J. THORNTON, Brigadier General, USAF
Director of Air, Space and Information Operations

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

- AFI 10-206, *Operational Reporting*, 6 September 2011
- AFI 10-208, *Air Force Continuity of Operations (COOP) Program*, 15 December 2011
- AFI 36-3803, *Personnel Accountability in Conjunction with Natural Disasters or National Emergencies*, 21 December 2010
- AFI 10-245, *Antiterrorism (AT)*, 21 September 2012
- AFI 10-401, *Air Force Operations Planning and Execution*, 7 December 2006
- AFI 10-701, *Operations Security (OPSEC)*, 8 June 2011
- AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*, 24 January 2007
- AFI 10-2604, *Disease Containment Planning Guidance*, 3 September 2010
- AFI 31-101, *Integrated Defense*, 8 Oct 09
- AFI 36-507, *Mobilization of the Civilian Work Force*, 21 July 1994
- AFDD 6-0, *Command and Control*, 1 June 2007
- AFMAN 10-401, Volume 2, *Planning Formats and Guidance*, 1 May 1998
- AFMAN 33-363, *Management of Records*, 1 March 2008
- AFPD 10-2, *Readiness*, 6 November 2012
- AFPD 10-8, *Defense Support To Civil Authorities*, 15 February 2012
- AFPD 10-24, *Air Force Critical Infrastructure Program*, 28 April 2006
- CJCSMD OPORD 3-08, *Continuity of Operations Plan for the Chairman of the Joint Chiefs of Staff*
- Defense Continuity Program Security Classification Guide, 15 Dec 2005 with amendments
- DoDD 3020.26, *Department of Defense Continuity Programs*, 9 January 2009
- DoDD 3020.44, *Defense Crisis Management*, 4 June 2007
- DoDI 3020.39, *Integrated Continuity Program for the Defense Intelligence Enterprise (DIE)*, 12 September 2008
- DoDI 3020. 42, *Defense Continuity Plan Development*, 17 Feb 2006
- HOI 36-16, *Telework*, 20 June 2011
- Title 10, USC, Sections 151, 8013, 803 & 8033
- War and Mobilization Plan, Volume 1 (WMP-1) Basic Planning

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*, 22 September 2009

Abbreviations and Acronyms

AFEOC—Air Force Emergency Operations Center

AFI—Air Force Instruction

AFLCMC—Air Force Life Cycle Management Center

AFMAN—Air Force Manual

AFMC—Air Force Materiel Command

AFMCI—Air Force Materiel Command Instruction

AFNWC—Air Force Nuclear Weapons Center

AFRL—Air Force Research Laboratory

AFSC—Air Force Sustainment Center

AFTC—Air Force Test Center

AFPD—Air Force Policy Directive

ALC—Air Logistics Complex

C2—Command and Control

C2 Systems— -Command and Control Systems

C3I—Command, Control, Communications and Intelligence

C4ISR—Command, Control, Communications and Intelligence, Surveillance, Reconnaissance

C4—Command, Control, Communications, Computers

CARM—Critical Asset Risk Management

CAT—Crisis Action Team

COCOM—Combatant Commander

CJCS—Chairman, Joint Chiefs of Staff

CONOPS—Concept of Operations

COOP—Continuity Plans Officer

CPO—Continuity Plans Officer

CRRA—Capabilities Review and Risk Assessment

DCP—Defense Continuity and Crisis Management Office

DCCM—Defense Continuity and Crisis Management Office

DOD—Department of Defense

DSN—Defense Switched Network

EAP—Emergency Action Procedures

EPC—Emergency Planning Coordinator
ERS—Emergency Relocation Staff
FEMA—Federal Emergency Management Agency
EM—Full-Spectrum Threat Response
FOA—Field Operating Agency
FOUO—For Official Use Only
FPC—Federal Preparedness Circular
FPCON—Force Protection Condition
GSU—Geographically Separated Unit
HAF—Headquarters United States Air Force
HQ USAF—Headquarters United States Air Force (Secretariat and Air Staff)
HQ USAF COOP—Headquarter United States Air Force Continuity of Operations
IA—Information Assurance
LIMFACS—Limiting Factors
MAJCOM—Major Command
MEF—Mission Essential Function
OPORD—Operations Order
OPR—Office of Primary Responsibility
OSD—Office of the Secretary of Defense
PHEO—Public Health Emergency Officer
POC—Point of Contact
RDS—Records Disposition Schedule
SRR—Survival, Recovery, and Reconstitution
UMD—Unit Manning Document

Terms

AFMC Center. For COOP program purposes, refers to AFLCMC, AFSC, AFTC, AFRL and AFNWC. AFMC Centers constitute the Command’s “major subordinate organizations” as defined in AFI 10—208. (see also “Center subordinate organization” below)

Center subordinate organization. An AFMC organization which reports to a Center commander; can be co—located with the Center headquarters or at another installation i.e. Air Base Wing, Test Wing, Complex, Technical Directorate.

Command and Control (C2).—The authority that a commander in the Armed Forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and planning the employment of,

organizing, directing, coordinating and controlling military forces to accomplish assigned missions. It also includes responsibility for health, welfare, morale and discipline of assigned personnel. Command and control operations represent the execution direction of the commander's warfighting intent. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities and procedures employed by a commander in planning, directing, coordinating and controlling forces and operations to accomplish the mission.

Command and Control Systems (C2 Systems).—The facilities, equipment, communications, procedures, and personnel essential to a commander for planning, directing and controlling operations of assigned forces pursuant to the mission assigned. For aerospace forces, this includes mission essential technology elements and processes necessary to perform their assigned command and control functions.

Continuity of Operations (COOP). **An internal effort within individual components of the Executive, Legislative, and Judicial Branches of Government assuring the capability exists to continue uninterrupted essential component functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological and/or attack**—related emergencies. COOP involves plans and capabilities covering the same functional objectives of Continuity of Government, must be maintained at a high level of readiness, and be capable of implementation both with and without warning. COOP is not only an integral part of Continuity of Government and Enduring Constitutional Government (ECG), but is simply "good business practice"—part of the Department of Defense's fundamental mission as a responsible and reliable public institution.

Continuity Plans Officer (CPO).—Focal point for COOP program at HQ and Center level. Writes and maintains the HQ/Center COOP plan, administers COOP program, trains/assists wing/directorate COOP planners (EPCs), and is the focal point for COOP plan execution when directed.

Crisis.—An incident or situation involving a threat to the United States, its territories, citizens, military forces, possessions, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, political, or military importance that commitment of U.S. military forces and resources is contemplated to achieve national objectives.

Critical Asset Risk Management (CARM). **USAF CARM is a capability focused mission assurance program that encompasses Air Force and non—AF owned assets and infrastructures (foreign and domestic), both physical and cyber, that are essential to planning, mobilizing, deploying, executing and sustaining military operations on a global basis, assuring their availability when required.**

Defense Continuity Program (DCP).—An integrated program comprised of defense policies, plans, procedures, assets, and resources that permits continuity of DOD Component MEFs under all circumstances, including crisis, attack, recovery, and reconstitution. It encompasses the DOD Components performing Continuity of Operations, Continuity of Government, and Enduring Constitutional Government functions across the spectrum of threats to continuity.

Emergency Plans Coordinator (EPC).—Focal point for COOP planning and execution at the wing/directorate level. Develops/writes/maintains wing/directorate Continuity Plan, trains the

organization's personnel in their assigned COOP execution duties, serves as the organization's focal point during COOP plan execution.

Enduring Constitutional Government (ECG).—A cooperative effort among the Executive, Legislative, and Judicial Branches of Government, coordinated by the President, to preserve the capability to execute constitutional responsibilities in a catastrophic crisis. ECG is the overarching goal; its objective is the preservation of the constitutional framework under which the Nation is governed. ECG requires orderly succession and appropriate transition of leadership, and integrated performance of essential functions by all three Branches of Government.

Emergency Relocation Staff (ERS).—The cadre of organizational personnel who are assigned to directly support uninterrupted operational capability and COOP execution when the organization must move to an alternate site within commuting distance.

Essential Records.—For COOP purposes, the documentation necessary to support an organization's identified MEFs.

Geographically Separated Unit (GSU).—For COOP program purposes, refers to Center subordinate organizations that are physically located in another facility or at an installation other than the Center headquarters site.

Information Assurance (IA). Information operations that protect and defend information and information systems by ensuring their availability, integrity, authentication, confidentiality and non—repudiation. This includes providing for restoration of information systems by incorporating protection, detection, and reaction capabilities.

Mission Essential Function (MEF). Tasks—specified or implied-- that an organization must perform under all circumstances for internal support, and/or to support DOD Component missions or responsibilities in a continuity threat or event. Failure to perform these tasks would significantly impact DOD ability to provide vital services, or exercise authority, direction and control.

Mission Essential Task (MET).—Specific duties that must be performed to support the MEF.

National Security Emergency.—Any occurrence including, but not limited to, natural disaster, military attack, technological failures, civil unrest, or other disruptive condition that seriously degrades or threatens the national security of the United States.

Reconstitution. Rebuilding an organization after an area—wide catastrophe by deploying selected personnel from the affected organization and /or subordinate organizations to a distant location (beyond commuting distance and the catastrophe's effects) to assume the mission essential functions performed by the affected organization.

Reconstitution Site. A preselected and prepared location—well outside the local area and normally beyond commuting distance--used by the affected organization's Reconstitution Team. Normally used when COOP execution is caused by a catastrophe that causes widespread damage or disruption to the host base and the surrounding area. Contrast with relocation below.

Reconstitution Team. A cadre of pre—designated survivors (or their alternates), augmented by appropriate personnel from other command sources who can to perform the organization's mission essential functions from an alternate site beyond the local (commuting distance) area.

Relocation.—Transferring an organization's ERS from their normal operations site to an alternate site typically within commuting distance when the normal site is rendered unusable due to an attack or disaster.

Relocation Site. An organization's local area site—on or off base--that can support the logistics and communications necessary to continue an organization's mission essential functions. Contrast with reconstitution above.

Supported Commander.—Has primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In joint operation planning, refers to the commander who prepares operation plans or operation orders responding to CJCS requirements. In the support command relationship context, the commander who receives assistance from another commander's force or capabilities and who enumerates required assistance to the supporting commander. See also supporting commander.

Supporting Commander.—Provides augmentation forces or other support to a supported commander or who develops a supporting plan. Includes the designated combatant commands and Defense agencies as appropriate. In a support command relationship context, the commander who aids, protects, complements or sustains another commander's force, and who provides the assistance required by the supported commander. See also supported commander.

Telework.—A work flexibility arrangement where an employee, Service member, or contractor performs assigned official duties at an alternate worksite away from the agency facility/office.