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SECRETARY OF THE AIR FORCE**



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Operations

**AIR FORCE CONTINUITY OF
OPERATIONS (COOP) PROGRAM**

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This Instruction implements Air Force Policy Directive (AFPD) 10-2, Readiness, and is consistent with AFPD 10-8, Homeland Security. It describes policy and requirements for implementing DODI 3020.42, Defense Continuity Plan Development, and DODI O-3020.43, Emergency Management and Incident Command of the Pentagon Facilities; DODI O-3000.08 Balanced Survivability Assessments (BSAs); and O-DODI 5110.11, Raven Rock Mountain Complex (RRMC). This AFI is applicable to all Air Force organizations and personnel, to include the Air National Guard (ANG) and Air Force Reserve (AFR). This instruction provides guidance for ensuring the continuity of essential operations of the Air Force across a wide range of potential emergencies. Send recommended changes, additions or deletions to AF/A3O-OB, 1480 Air Force Pentagon, Washington DC 20330-1480 using AF Form 847, Recommendation for Change of Publication. Waiver authority for this instruction is AF/A3O-O. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, Management of Records, and disposed of in accordance with

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(AFOTEC) AFI 10-208, 15 December 2011, is supplemented as follows:

(AFOTEC) This supplement implements and extends the guidance of AFI 10-208, Air Force Continuity of Operations (COOP) Program. This publication establishes responsibilities and procedures for AFOTEC staff personnel in planning a return to normal operations following an emergency event. It applies to all AFOTEC personnel. This publication does not apply to ANG or AFRC. Ensure that all records created as a result of processes prescribed in this publication are maintained 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). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functional's chain of command. Attachment 1 is a glossary of references and supporting information.

SUMMARY OF CHANGES

This publication is substantially revised and requires a complete review. Major changes reflect recent updates to new DOD continuity related instructions and incorporates guidance for business continuity as a subset of continuity. This rewrite reflects the transfer of HAF continuity program, planning and execution responsibilities and associated Pentagon emergency management and incident command responsibilities to the Air Force District of Washington (AFDW). It also outlines HAF organizational responsibilities for continuity, personnel accountability and emergency evacuation. It implements requirements for Balanced Survivability Assessments in the Air Force. It establishes AF responsibilities for emergency management and incident command of the Pentagon facilities and authorities for Raven Rock Mountain Complex.

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Chapter 1

DEPARTMENT OF THE AIR FORCE CONTINUITY AND BUSINESS CONTINUITY GUIDANCE

1.1. Air Force Continuity.

1.1.1. It is Air Force guidance to maintain a comprehensive and effective continuity capability to preserve Air Force functions, missions and capabilities in support of DOD and Air Force Primary Mission Essential Functions (PMEFs).

1.1.2. All levels of command will plan, budget and be prepared to execute their Mission Essential Functions (MEFs), support execution of the Air Force and DOD PMEFs, project forces supporting Combatant Commanders (CCDRs), and when directed by the Secretary of Defense (SecDef), support civil and humanitarian requests.

1.1.3. Continuity requirements must be incorporated into the daily operations of organizations to ensure seamless and immediate continuation of essential functions during and after a wide range of emergencies, including local or regional natural disasters, health-related emergencies, man-made disasters, accidents, technological limitations or attack-related emergencies.

1.1.4. Air Force military, civilian and contract personnel with continuity responsibilities should know what actions to take without warning, across a wide range of potential emergencies.

1.1.5. Continuity is a primary enabler of operational capability.

1.1.5.1. Continuity is focused on maintaining the capability to perform the mission and the essential functions which comprise the mission.

1.1.5.2. Continuity is best achieved through integration with the suite of programs that enable operational capability to continue with limited or no impact to mission execution, should an event or other disruption occur. Organizations and installations should develop integrated solutions among all programs that most effectively and efficiently enhance mission execution. These include integrated defense/force protection, anti-terrorism, critical infrastructure program (CIP)/critical asset risk management (CARM) and emergency management.

1.1.5.3. Continuity planning should consider all-hazards, but emphasize events or other disruptions which will most likely degrade operations.

1.1.5.4. Risk management methodologies, focused on the continuation of mission capability, should be used to identify and develop mitigation solutions, which should in turn be used to prioritize and justify the allocation of budgetary resources.

1.1.6. Continuity requires unity of effort between the mission owner and the installation to establish protection priorities on the installation.

1.1.7. Business continuity is a collaborative effort among continuity, integrated defense, anti-terrorism and emergency management programs. Business continuity must comply with military and civilian personnel policies, to include telework guidance established by Deputy

Chief of Staff for Manpower, Personnel and Services (AF/A1) and computer system security requirements established by Chief of Warfighting Integration and Chief Information Officer (SAF/CIO A6).

1.2. Continuity Guidance. COOP planning should remain operationally focused on command and control and prioritized through contingency and crisis planning.

1.3. Continuity Preparedness Objectives.

1.3.1. Ensure the Air Force can continue its essential functions under all conditions.

1.3.2. Ensure availability of personnel, critical assets, essential facilities, equipment, records and other assets necessary to continue MEFs in the event of a disruption.

1.3.3. Execute a successful order of succession and/or delegation of authority in the event a disruption renders leadership unavailable or incapable of executing their responsibilities and/or exercising their authorities.

1.3.4. Execute return to normal operations upon termination of a continuity event.

Chapter 2

RESPONSIBILITIES

2.1. Headquarters, Department of the Air Force (HAF). (Refer to [Chapter 4](#) for HAF-specific continuity guidance.)

2.1.1. The Administrative Assistant to the Secretary of the Air Force, (SAF/AA) will incorporate continuity planning and MEF execution in HAF continuity facility design and force protection requirements.

2.1.2. The Assistant Secretary of the Air Force for Acquisition (SAF/AQ) will establish guidance and procedures for contracted services and/or equipment supporting continuity requirements.

2.1.3. The Assistant Secretary of the Air Force for Financial Management (SAF/FM) will provide funding to support continuity operations on an emergency basis and will provide budgetary and funding guidance to MAJCOM financial management offices.

2.1.4. The Inspector General of the Air Force (SAF/IG) will incorporate continuity of operations in the IG inspection program.

2.1.5. The Chief of Warfighting Integration and Chief Information Officer (SAF/CIO A6) will:

2.1.5.1. Establish minimum interoperable communication requirements for headquarters, alternates and other continuity facilities in accordance with established DoD guidance.

2.1.5.2. Establish standards for data redundancy and critical application fail-over for systems that support continuity.

2.1.5.3. Establish testing and exercise procedures for communication systems and data requirements.

2.1.5.4. Develop and maintain communications capabilities that can support Air Force senior leadership while in transit to alternate facilities.

2.1.5.5. Budget for and acquire enterprise continuity communication capabilities in accordance with DoD guidance.

2.1.5.6. Designate representatives to participate in the AF Balanced Survivability Assessment Working Group.

2.1.6. The Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1) will:

2.1.6.1. Establish personnel accountability standards consistent with continuity guidance.

2.1.6.2. Establish guidance and procedures for the reconstitution of essential staff.

2.1.6.3. Establish guidance and procedures for alternate work schedules and teleworking during continuity events.

2.1.6.4. Provide a slate of nominees for the position of Commander, Raven Rock Mountain Complex (RRMC) to the Director, Washington Headquarters Services.

2.1.7. The Deputy Chief of Staff, Intelligence, Surveillance and Reconnaissance (AF/A2) will:

2.1.7.1. Plan for survival, recovery and reconstitution of AF/A2 Mission Essential Functions (MEFs).

2.1.7.2. Develop, coordinate and maintain integrated continuity plans in support of DOD, Air Force and HAF.

2.1.7.2.1. Support and comply with the overarching requirements of DOD directives and HAF COOP plans, especially with regard to the requirement to plan for the execution of continuity plans with no warning.

2.1.7.2.2. Support the National Continuity Policy, comply with the Defense Continuity Strategy and subsequent implementation memorandums and directives.

2.1.7.2.3. Ensure AF/A2 COOP Plans are coordinated, as applicable, across the DIE and with the Office of the Under Secretary of Defense for Intelligence (OUSD(I)) Senior Accountable Official (SAO) to ensure integrated capabilities of the components of the DIE to support the Secretary of Defense (SecDef) and the Director of National Intelligence (DNI).

2.1.7.3. Participate in assessments and exercises at all national, DOD and HAF levels to validate the completeness, readiness and effectiveness of Defense Intelligence Continuity planning.

2.1.7.4. Identify, mitigate, eliminate, or assume vulnerabilities or shortfalls in continuity planning or capabilities, especially those that may impact HAF and across the DIE.

2.1.7.5. Plan and document continuity support to other components of the DIE.

2.1.7.6. Biennially, or when directed, review continuity programs and plans.

2.1.7.7. Participate in appropriate national, DOD and HAF exercises and conduct annual testing and evaluation of continuity plans.

2.1.7.8. Appoint an AF/A2 official as the central point of contact (POC) for the Air Force Intelligence Community on continuity issues and to manage, oversee and ensure continuity readiness and compliance with DOD and HAF policies and guidance.

2.1.7.9. Designate a Defense Intelligence Mission Assurance Integration Group (DIMAIG) POC for coordination of mission assurance and continuity programs, plans and other applicable programs with the DIE.

2.1.7.10. Designate a National Intelligence Community Emergency Management Panel (NICEMP) POC to coordinate continuity programs, emergency plans and other applicable programs with the DIE.

2.1.7.11. Designate an Intelligence Community Exercise Forum (ICEF) POC to coordinate AF/A2 exercise activities with other IC Components.

2.1.7.12. Review MAJCOM intelligence COOP Programs when required, to include:

2.1.7.12.1. COOP planning documents

2.1.7.12.2. Annual COOP exercise results

- 2.1.7.12.3. Annual COOP self-inspections
- 2.1.7.13. Designate representatives to participate in the AF Balanced Survivability Assessment Working Group.
- 2.1.8. The Deputy Chief of Staff for Operations, Plans and Requirements (AF/A3/5) is the Air Force senior official designated to manage, oversee, and ensure readiness and compliance with the Air Force continuity program, guidance and responsibilities and will:
 - 2.1.8.1. Establish guidance to maintain a comprehensive and effective continuity capability to preserve execution of Air Force functions, missions, capabilities and tasks in support of the DOD MEFs.
 - 2.1.8.2. Develop, coordinate and validate COOP requirements.
 - 2.1.8.3. Ensure continuity is integrated and synchronized in readiness and mission assurance related programs to include force protection, emergency management, combating weapons of mass destruction, counter chemical, biological, radiological and nuclear (C-CBRN), antiterrorism, medical force health protection, critical infrastructure program (CIP), cyber security, facilities and communication and computer design standards.
 - 2.1.8.4. Ensure Air Force forces supporting the National Military Command System and combatant, sub-unified and Air Force component commands have COOP programs.
 - 2.1.8.5. Ensure continuity programs are adequately planned, programmed and budgeted.
 - 2.1.8.6. Develop and implement a coordinated, multi-year strategic management plan for assets and resources in support of the Defense Continuity Program (DCP).
 - 2.1.8.7. Designate the Director of Operations (AF/A3O) as the representative for management, oversight and policy compliance with continuity. Serve as the Air Force representative to the Defense Continuity Executive Steering Group at the discretion of the AF/A3/5.
 - 2.1.8.8. Designate representatives to participate in the AF Balanced Survivability Assessment Working Group.
- 2.1.9. The Deputy Chief of Staff, Logistics, Installations and Mission Support (AF/A4/7) will:
 - 2.1.9.1. Establish hardening and force protection standards for headquarters buildings and other key facilities which support DOD.
 - 2.1.9.2. Incorporate protection of MEFs in integrated defense planning standards and vulnerability assessment requirements.
 - 2.1.9.3. Incorporate continuity in emergency management standards.
 - 2.1.9.4. Establish procedures to test and exercise continuity requirements as part of emergency management and force protection.
 - 2.1.9.5. Establish procedures to promulgate continuity threat information to worldwide Air Force operations.

2.1.9.6. Designate representatives to participate in the AF Balanced Survivability Assessment Working Group.

2.1.9.7. Ensure the Director of Security Forces, AF/A7S, as Headquarters Air Force Force Protection Steering Group (HAF FPSG) chair, incorporates continuity in the threat analysis and recommendations.

2.1.10. The Deputy Chief of Staff, Plans and Programs (AF/A8) will:

2.1.10.1. Incorporate DCP unique requirements to support COOP planning and execution in programming decisions. These include assets and resources to develop, maintain, and operate facilities, communication and transportation capabilities.

2.1.10.2. Establish a mechanism to identify programming for continuity funding.

2.1.11. The Air Force Surgeon General (AF/SG) will:

2.1.11.1. Establish policy and guidance for continuity in health protection.

2.1.11.2. Provide guidance and ensure AF/SG assets comply with COOP requirements outlined in AFI 41-106, Medical Readiness Program Management.

2.1.12. The Assistant Chief of Staff, Strategic Deterrence and Nuclear Integration (AF/A10) will designate representatives to participate in the AF Balanced Survivability Assessment Working Group.

2.1.13. The Director of Operations (AF/A3O), DCS/Operations, Plans and Requirements is the HAF Office of Primary Responsibility (OPR) for Air Force-wide COOP guidance and will:

2.1.13.1. Publish Air Force-wide COOP guidance, including this AFI and ensure this AFI is reviewed and updated as required.

2.1.13.2. Develop and implement a coordinated, multi-year strategic management plan for assets and resources in support of the Defense Continuity Program (DCP).

2.1.13.3. Provide guidance to all command levels on COOP planning and execution issues.

2.1.13.4. Establish reporting requirements on organizational continuity readiness.

2.1.13.5. Ensure the Air Force Operations Group (AFOG), in coordination with AFDW, has continuity plans for dealing with national or localized emergency situations ensuring the continued performance of HAF MEFs.

2.1.13.6. Through AF/A3O-AI, plan, execute and evaluate national and joint exercises with HAF continuity related events with assistance from AFDW/A3C, the AFOG and Crisis Action Team (CAT) offices.

2.1.13.7. Establish continuity standards for Air Operations Centers (AOCs).

2.1.13.8. Coordinate the development of COOP CIP standards with the AF/A3O-AH CIP/CARM program office.

2.1.14. The Air Force Operations Group (AFOG) will:

2.1.14.1. Monitor threats to Air Force operations through the Air Force Service Watch Cell (AFSWC).

2.1.14.1.1. Establish procedures and ensure the continuity of message processing.

2.1.14.1.2. Incorporate continuity in daily AF Command Post reporting requirements.

2.1.14.2. Develop procedures in coordination with AFDW/A3C to promulgate National Capital Region (NCR) threat and relocation information and decisions.

2.1.14.3. Develop plans and procedures in coordination with AFDW to relocate the HAF CAT.

2.1.14.4. Promulgate messages regarding the status of HAF operations.

2.1.14.5. Represent the AF/A3/5 on the DOD Continuity Executive Steering Group, as required.

2.1.14.6. Provide weather support to RRMC.

2.2. The Commander, Air Force District of Washington (AFDW/CC) will:

2.2.1. Manage HAF Continuity Program, through AFDW/A3C, with authority to plan and program the resources necessary to execute HAF MEFs.

2.2.1.1. Participate with or attend the Continuity Executive Steering Group on matters related to HAF COOP and National Capital Region (NCR) Emergency Preparedness.

2.2.1.2. Promulgate integrated continuity planning guidance to the HAF two-letter directorates.

2.2.1.3. Prepare, coordinate, validate, maintain, exercise and biennially review the HAF COOP OPORD.

2.2.1.4. Ensure the HAF COOP OPORD maintains compatibility with the Office of the Secretary of Defense (OSD) and Joint Staff plans in the NCR.

2.2.1.5. Lead, develop and conduct the annual HAF COOP BLUE RAVEN exercise program. Coordinate HAF participation in the Chairman's and National Exercise programs.

2.2.1.6. Manage HAF relocation sites and act as Tenant Representative for HAF on RRMC boards and committees.

2.2.1.7. Comply with DoDI 5110.11 Raven Rock Mountain Complex (RRMC).

2.2.1.8. Report COOP related expenditures for AFDW and HAF, as required, to AF/A3O.

2.2.2. Represent the HAF on Emergency Preparedness issues within the Pentagon. Manage HAF Emergency Evacuation Plans and serves as the HAF POC to work with the Pentagon Force Protection Agency (PFPA) on Pentagon Emergency Evacuation Planning and Personnel Accountability.

2.2.3. As the AF element under the Joint Task Force, National Capital Region (JTF-NCR), integrate response efforts to support incident command during emergencies, incidents and

exercises at the Pentagon facilities as defined in O-DODI 3020.43, Emergency Management and Incident Command of the Pentagon Facilities.

2.2.4. Develop a HAF COOP, Emergency Operations and Evacuation orientation and training program.

2.2.5. Provide Air Force transportation assets tasked through the Joint Staff for emergency evacuation.

2.2.6. Manage, through the 844th Communications Squadron, plans, programs and budgets for required interoperable computer and communications requirements for HAF continuity at primary and alternate NCR locations.

2.2.6.1. Provide data redundancy and critical application fail-over for systems that support HAF continuity.

2.2.6.2. Routinely test and exercise procedures for communication systems and data requirements.

2.2.6.3. Develop and maintains communication capabilities that can support the Air Force senior leadership while they are in transit to alternate facilities.

2.3. MAJCOMs and ANG will establish command-wide Continuity programs to include:

2.3. (AFOTEC)AFOTEC will establish center continuity programs to include:

2.3.1. Supplement AFI 10-208 with MAJCOM and ANG specific continuity guidance.

2.3.1.1. MAJCOM guidance, unless specifically permitted, shall not be less restrictive than this instruction. Does not apply to ANG. Prior to publication, MAJCOM supplements to this instruction should be coordinated through AF/A3O-OB, 1480 Air Force Pentagon, Washington, D.C. 20330-1480, phone (703) 614-1221, email: coop@pentagon.af.mil.

2.3.1.2. Ensure continuity requirements are incorporated in the daily operations to ensure seamless and immediate continuation of essential functions and supporting capabilities during a wide range of emergencies, including local or regional natural disasters, health-related emergencies, accidents, technological limitations or attack-related emergencies.

2.3.1.3. Ensure all Air Force military, civilian and contract personnel know what actions they should take without warning, across a wide range of potential emergencies, both in-garrison and while deployed.

2.3.1.4. Integrate continuity guidance with integrated defense/force protection, anti-terrorism, emergency management, and critical asset risk management programs to efficiently enhance mission assurance.

2.3.1.5. Integrate risk management methodologies.

2.3.1.6. Establish procedures for reporting command-wide COOP related expenditures.

2.3.1.6. (AFOTEC) HQ AFOTEC/A-7R is responsible for developing COOP-specific budget/expenditure tracking policies/procedures and tracking center-wide COOP-related budgets/expenditures.

- 2.3.1.6.1. **(Added-AFOTEC)** HQ AFOTEC/A-3E is responsible for tracking and reporting COOP-specific budgets/expenditures in accordance with (IAW) AFOTEC/A-7R guidance.
- 2.3.1.7. Establish procedures for reporting and tracking exercise findings.
- 2.3.1.7. **(AFOTEC)** COOP exercises should be combined with other exercises (i.e. Emergency Management, Antiterrorism and Disease Containment) to the maximum extent possible in order to minimize impact to daily operations. Reporting and tracking COOP exercise findings will be IAW AFI 90-1601. AFOTEC exercise owners should ensure After Action Reports (AARs) and any associated observations are annotated on an AF Form 4330, 30 days after the event.
- 2.3.2. Appoint an overall COOP POC within the A3 or A5 staff, in writing, directly responsible to the commander, that understands the organization's mission and functions.
- 2.3.2. **(AFOTEC)** HQ AFOTEC/A-3 is designated the overall AFOTEC COOP POC. The AFOTEC COOP POC has the overall responsibility and oversight for AFOTEC COOP planning and training. The responsibility for COOP Plan execution and other directorate COOP responsibilities are IAW the HQ AFOTEC COOP Plan.
- 2.3.2.1. Appoint knowledgeable internal HQ A-Staff/Special Staff functionals (i.e. A1, A2, A3, A4, A7, JA, PA, IG, etc.) to assist the COOP POC to develop integrated guidance to enhance continuity capability and mitigate mission risk.
- 2.3.2.1. **(AFOTEC)** HQ AFOTEC/A-3 will appoint a COOP POC to lead a HQ AFOTEC COOP Working Group (WG). The COOP WG members are the primary POCs for their respective organization's COOP related tasks. The COOP WG will meet, as necessary, to fulfill requirements.
- 2.3.2.2. Appoint a security manager to provide security classification guidance.
- 2.3.2.2. **(AFOTEC)** HQ AFOTEC/CVI (Information Protection) will provide security classification and critical asset risk management guidance.
- 2.3.2.3. Notify AF/A3O-OB of the organization tasked with COOP program responsibilities and the COOP POC via email to coop@pentagon.af.mil.
- 2.3.3. Develop, validate and prioritize MAJCOM-wide MEFs.
- 2.3.4. Submit prioritized recommendations for BSA candidates annually to AF/A3O.

2.4. MAJCOM HQs, Direct Reporting Units (DRUs), Field Operating Agencies (FOAs), Numbered Air Forces (NAFs), and Wings will develop continuity plans, identify and prioritize MEFs, and take actions to ensure seamless and immediate continuation of essential functions during and in the aftermath of an emergency. Refer to Chapter 3 for planning guidance. (EXCEPTION: In AFMC, Centers may develop plans, identify MEFs, etc. in lieu of Wings.) Refer to procedures for developing and prioritizing MEFs in Atch 3.

2.4. (AFOTEC)AFOTEC detachments and geographically separated units (GSUs) are not required to have formal COOP plans. At a minimum, develop Business Continuity Plans to address continuation of Business Continuity Functions (BCFs). BCFs can be addressed IAW paragraph 2.4.6. and/or be conducted in conjunction with other unit emergency management actions (installation, emergency response, etc.). These units will begin planning and executing

for a return to normal operations no later than the recovery phase of emergency management operations based on a specific contingency event and will coordinate planning efforts and requirements with HQ AFOTEC IAW AFOTECI 10-2501, AFOTEC Emergency Management (EM) Program. Additionally, Detachments and GSUs should ensure their Business Continuity Plans are consistent with their Host Unit's COOP Plans.

2.4.1. Ensure plans support higher headquarters plans and are consistent with responsibilities in Unified Combatant Command plans. Ensure all OPLANS identified by COCOMs, MAJCOMs, DRUs, FOAs, NAFs and Wings include services performed by contractors are included in contract requirements packages.

2.4.2. Regardless of their responsibilities for MEF execution, all military, civilians and contract personnel should be trained to know what action to take in an emergency and what personnel accountability actions to take for themselves and their families. Training requirements for contractors are included in all SOWs addressing MEF contingencies. Training should be held within 30 days of assignment.

2.4.2.1. Designated key and emergency staff will be trained within 30 days of assignment and should receive annual refresher briefings.

2.4.2.2. All military, civilians and contract personnel should be prepared for the possibility of relocation, telework or alternate work schedules (AWS) without warning. Ensure functional commanders include requirements for emergency operations in the contract SOW for contractors.

2.4.3. Exercise COOP plans at least annually.

2.4.4. Implement risk assessments and risk mitigation strategies to ensure MEF execution continues uninterrupted. In addition to guidance established in this publication, utilize the Integrated Defense Risk Management Process (IDRMP) to integrate risk management at the installation.

2.4.5. Participate with the Installation's Integrated Defense Working Group (IDWG) and/or Integrated Defense Council (IDC). Incorporate MEFs in the Integrated Defense Plan. Utilize the IDRMP and systems to mitigate risk.

2.4.6. Establish business continuity guidance in collaboration with integrated defense, anti-terrorism, CIP/CARM, and emergency management programs. Incorporate telework guidance established by AF/A1 and computer system security requirements established by SAF/CIO A6.

Chapter 3

COOP PLAN DEVELOPMENT

3.1. Writing COOP Plans. COOP plans should use planning factors contained in this instruction and War & Mobilization Plan, Vol 1 (WMP-1), Basic Planning. To ensure fully integrated response operations, commanders should include COOP plans with other installation plans, such as the Comprehensive Emergency Management Plan (CEMP), Integrated Defense Plan (IDP), Antiterrorism (AT) Plan, Disease Containment Plans or other plans as long as all COOP planning factors, risks and controls are addressed. If Commands combine COOP plans with their other plans, such as CEMP, title the plan "CEMP/COOP- (organization designation)." Although AFMAN 10-401, Volume 2, Planning Formats and Guidance, is the recommended plan format, organizations can adopt any format that best achieves their planning goals or as directed by the MAJCOM.

3.1. (AFOTEC)AFOTEC COOP plans/planning guidance will be focused on the performance of the critical tasks directly supporting AFOTEC MEF(s) (See AFOTEC-added Attachment 7). The second priority of AFOTEC COOP planning is to reconstitute MEFs in primary, permanent operating locations as quickly as possible, and the third priority is the performance of business continuity functions (BCFs). Unit COOP planning efforts associated with a specific contingency event must address the performance of critical tasks directly supporting the AFOTEC MEF(s). BCFs can be addressed IAW paragraph 2.4.6. and/or be conducted in conjunction with other unit emergency management actions (installation, emergency response, etc.).

3.1.1. COOP plans should comply with guidance in the following documents:

3.1.1.1. AFDD 3-10, Force Protection

3.1.1.2. AFI 10-2604, Disease Containment Planning Guidance – plan for continuation of MEFs during a pandemic or other contagious biological event or outbreak.

3.1.1.3. AFI 10-2501, Air Force Emergency Management (EM) Program Planning and Operations – plan for continuation of MEFs during or following a major accident, natural disaster, conventional attacks (including high-yield explosives), or terrorist use of Chemical Biological Radiological and Nuclear (CBRN) materials. Incorporates CEMP 10-2.

3.1.1.4. AFI 10-206, Operational Reporting – comply with reporting requirements upon COOP activation and movement to alternate locations.

3.1.1.5. AFI 10-401, Air Force Operations Planning and Execution – comply with reporting requirements.

3.1.1.6. AFI 10-701, Operations Security (OPSEC) – comply with security requirements. Develop OPSEC standards based on the priority of the MEF.

3.1.1.7. AFD 10-24, Air Force Critical Infrastructure Program (CIP) – implements a mission-focused, Air Force Task Critical Asset (TCA) identification and Critical Asset Risk Assessment (CARA) process. All CIP critical assets are designated as TCAs, with a subset of this list being designated as Defense Critical Assets (DCAs).

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

3.1.1.8. AFI 10-245, Antiterrorism

3.1.1.9. AFI 31-101, Integrated Defense.

3.2. 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 directly supporting the national essential functions or DoD or AF primary MEFs will not be marked lower than secret. Other COOP plans will not be marked lower than For Official Use Only (FOUO).

3.2.1. Use DoD Defense Continuity Program (DCP) Security Classification Guide, (15 Dec 05) for details and to determine specific classification decisions ambiguity exists and/or no original classification authority (OCA) is available.

3.2.2. Refer to the “Continuity of Operations (COOP) /Continuity of Government (COG)” Community of Practice for the Defense Continuity Security Classification Guidance (SIPRNet) or contact coop@pentagon.af.mil or coop@af.pentagon.smil.mil for a copy.

3.3. COOP Plan Review. Organizations are required to validate and update their COOP plan every two years.

3.4. Elements of a Continuity Plan. COOP plans should be executable with and without warning, during and after duty hours and should include the following elements:

3.4.1. Mission Essential Functions. Prior to writing continuity plans, organizations should thoroughly analyze their organization’s mission, functions, supporting activities, communication and vital records/data necessary for successful mission execution. Refer to Attachment 3 for further guidance.

3.4.1. (AFOTEC) AFOTEC organizations will align their critical supporting tasks to the AFOTEC Mission Essential Function(s) as defined in the AFOTEC-added Attachment 7 to this supplement. These critical supporting tasks are the basis for any AFOTEC COOP planning and must be performed or mitigated under all circumstances. See AFOTEC-added Attachment 9 for additional guidance.

3.4.1.1. Identify MEFs. Prioritize MEFs based on the impact of interruption and degree of acceptable interruption.

3.4.1.2. Identify leadership, personnel, facilities, equipment, computer and communication technologies, supplies and/or other resources necessary to execute each MEF.

3.4.2. Orders of Succession and/or Delegation of Authority.

3.4.2.1. Plan for order of succession and/or delegation of authority in the event a disruption renders leadership unavailable or incapable of executing their responsibilities and/or exercising their authorities.

3.4.2.2. Commanders will establish, promulgate, and maintain orders of succession and delegation of authority for key positions. Orders of succession are an essential part of

organizations' continuity plans and should have sufficient breadth, depth and geographic dispersal, where feasible.

3.4.2.3. Procedures and conditions for delegation of authority must be documented in COOP plans and should indicate the extent and limits of the delegated authority. The description of the conditions for implementation should include specific 'triggers' for when the permission to act for the principal may be used as well as when that permission is no longer authorized.

3.4.3. Key Personnel.

3.4.3.1. Identify key 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.

3.4.3.2. Establish alert and notification procedures for key personnel. Ensure others are available through recall procedures to augment key personnel. Develop accountability procedures for all AF personnel.

3.4.3.3. Establish force health protection standards for key and other personnel. Incorporate disease containment guidelines in COOP plans.

3.4.3.4. Ensure compliance with reporting requirements outlined in AFI 10-205, Availability of Key HQ AF Personnel and Major Command Commanders.

3.4.3.5. Establish Counter Chemical, Biological, Radiological, Nuclear (C-CBRN) protection measures for key and other personnel, such as masks, suits, antidotes, etc. or expedited decontamination processes.

3.4.3.5. (AFOTEC) If required, Individual Protective Equipment (IPE) and Personal Protective Equipment (PPE) will be issued to AFOTEC-assigned units by host installations based on the Installation Emergency Management Plan (IEMP). Additionally, IPE and PPE will comply with requirements outlined in AFI 10-2501, Air Force Emergency Management (EM) Program Planning and Operations and AFOSHSTD 48-137, Respiratory Protection Program.

3.4.4. Communication and Data/Vital Records. Minimum requirements include secure and non-secure voice, data, video and fax as specified for the primary facility or as modified by higher headquarters directives.

3.4.4.1. COOP plans should provide military specific equipment (i.e. common access card (CAC) readers) to military, civilians or contractors to perform work as required. Home Use Programs (HUPs) provide another method of assisting telework procedures.

3.4.4.1. (AFOTEC) Government furnished equipment will be IAW applicable telework and HUPs policies and agreements. Government furnished equipment for contractors will be IAW their applicable contract(s).

3.4.4.2. Establish procedures for fly-away kits which contain critical office items/records that cannot be pre-positioned. Ensure compliance with Personally Identifiable Information (PII), American Health Insurance Portability and Accountability Act (HIPAA) and other Information Assurance standards, if electronic media are used in fly-

away kits. Include copies of delegations of authority in the vital records and ensure they are available at all continuity facilities in the event the continuity plan is activated.

3.4.4.3. Establish courier procedures.

3.4.4.4. Establish procedures to distribute Government Emergency Telecommunications Service (GETS) cards, as required. (<http://gets.ncs.gov/index.html>)

3.4.4.5. Establish procedures to distribute handheld communication devices, computers, etc.

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

3.4.6. Facilities.

3.4.6.1. MEFs are most efficiently executed from the primary operating location. Commanders should develop procedures and risk mitigation strategies to continue operations at the primary location for all MEFs. Implement force protection, physical security or other means to enhance operational capability. Disease containment and contamination avoidance measures should also be considered when appropriate to the threat.

3.4.6.2. Establish shelter-in-place and relocation capability, as a minimum.

3.4.6.3. Designate alternate facilities for MEF execution.

3.4.6.3.1. Ensure sufficient space, infrastructure, power, life support and network connectivity is available. Ensure power, life support and network connectivity are not provided through the same pathways and systems as the primary location. Establish procedures for maintaining alternate facilities in a minimum readiness state and pre-position unique equipment and supplies as necessary. Establish memorandum of agreement/understanding, as required. Refer to AFI 25-201, Support Agreements Procedures, for additional guidance.

3.4.6.3.2. Designated alternate facilities can include virtual office options, such as telework and/or AWS. Apply telecommuting and AWS policies and procedures.

3.4.6.3.3. Develop procedures for initial activation of relocation sites and for continuity staff to perform when alternate work location or telework is implemented. This may include testing communication systems, performing accountability checks and preparing and transmitting status and situation reports.

3.4.6.3.4. Develop procedures to procure equipment and supplies “just in time” that are not pre-positioned at alternate facilities.

3.4.6.4. MEFs can be transferred to another organization provided execution timelines are met. When MEFs are transferred, COOP plans should include provisions for resumption of MEF by the primary staff from an alternate location. Establish memorandum of agreement/understanding between organizations.

3.4.6.5. Disease containment may require other strategies, such as social distancing which can be achieved through split shifts, telework, AWS and/or dispersing personnel within available work space or to alternate facilities.

3.4.7. Return to Normal Operations and Reconstitution. Establish plans for return to normal operations and/or reconstitution.

3.4.7.1. For PMEFs and MEFs, plan options for return to normal operations and reconstitution regardless of the level of disruption that originally prompted COOP execution. This may include moving operations from the continuity or devolution location to either the original operating facility or, if necessary, to a new operating facility.

3.4.7.2. Verify that all systems, communications, and other required capabilities are available and operational and that the facility is fully capable of accomplishing all essential functions and operations.

3.5. Risk Mitigation.

3.5. (AFOTEC)Risk Mitigation. The two primary mitigation strategies innately incorporated into AFOTEC's force structure and operating philosophies ensure AFOTEC MEF(s) continue in all environments are: (1) AFOTEC MEF capabilities are widely dispersed throughout the U.S., and can be conducted at and/or transferred to other locations; and (2) Each AFOTEC detachment/GSU is capable of supporting AFOTEC MEF(s) through standardized operational test processes and methodology through the use of information technology/networks.

3.5.1. Apply risk mitigation methodologies during the Readiness and Preparedness/Normal Operations Phase to mitigate risk to MEF execution. Refer to Attachment 4 of this AFI for further information.

3.5.2. Plans should place increased planning emphasis on the events most likely to occur and which will most likely degrade operations beyond acceptable limits.

3.6. Planning Phases: The COOP implementation process will include the following planning phases:

3.6.1. Readiness and Preparedness / Normal Operations Phase. During normal daily operations, COOP readiness should ensure identification and protection of successors/military authority, accuracy of personnel accountability and readiness of relocation sites. As information and intelligence increase the likelihood of an event or other disruption, every effort should be made to plan or implement pre-emptive relocation or establish an initial operating capability for critical missions and assets at alternate sites. This could also include sending non-essential personnel home as a means of dispersal.

3.6.2. Activation and Relocation Phase (0-12 hours). This phase begins when operations at the primary facility can no longer support MEF execution. During this phase, give priority to military operations (including logistical support), continuing Command, Control, Communications, Computers, Intelligence, Surveillance, Reconnaissance (C4 ISR) functions, transferring personnel and computer data/applications necessary to support operations, personnel accountability and damage and residual resource assessment and reporting.

3.6.3. Alternate Operating Facility Operation Phase. This phase commences with full MEF execution with a focus on military operations, communications, transportation, performing other essential functions, resource recovery and reconstituting forces. Affected organizations should notify command and control agencies of manpower and capability at alternate

locations. Refer to AFI 10-206, for reporting requirements. Address the restoration of command staffs, capabilities, and functions as resources and operational tasks permit.

3.6.4. Return to Normal Operations Phase. This phase begins when an appropriate authority directs the return to normal operations. During this phase, begin implementing plans to resume normal operations. Supervise an orderly return to the normal operating facilities, or movement to a temporary or permanent facility. Maintain communication with Command and Control (C2) agencies during transition and report mission manpower and capability.

Chapter 4

HEADQUARTERS AIR FORCE COOP PROGRAM

4.1. Introduction. The HAF COOP OPORD details HAF senior leader succession procedures and provides for continuity of essential HAF functions during conditions when normal operations have been impaired or made impossible. The OPORD also outlines HAF support requirements for CJCS OPORD and OSD plans. This chapter tasks specific HAF offices to plan for relocation and reconstitution during emergencies. It provides program management guidance and assigns administrative responsibilities in support of the HAF COOP OPORD.

4.2. Applicability. This chapter applies to HAF two-letter organizations, FOAs, DRUs and all other organizations tasked in the HAF COOP OPORD.

4.3. Responsibilities.

4.3.1. AFDW/A3C is designated the POC for HAF COOP and represents the Air Force at meetings hosted by the OSD, Joint Staff and other Services concerning NCR COOP execution issues.

4.3.1.1. AFDW/A3C is responsible for writing and publishing the HAF COOP OPORD and will ensure that HAF two-letter and COOP plans are consistent with the requirements in this instruction and the HAF COOP OPORD.

4.3.1.2. AFDW/A3C is responsible for coordinating with the Pentagon Force Protection Agency to train and prepare HAF personnel and organizations for emergency evacuation from the Pentagon.

4.3.1.3. AFDW/A3C is responsible for maintaining on-site personnel at the primary HAF relocation sites and coordinating with HAF site tenants to ensure sites are prepared for relocation.

4.3.1.4. AFDW/A3C hosts the HAF COOP Working Group and coordinates and maintains the working group charter. Any sub-working groups established to manage individual COOP issues report to the HAF COOP Working Group.

4.3.2. All HAF two-letter organizations will:

4.3.2.1. Develop plans to support the HAF COOP OPORD and detail the COOP actions of non-Emergency Relocation Staff (ERS) personnel (business continuity staff).

4.3.2.1.1. Fund requirements for organizational or mission specific equipment and supplies at relocation sites.

4.3.2.1.2. Provide AFDW/A3C with a current copy of the organizational COOP plan.

4.3.2.2. Appoint primary and alternate Emergency Planning Coordinators (EPC) and update EPC appointments whenever personnel changes require it. Notify AFDW/A3C within one week, in writing, of any appointment changes.

4.3.2.3. Appoint a primary and alternate Evacuation Coordinator (EC). Notify AFDW/A3C in writing within one week of any appointment changes.

4.3.2.4. Provide AFDW/A3C with a current copy of the 2-Letter Business Continuity Plan.

4.3.3. The AFOG is an integral part of COOP planning and execution. The HAF CAT and the AF Service Watch Cell (AFSWC) will be at the core of any HAF COOP event.

4.3.3.1. AFOG will provide support as necessary to AFDW/A3C for COOP training and execution to include CAT desk space and information sharing with the COOP Response Cell (CRC). The AFSWC should establish procedures to maintain contact with the CRC and the Andrews AFB Command Center which also serves as the AFDW Command Center.

4.3.3.2. AFOG shall participate in COOP exercise planning and execution, including scenario and Master Scenario Event List (MSEL) development with AFDW/A3C and AF/A3O-AI.

4.3.3.3. AFOG is the designated POC for execution of the CJCS's Joint Emergency Evacuation Plan (JEEP) OPOD 1-CY. This includes selection, training and oversight of Air Force JEEP load coordinators.

4.3.4. AFDW is the single AF voice for planning and implementing AF and joint solutions within the NCR, and as such, is a primary component in HAF COOP planning and execution.

4.3.4.1. AFDW will maintain situational awareness of HAF COOP activities and provide logistics support, including transportation, when required. The Joint Base Andrews Command Center will establish procedures to maintain contact with CRC and the AFSWC.

4.3.4.2. Through the 844th Communications Group, AFDW will provide Information Technology (IT) support and refresh systems for HAF COOP relocation sites when required.

4.3.4.3. AFDW will coordinate relocation facility maintenance support as needed/requested.

4.3.5. AF/A3O-AI will assist in planning local and national level COOP exercises, providing expertise in development of exercise scenarios and Master Scenario Events List (MSEL).

4.3.6. Emergency Planning Coordinators (EPC) will provide organization-specific functional expertise and support to AFDW/A3C and will comply with responsibilities as outlined in the HAF COOP OPOD. EPCs will:

4.3.6.1. Provide organization-specific functional expertise and support to AFDW/A3C.

4.3.6.2. Coordinate all COOP planning and execution activities throughout their organization. This includes entering and keeping current their organization's ERS roster information required in the AFDW/A3C Paragon system.

4.3.6.3. Prepare and maintain an organizational COOP plan detailing support to the HAF COOP OPOD and the COOP activities of the organization's non-emergency relocation staff.

4.3.6.4. Train tasked personnel on HAF COOP OPORD and the organization's COOP plan. Schedule and coordinate orientation visits to HAF relocation sites for staff members assigned to primary or alternate positions.

4.3.6.5. Ensure the organization develops and maintains applicable HAF COOP OPORD annexes.

4.3.6.6. Report COOP limiting factors in any area to AFDW/A3C. Reports are required for manning shortfalls, document/data/equipment problems, workspace limitations and any other problems adversely affecting HAF continuity of operations. Classify in accordance with applicable security guidance.

4.3.6.7. Report all expenditures related to HAF COOP spending to AFDW/A3C in accordance with guidance provided by AF/A8 in the annual data call.

4.3.6.8. Ensure individuals designated as ERS members are qualified to accomplish relocation duties. All primary and alternate ERS members must possess a SECRET clearance.

4.3.7. Evacuation Coordinators (ECs) will:

4.3.7.1. Ensure their organizations are in compliance with PFPA Evacuation Plan requirements and that unit personnel are trained and understand their evacuation duties.

4.3.7.2. Attend periodic EC Working Group meetings hosted by AFDW/A3C.

4.4. Relocation Site Administration.

4.4.1. AFDW/A3C is responsible for HAF alternate relocation site management.

4.4.2. Administration of organization specific files, data, and equipment pre-positioned at the site and contained in flyaway kits is the responsibility of each organization. Each EPC will take responsibility for configuring allocated areas to properly support their COOP mission.

4.4.3. Workspace, safes, and file cabinets, if available are assigned by AFDW/A3C.

4.4.4. 844th Communications Squadron will ensure computers and other IT support equipment are refreshed during normal refresh cycles. Additional organizational requirements must be funded by each organization and approved through AFDW/A3C prior to installation.

4.5. Exercises and Training.

4.5.1. AFDW/A3C will conduct HAF COOP exercises and training events under the BLUE RAVEN exercise program. Exercises will be done in conjunction with higher headquarters and national-level exercise programs whenever possible.

4.5.2. AFDW/A3C will publish an annual COOP training and exercise program. EPCs, relocatees, and staff augmentees are responsible for maintaining knowledge and skills needed to perform their functional duties during an emergency.

4.6. Issue Resolution. Following each BLUE RAVEN exercise, AFDW/A3C will summarize lessons learned in an after-action report which will be provided to exercise participants.

Chapter 5

BALANCED SURVIVABILITY ASSESSMENTS

5.1. Air Force is a full participant in the BSA program -which is designed to enhance Commanders' responsibility and authority to assure their respective missions, ensure a secure environment for personnel and actively protect key DoD resources. BSAs help identify and quantify vulnerabilities and recommend measures to remediate or mitigate these vulnerabilities.

5.2. Headquarters Air Force will - convene the AF BSA Working Group with representatives from AF/A3O, AF/A5X-C, AF/A5XP with expertise in CBRNE and Biological Select Agents and Toxins (BSAT), AF/A2C for Info Ops and/or AFIAA (as applicable), AF/A7S with expertise in Force Protection and Joint Staff Integrated Vulnerability Assessments (JSIVA), AF/A7C with expertise in CBRN and Emergency Management, AF/A10, and SAF/CIO A6. The Working Group will process MAJCOM submissions and formulate a consolidated list for submission.

5.3. MAJCOMS will -submit prioritized recommendations for BSA candidates annually to AF/A3O. MAJCOMs should target specific operational processes and procedures, not necessarily installations. All mission areas are eligible for inclusion as BSA candidates, but priorities should focus on the following:

- 5.3.1. Directly support the NEFs as outlined in HSPD 51.
- 5.3.2. Directly support the DoD PMEFs or MEFs. (see Attachment 2)
- 5.3.3. Ensure enduring operations of DoD nuclear command and control functions.
- 5.3.4. Assure global command, control, communications, computers and intelligence (C4I) capabilities.
- 5.3.5. Critical national and defense resources, Air Force Tier I, II and III TCAs as outlined in the CIP/CARM Program.
- 5.3.6. Systems, networks, architectures, infrastructures, and assets that support critical command and control, nuclear command and control, nuclear weapons surety, or high-containment BSAT biosurety.

HERBERT J. CARLISLE, Lt Gen, USAF
DCS, Operations, Plans, and Requirements

(AFOTEC)

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

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 AFI 41-106, Unit Level Management of Medical Readiness Programs, 14 April 2008
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Adopted Forms

AF Form 847, Recommendation For Change of Publication, 22 September 2009

Acronyms and Abbreviations

(Added-AFOTEC) A-3—((AFOTEC) Operations Directorate

(Added-AFOTEC) A-6—((AFOTEC)) Communications and Information Directorate

(Added-AFOTEC) A-2/9—((AFOTEC)) Analysis Assessments and Lessons Learned Directorate

(Added-AFOTEC) A-4/7—((AFOTEC)) Logistics, Installations and Mission Support Directorate

(Added-AFOTEC) A-5/8—((AFOTEC)) Plans, Policy and Programs Directorate

AFDW—Air Force District of Washington

AFEOC—Air Force Emergency Operations Center

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFOG—Air Force Operations Group

AFPD—Air Force Policy Directive

AFSWC—Air Force Service Watch Cell

ANG—Air National Guard

AT—Anti-Terrorism

AWS—Alternate Work Schedule

BSA—Balanced Survivability Assessments

BSAT—Biological Select Agents and Toxins

C2—Command and Control

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

CARA—Critical Asset Risk Assessment

CARM—Critical Asset Risk Management

CAT—Crisis Action Team

CBRN—Chemical Biological Radiological and Nuclear

CBRN—C-Counter Chemical, Biological, Radiological, Nuclear

CCDR—Combatant Commander

CIP—Critical Infrastructure Program

CJCS—Chairman, Joint Chiefs of Staff

COG—Continuity of Government

CONOPS—Concept of Operations

CONPLAN—Concept Plan

CONUS—Continental United States

COOP—Continuity of Operations Plan or Program

CSAF—Air Force Chief of Staff

(Added-AFOTEC) CVI—((AFOTEC))Information Protection Office

DCA—Defense Critical Assets

DCP—Defense Continuity Programs

DCS—Deputy Chief of Staff

DIMAIG—Defense Intelligence Mission Assurance Integration Group
DIE—Defense Intelligence Enterprise
DOD—Department of Defense
DRU—Direct Reporting Unit
EC—Evacuation Coordinator
ECG—Enduring Constitutional Government
EM—Emergency Management
EPC—Emergency Planning Coordinator
ERS—Emergency Relocation Staff
ESG—Executive Steering Group
FOA—Field Operating Agency
FOUO—For Official Use Only
GETS—Government Emergency Telecommunications Service
HAF—Headquarters, Department of the Air Force (refers to both the Secretariat and Air Staff)
HHQ—Higher Headquarters
HIPAA—Health Insurance Portability and Accountability Act
HQ—Headquarters
HSPD—Homeland Security Presidential Directive
(Added-AFOTEC) HUP—((AFOTEC))Home Use Program
IA—Information Assurance
ICEF—Intelligence Community Exercise Forum
ID—Integrated Defense
IDC—Integrated Defense Council
IDRMP—Installation Defense Risk Management Process
IDWG—Installation Defense Working Group
IT—Information Technology
JCS—Joint Chiefs of Staff
JEPP—Joint Emergency Evacuation Plan
JSIVA—Joint Staff Integrated Vulnerability Assessment
JTF-NCR—Joint Task Force, National Capital Region
LIMFACS—Limiting Factors
MAJCOM—Major Command

MEF—Mission Essential Function
METL—Mission Essential Task List
MSEL—Master Scenario Event List
NAF—Numbered Air Force
NCA—National Command Authority
NCR—National Capital Region
NICEMP—Defense Intelligence Mission Assurance Integration Group
OCA—Original Classification Authority
OPORD—Operation Order
OPR—Office of Primary Responsibility
OPSEC—Operations Security
OSD—Office of the Secretary of Defense
PFPA—Pentagon Force Protection Agency
PII—Personally Identifiable Information
PMEF—Primary Mission Essential Function
POC—Point of Contact
RDS—Records Disposition Schedule
RRMC—Raven Rock Mountain Complex
SAO—Senior Accountable Official
SECAF—Secretary of the Air Force
SecDef—Secretary of Defense
TCA—Task Critical Asset

Terms

Antiterrorism (AT)—Defensive measures used to reduce the vulnerability of individuals and property to terrorist acts, to include limited response and containment by local military and civilian forces. AT is one element of Force Protection. (JP 1-02).

Command and Control (C2)—The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. 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 in the accomplishment of 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 and attached forces pursuant to the missions assigned.

Continuity of Government—A coordinated effort within each Branch of Government ensuring the capability to continue Branch minimum essential responsibilities in a catastrophic crisis. Continuity of Government is dependent on effective continuity of operations plans and capabilities. DOD Continuity of Government activities involve ensuring continuity of DOD MEF through plans and procedures governing succession to office; emergency delegations of authority (where permissible, and in accordance with applicable law); the safekeeping of vital resources, facilities, and records; the improvisation or emergency acquisition of vital resources necessary for the performance of MEF; and the capability to relocate essential personnel and functions to, and sustain performance of MEF at, alternate work site(s) until normal operations can be resumed.

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 local or regional natural disasters, health-related emergencies, 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.

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 Infrastructure Program (CIP)—USAF CIP/CARM is a mission assurance, risk management program. The goal is to assure availability of assets/infrastructure critical to DoD and AF missions. These include both operational and Title 10 missions and capabilities. The Program identifies critical assets inside and outside the fence line, mission "impact" caused by critical asset loss/degradation, and focuses on theater/global impact vs. local impact. It supports risk management –identifies risk to the asset and impact to the mission.

Defense Continuity Executive Steering Group (Continuity ESG)—Senior representatives from designated OSD Components, Joint Staff, Military Services, and Defense Agencies that serve as the "board of directors" for the DCP to provide guidance and oversight for DOD continuity-related activities, while developing and implementing a DOD-wide continuity strategy for the twenty-first century threat environment. The Continuity ESG also adjudicates functional disputes concerning the use of common DOD continuity resources that support the Secretary of Defense and the Chairman of the Joint Chiefs of Staff.

Defense Continuity Program (DCP)—An integrated program comprised of defense policies, plans, procedures, assets, and resources that ensures continuity of DOD Component MEF 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.

Devolution— is the capability to transfer statutory authority and/or responsibility for essential functions from an agency's primary operating staff and facilities to other agency employees and facilities, and to sustain that operational capability for an extended period.

Force Protection (FP)—Members Actions taken to prevent or mitigate hostile actions against DOD personnel (to include family members), resources, facilities, and critical information. These actions conserve the force's fighting potential so it can be applied at the decisive time and place and incorporate the coordinated and synchronized offensive and defensive measures to enable the effective employment of the joint force while degrading opportunities for the enemy. Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease. Also called FP (JP 1-02). Note: The Air Force defines FP as the process of detecting threats and hazards to the Air Force and its mission, and applying measures to deter, pre-empt, negate or mitigate them based on an acceptable level of risk.] (AFDD 3-10) {Italicized definition in brackets applies only to the Air Force and is offered for clarity.}

Emergency Relocation Staff (ERS)—Members directly supporting uninterrupted operational capability and COOP execution.

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.

Integrated Defense (ID)—Integrated Defense is the application of active and passive defense measures, employed across the legally-defined ground dimension of the operational environment, to mitigate potential risks and defeat adversary threats to Air Force operations. Also called ID. (AFPD 31-1)

Integrated Defense Council (IDC)—A cross-functional governing body responsible to the Installation Commander for oversight of installation ID issues. Also called IDC. (AFPD 31-1)

Integrated Defense Working Group (IDWG)— The IDWG is an integrated working-level body chaired by the Mission Support Group Commander or designee and is composed of subject matter experts from multiple functions across the installation, including major tenants and supported units. The IDWG conducts and coordinates the IDRMP and accomplishes tasks for the IDC. (AFI 31-101)

Mission Essential Functions (MEF)—The specified or implied tasks required to be performed by, or derived from, statute or Executive order, and those organizational activities that must be performed under all circumstances to achieve DOD Component missions or responsibilities in a continuity threat or event. Failure to perform or sustain these functions would significantly impact DOD ability to provide vital services, or exercise authority, direction, and control.

National Capital Region (NCR)—The geographic area located within the boundaries of the District of Columbia; Montgomery and Prince Georges Counties in the State of Maryland; Arlington, Fairfax, Loudoun, and Prince William Counties and the Cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park in the Commonwealth of Virginia; and all cities and other units of government within the geographic areas of such District, Counties, and Cities.

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.

Primary Mission Essential Functions—Those Government Functions that must be performed to support or implement the performance of NEFs before, during, and in the aftermath of an emergency. These functions must directly support the NEFs and must be submitted/approved by OSD.

Reconstitution—The rebuilding of an organization by relocating selected personnel from subordinate organizations to a designated location to assume the mission essential functions performed by the higher-level organization.

Reconstitution Site—A location selected by the surviving organization as the site at which a damaged or destroyed function can be reformed by survivors of the event/emergency and personnel from other sources, designated as replacements.

Relocation Site—The site selected by an organization that is capable of supporting the logistics and communications necessary to continue an organization's mission essential functions.

Vital Records—Records essential to the continued functioning or reconstitution of an organization during and after an emergency and also those records essential to protecting the rights and interests of that organization and of the individuals directly affected by its activities. Sometimes called essential records. Include both emergency-operating and rights-and-interests records. Vital records considerations are part of an agency's records disaster prevention and recovery program.

Attachment 2

DOD PRIMARY MISSION ESSENTIAL FUNCTIONS

A2.1. Advise on national defense policy.

A2.1.1. Advise the President, National Security Council, and Homeland Security Council on the formulation and implementation of national defense policy and strategy regarding the employment of U.S. Armed Forces and other DoD resources in furtherance of national security interests and objectives.

A2.2. Defend the security of the United States.

A2.2.1. As directed by the Commander-In-Chief, protect and defend the security of the United States, its possessions, and areas vital to its world-wide interests by the timely and effective employment of U.S. Armed Forces and other appropriate DoD resources and assets, and the Statutory exercising of Command Authority over those forces.

A2.3. Collect, analyze, and disseminate intelligence.

A2.3.1. Collect, analyze, and disseminate critical intelligence information to the National Leadership and international partners to support timely and accurate decision making regarding existing, emerging, or potential threats to the U.S., its allies, and its vital worldwide interests.

A2.4. Promote U. S. National Security.

A2.4.1. Promote U.S. National security interests and objectives worldwide. Conduct International Coordination and Cooperation Programs through coordination with Federal Departments/Agencies, appropriate State and Local authorities, and with allies and friendly nations.

A2.5. Conduct domestic emergency response.

A2.5.1. Consistent with the law, DoD provides rapid response and recovery capabilities – internal and external. DoD has responsibility to provide a rapid and effective response and recovery from domestic catastrophic event. Specifically, the Department must maintain continuity of operations, save lives, prevent human suffering and mitigate great property damage. This responsibility involves capabilities to provide mission assurance (internal support) and Defense Support to Civil Authorities (external) utilizing active duty, Reserve, National Guard, DoD civilians and DoD contractors.

NOTE: To obtain the most updated copy of approved DoD MEFs, send an email to coop@pentagon.af.mil, coop@af.pentagon.smil.mil, or refer to the Continuity of Operations (COOP) and Continuity of Government (COG) Community of Practice.

SIPRnet: <https://afkm.wrightpatterson.af.smil.mil/coop> (Site under construction)

Attachment 3**AIR FORCE MISSION ESSENTIAL FUNCTIONS**

A3.1. Air Force MEF # 1: Support the Chief of Staff of the United States Air Force (CSAF) as a member of the Joint Staff.

A3.1.1. **DESCRIPTIVE NARRATIVE:** Title 10, Section 151 (2) of the US Code, designates the CSAF as a member of the Joint Chiefs of Staff (JCS), providing advice to the President and the Secretary of Defense (SecDef).

A3.1.2. **TO ACCOMPLISH THIS MISSION USAF MUST:**

A3.1.2.1. Provide information to advise the SecDef and Chairman of the Joint Chiefs of Staff (CJCS) and the President of the United States on AF activities, operations, and intelligence in support of national defense and security issues.

A3.1.2.2. Develop and update military plans and strategies to assist in implementing policies and programs consistent with national security policies and objectives.

A3.1.2.3. Effectively cooperate and coordinate between the AF and other DoD components to evaluate AF resources and capabilities to meet changing threats.

A3.1.2.4. Provide for continuity of operations with an identifiable command authority, a surviving command node with appropriate staff and a secure communication system.

A3.1.2.5. Provide direction to continue mission essential functions and day to day business operations minimizing operational degradation or interruption in an emergency/crisis situation.

A3.1.3. **TIMING:** Must be performed without interruption and executed (0 hours).

A3.1.4. **ASSOCIATED DOD PMEF:** No. 1, Advise on National Defense Policy; No.2 Defend the security of the United States; No.3, Collect, analyze and disseminate intelligence; No 4. Promote U.S. National Security; No.5, Domestic Emergency Response.

A3.2. Air Force MEF # 2: Maintain continuous connectivity between the Secretary of the Air Force (SecAF) and the SecDef, CSAF and CJCS, and other members of the JCS, and between SecAF and CSAF and through the AF Major Commands and the Department of the Air Force.

A3.2.1. **DESCRIPTIVE NARRATIVE:** SecAF must remain in contact with the SecDef. As a member of the JCS, the CSAF must maintain continuous communication with DoD leadership and other DoD components. SecAF and CSAF must maintain connectivity with the Department of the Air Force.

A3.2.2. **TO ACCOMPLISH THIS MISSION USAF MUST:**

A3.2.2.1. Provide information to advise the SecDef and CJCS on AF operations and intelligence in support national defense and security issues.

A3.2.2.2. Assist in implementing policies and programs consistent with national security policies and objectives.

A3.2.2.3. Effective cooperation and coordination between the AF and other DoD components.

A3.2.2.4. Provide continuity of operations with an identifiable command authority, a surviving command node with appropriate staff and a secure communication system.

A3.2.2.5. Provide direction to continue mission essential functions and day to day business operations minimizing operational degradation or interruption in an emergency/crisis situation.

A3.2.3. TIMING: Must be performed without interruption (0 hours).

A3.2.4. ASSOCIATED DOD PMEF: No.1, Advise on National Defense Policy; No.2 Defend the security of the United States; No.3, Collect, analyze and disseminate intelligence; No.5, Domestic Emergency Response.

A3.3. Air Force MEF # 3: Provide timely and reliable situational awareness and monitoring on worldwide Air Force operations and issues impacting operations.

A3.3.1. DESCRIPTIVE NARRATIVE: To support SecAF and CSAF in decision making AF utilizes a 24/7 Watch Cell. In periods of heightened concern AF stands up a Crisis Action Team whose primary duty is to provide situational awareness of global operations through the command post network and reporting chains.

A3.3.2. TO ACCOMPLISH THIS MISSION USAF MUST:

A3.3.2.1. SecAF and CSAF will ensure proper dissemination of orders to ensure compliance with the SecDef and CJCS generated orders and directives.

A3.3.2.2. Develop essential guidance (plans, policies, and procedures) for use by MAJCOMs to meet national objectives and military requirements and respond to the range of all-hazard situations that may arise.

A3.3.2.3. Provide directions and operational taskings to subordinate echelons to ensure the complete execution of the Department of the AF missions.

A3.3.2.4. Provide AF, Joint Staff, and DoD leadership with security and intelligence updates to make timely decisions.

A3.3.2.5. Provide continuity of operations with an identifiable command authority, a surviving command node with appropriate staff and a secure communication system.

A3.3.2.6. Provide direction to continue mission essential functions and day to day business operations minimizing operational degradation or interruption in an emergency/crisis situation.

A3.3.3. TIMING: Must be performed without interruption (0 hours).

A3.3.4. ASSOCIATED DOD PMEF: No. 1, Advise on National Defense Policy; No.2 Defend the security of the United States; No.3, Collect, analyze and disseminate intelligence; No 4. Promote U.S. National Security; No.5, Domestic Emergency Response.

A3.4. Air Force MEF # 4: Prepare and provide forces to the combatant commanders for the conduct of prompt and sustained operations fulfilling both current and near-term operational and planning requirements in line with national objectives and military strategy.

A3.4.1. DESCRIPTIVE NARRATIVE: USAF is required to organize, train and equip forces to participate in Joint Operations as directed by the National Command Authority (NCA).

A3.4.2. TO ACCOMPLISH THIS MISSION USAF MUST:

A3.4.2.1. SecAF and CSAF will ensure proper dissemination of orders to ensure compliance with the SecDef and CJCS generated orders and directives.

A3.4.2.2. Develop essential guidance (plans, policies, and procedures) for use by AF MAJCOM's to meet national objectives and military requirements and respond to the range of all-hazard situations that may arise.

A3.4.2.3. Provide directions and operational orders to MAJCOMS to ensure the complete execution of the Department of the AF missions.

A3.4.2.4. Make available situational awareness and intelligence.

A3.4.2.5. Provide continuity of operations with an identifiable command authority, a surviving command node with appropriate staff and a secure communication system.

A3.4.3. TIMING: Must be performed without interruption (0 hours) to meet NCA requirements.

A3.4.4. ASSOCIATED DOD PMEF: No. 1, Advise on National Defense Policy; No.2 Defend the security of the United States; No.3, Collect, analyze and disseminate intelligence; No 4. Promote U.S. National Security; No.5, Domestic Emergency Response.

A3.5. Air Force MEF # 5: Execute Title 10 of the US Code (USC) responsibilities with a focus on force direction and management.

A3.5.1. DESCRIPTIVE NARRATIVE: USAF is required to organize, train and equip forces for joint operations and other duties as outlined in Title 10 of the US Code.

A3.5.2. TO ACCOMPLISH THIS MISSION USAF MUST:

A3.5.2.1. Provide SecAF and CSAF the information necessary to conduct the affairs of the AF Department: mobilizing, supplying, equipping, training, organizing, maintaining and administering.

A3.5.2.2. Assist SecAF and CSAF in implementing policies and programs consistent with national security and the objectives as established by the President and the SecDef.

A3.5.2.3. Provide continuity of operations with an identifiable command authority, a surviving command node with appropriate staff and a secure communication system.

A3.5.2.4. Provide direction to continue mission essential functions and day to day business operations minimizing operational degradation or interruption in an emergency/crisis situation.

A3.5.3. TIMING: Must be performed without interruption to meet joint operations (0 hours).

A3.5.4. ASSOCIATED DOD PMEF: No. 1, Advise on National Defense Policy; No.2 Defend the security of the United States; No.3, Collect, analyze and disseminate intelligence; No 4. Promote U.S. National Security; No.5, Domestic Emergency Response.

A3.6. Air Force MEF # 6: Support effective and timely SecAF and CSAF decision making.

A3.6.1. DESCRIPTIVE NARRATIVE: Provide necessary staff functions and associated support to aid in decision making responsibilities.

A3.6.2. TO ACCOMPLISH THIS MISSION USAF MUST:

A3.6.2.1. SecAF and CSAF will ensure proper dissemination of orders to ensure compliance with SecDef and CJCS generated orders and directives.

A3.6.2.2. Develop essential guidance (plans, policies, and procedures) for use by MAJCOMs to meet national objectives and military requirements and respond to the range of all-hazard situations that may arise.

A3.6.2.3. Provide situational awareness and intelligence to ensure appropriate action is taken against threats.

A3.6.2.4. Ensure AF, Joint Staff, and DoD organizations and leadership receive intelligence to make timely decisions on existing, emerging, or potential threats.

A3.6.2.5. Provide continuity of operations with an identifiable command authority, a surviving command node with appropriate staff and a secure communication system.

A3.6.2.6. Provide direction to continue mission essential functions and day to day business operations minimizing operational degradation or interruption in an emergency/crisis situation.

A3.6.3. TIMING: Must be performed without interruption (0 hours).

A3.6.4. ASSOCIATED DOD PMEF: No.1, Advise on National Defense Policy; No.2 Defend the security of the United States; No.3, Collect, analyze and disseminate intelligence; No 4. Promote U.S. National Security; No.5, Domestic Emergency Response.

Attachment 4

DEVELOPING AF MISSION ESSENTIAL FUNCTIONS

Prior to writing continuity plans, organizations should complete a thorough analysis of the mission and functions of the organization, supporting activities, communications, and vital records/data necessary for successful mission execution.

A4.1. Identify the Mission Essential Function(s). Mission Essential Functions are derived from, but not limited to, the following sources: DOD directive or instruction, AF policy directives or instruction, MAJCOM or locally developed instructions, CCDR plans, i.e. concept plans (CONPLAN), operational plan (OPLAN), tasks assigned through the Defense Readiness and Reporting System (DRRS) in support of CCDRs or HAF, any memorandum of understanding (MOUs) or memorandum of agreements (MOAs) or other agreements, and the organization's mission statement. MEFs should provide overarching answers to questions, such as, what function or service does this organization provide to the Air Force and/or DOD?

A4.1. (AFOTEC)AFOTEC MEF(s) and MEF critical supporting tasks will be validated using the AFOTEC MEF validation worksheets or a similar validation process. See AFOTEC-added Attachment 8.

A4.1.1. Mission Essential Tasks do not readily equate to MEFs. Functions should generally describe an activity required to achieve a desired goal, mission or organizational responsibility. The responsibility has been designated or delegated by higher authority. Tasks usually are more specific and may generally contribute to the performance of a function.

A4.1.2. An example of a MEF may be, "Ensure Air Force forces are continuously available to conduct CONUS air superiority." This function implies a series of tasks, some which may not be readily defined in readiness reporting systems. Response times should be derived from higher headquarters.

A4.2. Identify interdependencies necessary to support MEF execution. Interdependencies can be within and/or outside an organization or installation. Additionally, break the MEF into subordinate elements or tasks necessary to accomplish the function. For example, an organization may be tasked to launch F-22s to assist in maintaining air superiority. This task requires aircraft with crews and maintainers, logistics, security and extensive mission support. A headquarters staff function may need to provide situational awareness and analysis of the data to a commander in support of decision-making.

A4.2.1. Identify the subordinate elements or tasks/services necessary to execute the function. Some additional supporting elements may include situational awareness, computer and information support staff, and administrative management.

A4.2.2. Identify any service, equipment, leaders and staff, facilities, communication capability, data/information, or other supporting infrastructure necessary to perform the function. Areas to consider, but not limited to, include: command and control, command decisions and strategies, crisis communications (including alerts and notifications), crisis data storage, retrieval and security, legal obligations, fiscal and contractual obligations, and personnel.

A4.3. Identify the impact and consequences over time should these functions not be performed. This should establish the acceptable degree of interruption in the MEF execution during a crisis.

A4.3.1. Determine what higher order MEF and/or organization this function supports.

A4.3.2. Assess the impact and consequences over time if these functions fail.

A4.3.2.1. Assess the maximum time period a function can be suspended without consequences.

A4.3.2.2. Assess the minimum functional level that must be achieved upon resumption.

A4.3.2.3. Assess the length of time normal functional levels must be achieved.

A4.3.2.4. Contact the organizations which the function supports for guidance in determining the acceptable degree of interruption. For example, contact Wing Plans offices for response requirements outlined in OPLANS. MAJCOMs should provide guidance to subordinate organizations on OPLAN response requirements.

A4.4. Prioritize organizational MEFs, based on information above.

A4.4.1. MEFs – broader set of essential functions – must be continued throughout or resumed rapidly after normal activities are disrupted. These enable the Air Force to execute vital missions and services, maintain safety, and sustain the industrial/economic base during disruption of normal operations. This includes incident management responsibilities.

A4.4.1.1. Primary MEFs (PMEFs) must directly support the National Essential Functions (NEFs), execute before, during and in the aftermath of an emergency and be performed continuously or resumed within 12 hours of an event and maintained up to 30 days after an event or until normal operations can be resumed. PMEFs must be submitted and approved by OSD.

A4.4.1.1.1. MEFs must be performed continuously or resumed within 12 hours of an event and maintained up to 30 days after an event or until normal operations can be resumed.

A4.4.2. Business Continuity MEFs – Support activities that should be continued or resumed whenever practical after a disruption of normal activities, but can accept a delay or minimal operating capability.

A4.5. Identify the connection between the higher headquarters MEF this organization MEF supports.

Attachment 5

RISK MANAGEMENT FRAMEWORK

A5.1. Apply risk management principles to all continuity planning elements. Risk management identifies, controls and minimizes the impact of uncertain events. This process supports the overarching Continuity Program Management Cycle by identifying (1) the critical risks to organizational readiness and (2) the strategies that best mitigate the risks. Commanders should apply risk management principles to guide decisions about when, where, and how to invest in resources that eliminate, control or mitigate mission risk. Continuity strategies should seek to improve resilience to mission disruption by ensuring critical MEFs continue at, or are recovered to, an acceptable minimum level and within acceptable timeframes.

A5.1.1. Risk assessments performed through other mission assurance programs, such as the Critical Asset Risk Assessment (CARA) may be applied to build a COOP risk assessment.

A5.1.2. Risk as a function of threats, vulnerabilities and consequences is a permanent condition.

A5.1.3. Reviewing an organization's risks and risk management programs must consider additional factors such as mission/function impact, threat/hazard, and vulnerability assessments.

A5.1.4. Further, cost may also be a factor to consider, because informed decisions about acceptable and unacceptable risk levels will ultimately drive the resources expenditures (i.e., money, people, and time) to mitigate risk.

A5.1.5. Risk can never be fully mitigated; no organization can afford to counter every threat to its mission. Successful continuity planning demands an intelligent analysis and prioritization of where and when to focus resources and apply funding or other assets.

A5.1.6. A continuity threat assessment integrates a historical review of past events that have affected normal operations (e.g., natural disasters; disruptions of communication, power, and other utilities; threats to public safety) with a dynamic analysis of other potential threats, such as acts of terrorism (from both foreign and domestic agents) and war.

A5.1.7. This process supports the overarching Continuity Program Management Cycle by identifying (1) the critical risks to organizational readiness and (2) the strategies that best mitigate the risks.

A5.1.8. The recommended risk management cycle is made up of four analytical and management phases. The following sections describe the key elements that an organization's analysis team should address in each of the phase.

A5.2. Phase 1 – Risk Assessment. Answer the following three questions: (1) what can go wrong, (2) what is the likelihood that the undesired event might occur, and (3) what would be the impact should it occur? Critical steps in this phase include:

A5.2.1. Prioritize the organizational MEFs. Fundamental to this evaluation is the criteria used to measure MEF value or the consequence of loss. Consequences should be evaluated as an inability to execute the MEF, consider both short- and long-term impacts as well as intended and unintended effects from threats/hazards.

A5.2.2. Identify the threat-hazards that can impact delivery of the critical functions. Threat is the likelihood that an event or other disruption will occur. This step would include exploring potential natural events, intentional man-made events, and unintentional man-made events that could adversely affect the ability of the organization to perform MEFs. Natural hazards are those where the occurrence is beyond the control of the organization, including earthquakes, floods, ice storms, winter weather, and external fires. Intentional man-made hazards are also beyond the direct control of the organization and could include events such as external sabotage, and terrorism. Unintentional man-made events, such as power outages, fires, explosions, equipment failures, or human errors may or may not be within the organization control.

A5.2.3. Assess the Vulnerability. Develop the vulnerability assessment. Vulnerability is the likelihood that an event or other disruption would succeed, or that the event will result in the expected level of consequence. To identify vulnerabilities assess existing safeguards/countermeasures in place to reduce either the likelihood (e.g., security countermeasures) or consequence (e.g., redundant capabilities) of the hazard. Identify existing safeguards/countermeasures. Identify the existing safeguards that are in place to reduce either the likelihood (e.g., security countermeasures) or consequence (e.g., redundant capabilities) of the hazard. Utilize CARA after-action reports, vulnerability assessments or IDRMP reports and the impact of other mission assurance plans.

A5.3. Phase 2 – Strategic Goals, Objectives, and Constraints. This phase involves establishing the scope and structure of the risk-informed decision making process. Critical steps in this phase include:

A5.3.1. Understand and define the decision. For this effort, the critical question is: How should I invest my limited resources across the four continuity pillars – leadership, staff, facilities and communications – to ensure that my organization satisfies its continuity requirements?

A5.3.2. Determine who should be involved. Incorporate those who should be involved in the decision-making and those who will be affected by actions resulting from the process. Input from higher headquarters and commanders are essential to a sound risk management process.

A5.3.3. Identify the factors that will influence the decisions. The decision to invest resources for meeting continuity requirements is not based on only one factor. Decision makers must simultaneously weigh multiple factors, including costs, timelines, and risks.

A5.4. Phase 3 – Evaluation of Alternates. For many events, the current risk may be considered to be at an acceptable level. For those events where the current level of risk is deemed to be unacceptable, take risk mitigation action. Critical steps in this phase include:

A5.4.1. Develop alternate risk management strategies. Engage the appropriate decision-makers to determine how the risks for each event can be managed most effectively. These alternate strategies should be completely developed and documented by addressing all critical factors (e.g., cost, schedule).

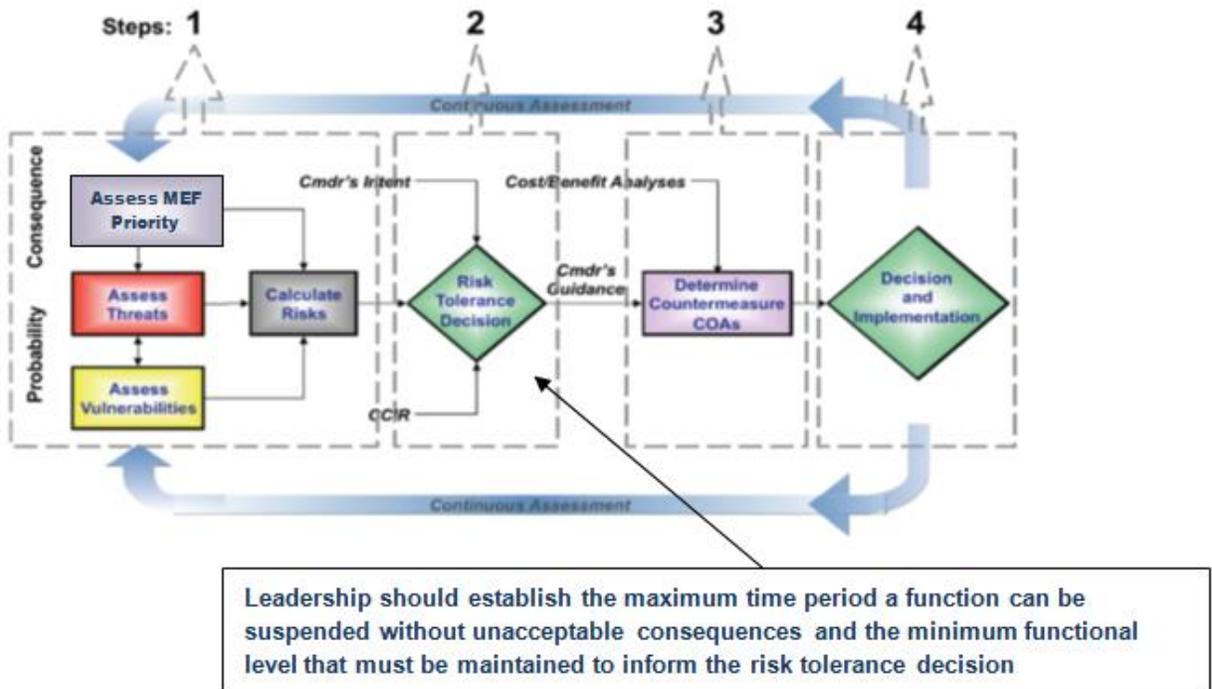
A5.4.2. Assess the risk impact of the proposed strategies. The analysis team should reassess the risk of each event based on the implementation of each alternative strategy. This step will provide the risk reduction value of each of the alternate strategies.

A5.5. Phase 4 – Management Selection.

A5.5.1. Once the alternative strategies are fully developed and their risk reduction value has been quantified, the process moves to the selection phase. During this phase, decision makers choose alternatives for implementation. The alternatives will be evaluated based on consideration of all of the previously identified critical factors, including effectiveness (risk reduction), efficiency, and cost-effectiveness.

A5.5.2. Another critical factor that should be considered is the confidence or belief that the alternative will achieve the projected level of performance. The effect of many of the alternative strategies may be well understood by the organization. For instance, these alternatives may have a proven track record of performance within other similar organizations, or they may have been extensively studied, as part of another program, such as CIP/CARM through a completed CARA.

Figure A5.1. Continuous Assessment



Attachment 6

INSPECTION STANDARDS

These inspection standards should be used to assess an organization's continuity readiness.

A6.1. Ensure the Air Force can continue its essential functions under all conditions.

A6.1.1. Continuity Planning Does the organization test and exercise plans at least annually to evaluate and validate readiness?

A6.1.2. MEFs

A6.1.2.1. Does the organization identify and prioritize MEFs based on acceptable degree of interruption?

A6.1.2.2. Have the interdependencies necessary to support MEF execution been identified?

A6.1.2.3. Has the organization addressed delegated MEFs it will assume or transfer in its plans?

A6.1.2.4. Are memorandum of agreement/memorandum of understanding established between organizations that delegate or transfer MEF execution?

A6.1.3. Continuity Facilities – Primary and/or Alternate.

A6.1.3.1. Have shelter-in-place procedures and/or relocation sites for organizations with MEFs been identified?

A6.1.3.1.1. Do alternate facilities share the same power, life support and network connectivity as the primary location?

A6.1.3.1.2. Does the alternate facility plan maximize co-location and dual-use facilities with a focus on risk mitigation?

A6.1.3.2. Are telecommuting or AWS guidance and procedures established for business continuity as a minimum?

A6.1.3.3. Can the unit perform MEFs at alternate sites, no later than the standard established in their plan after COOP activation?

A6.1.4. Classification Guidance and OPSEC.

A6.1.4.1. Do plans comply with security classification standards of the programs they support?

A6.1.4.2. Compilation of data does not reveal additional associations or relationships of a higher classification than the original plan?

A6.1.4.3. Are all plans minimally labeled For Official Use Only (FOUO) and do they comply with DOD distribution guidance?

A6.2. Ensure availability of personnel, critical assets, essential facilities, equipment, records and other assets, necessary to execute MEFs in the event of a disruption.

A6.2.1. Key Personnel.

A6.2.1.1. Are key military, civilian and contractor positions that support continuity identified in the COOP plan? Are they trained and updated periodically?

A6.2.1.2. Are alert and notification procedures established for key personnel?

A6.2.2. Equipment, Records and Assets. Does the COOP plan provide for the identification, storage, protection, and availability of equipment, records, or other information technology and communication assets to support continued operations?

A6.2.3. Risk Mitigation. Does a risk management framework guide COOP investment decisions with emphasis on decreasing risk?

A6.3. Execute a successful order of succession and/or delegation of authority in the event a disruption renders leadership unavailable or incapable of executing their responsibilities and/or exercising their authorities.

A6.3.1. Has guidance for succession and delegation of authority been identified in plans and provided to those responsible?

A6.3.2. Is a duties and responsibility briefing given to everyone designated to assume delegation or devolution responsibilities?

A6.3.3. Are procedures for delegation identified in both the losing and receiving organizations' COOP plan?

A6.4. Executes return to normal operations upon termination of a continuity event. Do plans include procedures and reporting requirement for return to normal operations? This includes verifying that all systems, communications, and other required capabilities are available and operational and that the facility is fully capable of accomplishing all essential functions and operation.

Attachment 7 (Added-AFOTEC)**AFOTEC MISSION ESSENTIAL FUNCTIONS (MEFS)**

A7.1. (AFOTEC) AFOTEC MEF # 1: Evaluate the capability of systems to meet warfighter needs by planning, executing, and reporting independent operational assessments, tests and evaluations.

A7.1.1. (AFOTEC) DESCRIPTIVE NARRATIVE: Air Force Mission Directive (AFMD) 14 designates AFOTEC as the Air Force's Operational Test Agency (OTA) directly reporting to the Chief of Staff of the United States Air Force (CSAF), as delegated by the Secretary of the Air Force (SECAF), in order to promptly report to the Department of Defense's Director of Operational Test and Evaluation results of operational test and evaluation conducted by the military department and studies conducted by the Air Force in connection with operational test and evaluation as directed by Title 10 U.S.C. Section 139(e)(1), DoDD 5000.01 (Enclosure E1.1.8).

A7.1.2. (AFOTEC) TO ACCOMPLISH THIS MISSION AFOTEC MUST:

A7.1.2.1. (AFOTEC) Independently lead the planning, execution, and reporting of operational assessments, tests, and evaluations on Air Force acquisition programs.

A7.1.2.2. (AFOTEC) Lead the personnel, facilities, property, and funds organic to AFOTEC, and exercise control of operational test events using personnel and resources allocated to AFOTEC.

A7.1.2.3. (AFOTEC) As an independent OTA, participate in the Air Force acquisition process without undue influence by development agencies, development contractors, or users.

A7.1.2.4. (AFOTEC) When directed, manage and/or participate in the planning, conduct, and reporting of multi-Service, multi-agency, DoD, and Air Force operational test activities.

A7.1.2.5. (AFOTEC) Engage in early and continuous involvement with the acquisition logistics and user communities to reduce program risk and deliver mission capable systems to the warfighter sooner and at reasonable cost.

A7.1.2.6. (AFOTEC) Support Air Force and joint warfighters in the formulation, development, demonstration and assessment of concepts, doctrines, mission needs and requirements for the development of new capabilities such as Advanced Concept Technology Demonstrations, and joint or service emerging technology experimentation.

A7.1.2.7. (AFOTEC) Provide evaluation of a system's overall mission capability as determined by effectiveness, suitability and other operational considerations to assist in filling warfighter capability gaps across the full range of Air Force and selected joint and allied initiatives.

A7.1.2.8. (AFOTEC) Provide OT&E information and expertise to MAJCOMs, other DoD components, Air National Guard, Air Force Reserve Command, CSAF, SECAF, Combatant Commands, Office of the Secretary of Defense, Congress and other government agencies.

A7.1.3. (AFOTEC) TIMING: Continued or resumed when practical after a disruption of normal activities by accepting a delay or minimum operating capability.

A7.1.4. (AFOTEC) ASSOCIATED USAF MEF: AF MEF No. 5, Execute Title 10 Responsibilities.

Attachment 8 (Added-AFOTEC)**AFOTEC MISSION ESSENTIAL FUNCTION VALIDATION WORKSHEETS**

Purpose: Comply with DODI 3020.26 and AFI 10-208 MEF selection direction to identify those organizational activities that must be performed under all circumstances to achieve DoD and component missions or responsibilities during a continuity threat or event. Failure to perform these functions would significantly affect the DoD capability to provide vital services or exercise authority, direction, and control. Supporting tasks to AFOTEC MEFs that do not meet the Table 1 source, criticality assessment and time sensitivity tests, should not be considered a COOP critical supporting task and therefore should not be considered a “must perform” task under COOP. If the tasks do not meet the tests in Table 1, they should be considered business continuity functions and completed based on unit priority and capability to perform (personnel, equipment, supplies available).

Instructions for completing worksheet:

Organization Column. List organization associated with the MEF critical supporting task.

Task Source Columns. List the applicable source(s) requiring the unit to accomplish the task. Provide the source(s) under the applicable column headings. If the source comes from one of the “Task Source” headers, then the task meets the “Source Test.” Place a “Y” under the “Source Test Met” column. If the source does not come from the one of the “Task Source” headers, then place an “N” under the “Source Test Met” column. If the task does not meet the Source Test, then careful consideration should occur before confirming as a Critical Supporting Task to an AFOTEC MEF.

Requirements Column. Identify requirements to accomplish the task.

Criticality Assessment Test Column. Identify products, operations, and organizations impacted if the task is not performed. On a scale of 1 to 10 with 10 being the highest criticality, identify the impact on AFOTEC ability to perform a MEF.

Time Sensitivity Test Column. Identify how long a task can go without being performed. The longer a task can go without having a significant effect on AFOTEC accomplishing a MEF, the less likely it is a critical supporting task. If a task can go greater than 30 days without being performed and have little impact on AFOTEC being able to accomplish its MEFs, then the task is probably not a critical supporting task. Place a “Y” in the “Time Sensitive” column if the task cannot go longer than 24 hours without being performed. Careful thought should occur before placing a “Y” in the “Time Sensitive” column if the “30 day” column is marked.

Note: Some examples have been placed in the columns to provide examples of what is expected.

(Added) Table 1. AFOTEC Mission Essential Function Validation Worksheet.

MEF Critical Support Task ID Worksheet		Task Source			Requirements	Criticality Assessment Test	Time Sensitivity Test						
Organization	AFOTEC MEF #1: Evaluate the capability of systems to meet warfighter needs by planning, executing, and reporting independent operational assessments, tests and evaluations.	Federal Law	DoD / Joint Directive	AF Directive	Source Test Met (Y/N)	ID personnel, critical supporting infrastructure to perform task (IT, vital records, databases, equipment...)	Products or operations impacted if not performed	Impact if not performed (10-critical / 1-low)	0 Hours - Cont ops req'd	< 12 Hours	< 24 Hours	< 30 Days	Time Sensitive (Y/N)
	MEF C2 Critical Tasks												
HQ, DE Ts	Maintain Command & Control (C2) Connectivity			AFMD 14	Y	Command Staff, HQ A-Staff, Network Connectivity (DoD, AF)	Contingency Response/Mitigation	8		X			Y
	MEF Direct Critical Mission Tasks												
HQ, DE Ts, OLS	Test Planning		DoDD 5000.01	AFMD 14	Y	Test Team Personnel, HQ A-Staff & Command Staff, Test Team Personnel, HQ A-Staff & Command Staff, Network Connectivity (DoD, AF, AFOTEC)	Test Execution and Acquisition Milestone Decisions	5				X	N
DE Ts, OLS	Test Execution		DoDD 5000.01	AFMD 14	Y	Test Team Personnel, Network Connectivity (DoD, AF, AFOTEC), Test Plan/Test Resource Plan (TRP) ID'd Assets	Test Reporting Activities	10				X	Y

Attachment 9 (Added-AFOTEC)**AFOTEC COOP PLANNING GUIDANCE**

A9.1. (AFOTEC) Purpose. To clearly communicate the requirements for AFOTEC COOP Plans.

A9.2. (AFOTEC) Situation. AFOTEC is designed with built-in COOP concepts, minimizing single points of failure and maximizing its capability of performing its MEF(s) under all circumstances.

A9.2.1. **(AFOTEC) Redundancy/transfer.** Providing operational assessment, test and evaluation capabilities through planning, executing and reporting activities are the cornerstones to AFOTEC performing MEF #1. While each detachment and GSU are grouped into specific mission sets and individual operational test program taskings, standardized operational test processes and methodologies enable redundancy and/or transfer of responsibilities within its force structure.

A9.3. (Added-AFOTEC) AFOTEC COOP Plan Intent. Continuity of operations is most effective when integrated with other unit programs and plans, including emergency management plans, anti-terrorism plans, and disease containment plans. Since unit continuity of operations concepts already exist in these programs/plans, the overall intent for AFOTEC COOP planning is for organizations to utilize these planning documents together. COOP plans must be operationally focused and based on how the MEF(s) enable overall AFOTEC capabilities. COOP plans will focus on critical capabilities directly supporting AFOTEC MEF(s), including its command and control functions, and how AFOTEC will implement these capabilities during a COOP event. COOP plans/CONOPS should not duplicate information in other plans, directives, policies or guidance, but should refer to the information.

A9.4. (AFOTEC) AFOTEC Unit Specific Plan Requirements.

A9.4.1. **(AFOTEC) AFOTEC detachments and GSUs** are not required to have formal COOP plans in place. However, these organizations can utilize template guidance contained in AFOTEC-added Attachment 10 as a checklist to draft a contingency specific COOP plan to mitigate mission inhibiting factors and execute a return to normal operations.

A9.4.2. **(AFOTEC) AFOTEC units** should address critical unit business continuity functions. This may be accomplished through referencing other unit plans or issued guidance.

A9.4.3. **(AFOTEC) Local (current base/location) and remote (out of local area) relocation sites**, if applicable, should be considered in unit contingency COOP plans/planning. If AFOTEC's MEF critical tasks are transferred to other units, then relocation to remote sites may not be required.

A9.5. (AFOTEC) Unit MEF supporting capabilities that should be addressed in unit COOP planning.

A9.5.1. **(AFOTEC) Command and Control (C2).** Each unit should address connectivity with its subordinate organizations, HQ AFOTEC, and other C2 functions, as applicable.

A9.5.2. (AFOTEC) Any critical organize, train, and equip capability that meets the MEF impact criteria and time sensitivity tests IAW the AFOTEC MEF validation worksheets in AFOTEC-added Attachment 8.

A9.6. (AFOTEC) COOP Plan assumptions.

A9.6.1. (AFOTEC) Operational command and control is key to COOP. After life-saving emergency response actions, connectivity with the AF, HQ AFOTEC and subordinate organizations is a unit's first responsibility during a COOP event.

A9.6.2. (AFOTEC) Emergency response, force protection, anti-terrorism, force health protection are IAW with other unit/installation plans and should not be duplicated in COOP plans/planning.

A9.6.3. (AFOTEC) Alternate facilities/locations should be selected based on their capability to support the unit's critical supporting tasks to the AFOTEC MEF(s). As an example, a detachment should consider relocating a test team to another location involved with the system under test, (i.e. the infrastructure to support test & evaluation activities are already in-place).

A9.6.4. (AFOTEC) HQ directorates/functionals are postured to assist AFOTEC detachments and GSUs during a COOP event.

A9.6.4.1. (AFOTEC) The A-1 Directorate will advise/support developing guidance for telecommuting and/or Alternative Work Sites (AWS), as required.

A9.6.4.2. (AFOTEC) The A-3 Directorate will advise/support assessing impact to test operations and developing operations recovery plan, as required.

A9.6.4.3. (AFOTEC) The A-4/7 Directorate will advise/support acquiring temporary facilities and/or equipment, as required.

A9.6.4.4. (AFOTEC) The A-4/7 Directorate will advise/support on budget, resource management and contracts issues, as required.

A9.6.4.5. (AFOTEC) The A-6 Directorate will advise/support acquiring alternate information technology resources and establishing network connectivity, as required.

A9.6.4.6. (AFOTEC) CVI will advise/support on issues affecting security and classified information, as required.

Attachment 10 (Added-AFOTEC)**AFOTEC COOP PLAN/PLANNING TEMPLATE**

Note: COOP Plans will be classified “SECRET” when specific relocation sites are listed. DO NOT ADD relocation sites to this template on a NIPR computer.

Note: This template is designed for HQ AFOTEC and to be used as a basis for a stand-alone COOP Plan. AFOTEC detachments and GSUs are not required to have formal COOP plans in place but at a minimum, should develop Business Continuity Plans. These organizations can utilize this template as a checklist to draft a contingency specific COOP plan to mitigate mission inhibiting factors and execute a return to normal operations.

A10.1. (AFOTEC) REFERENCES. See AFOTEC COOP Plan.

A10.2. (AFOTEC)PURPOSE. Support the execution of the AFOTEC mission essential function(s) (MEFs) during a COOP event or the threat of a COOP event, whether naturally occurring or manmade, when personnel are significantly degraded or not capable of performing AFOTEC MEF critical supporting tasks using normal operating locations and/or methods. AFOTEC MEF(s) are:

A10.2.1. **(AFOTEC) AFOTEC MEF # 1:** Evaluate the capability of systems to meet warfighter needs by planning, executing, and reporting independent operational assessments, tests and evaluations.

A10.3. (AFOTEC) APPLICABILITY. This plan applies to *(list unit, including geographical separated (if applicable) that the unit’s COOP Plan applies)*.

A10.4. (AFOTEC)SITUATION. The *(unit’s name)* supports AFOTEC MEF(s) by providing operational test planning, execution, and reporting capabilities. The Operational Test & Evaluation (OT&E) enterprise is designed with built-in continuity of operations (COOP) concepts, mitigating single points of failure and maximizes its capability of performing its MEF(s) under all circumstances.

A10.4.1. **(AFOTEC) Redundancy/transfer.** The OT&E enterprise has redundancy and/or the ability to transfer responsibilities built into its force structure to ensure its capability to perform MEF(s).

A10.5. (AFOTEC) Execution. The *(unit’s name)/CC* is responsible for unit COOP execution. COOP execution actions should be coordinated with the HQ AFOTEC. Operation Reporting requirements apply.

A10.5.1. **(AFOTEC) Concept of Operations (CONOPS).** This COOP Plan/planning courses of action will ensure that *(unit’s name)* is able to best perform its critical supporting tasks to the AFOTEC MEF(s). *(Unit’s name)* will ensure performance of its critical supporting tasks through relocation, transfer of responsibilities, disease containment procedures, or other mitigation strategies, as dictated by the COOP situation and mitigating strategies listed in Table 1.

A10.5.2. **(AFOTEC) Unit Key Assumptions and Planning Factors:**

A10.5.2.1. **(AFOTEC) First and foremost,** *(unit’s name)* will focus on the performance of its critical tasks listed in Table 1 that directly support AFOTEC MEF(s). The second

priority during COOP is to reconstitute the critical tasks in primary, permanent operating locations as quickly as possible, and the third priority is the performance of business continuity functions, as resources allow.

A10.5.2.2. (AFOTEC) This COOP Plan may be executed with or without warning and in either a permissive or non-permissive environment.

A10.5.2.3. (AFOTEC) AFOTEC MEF related taskings will be adjusted by the tasking authority, based on the *(unit's name)* capability to perform.

A10.5.2.4. (AFOTEC) Emergency response, force protection, antiterrorism and force health protection are IAW with other unit/installation plans.

A10.5.2.5. (AFOTEC) Risk management is IAW the unit's Installation Emergency Management Program, Disease Containment and Antiterrorism Plans.

A10.5.3. (AFOTEC) Mission essential function (MEF) critical tasks. Table 1 lists the *(unit's name)* critical supporting tasks to the AFOTEC MEF(s) (in priority order) and the primary methods/mitigation strategies to be used to maximize the unit's capability to support AFOTEC MEF(s).

Note: Methods include relocation to local/remote site, and/or transfer of tasking/responsibility. For a pandemic influenza and infectious disease (PI&ID) outbreak scenario, methods include telework, social distancing, sanitation practices, etc.).

(U) Table 1. Critical Supporting Tasks to AFOTEC MEF(s)

Org	AFOTEC MEF	Critical Supporting Task	Critical Resources to Accomplish Task	Accomplish/Mitigation Strategy
(List Org Here)	1	Unit Command and Control; connectivity with AFOTEC/CC and subordinate units	Note: Accomplish AFOTEC Mission Essential Function Validation Worksheets" and place info here.	Succession of Command IAW AFI 51-604; relocation of C2 functions IAW Unit IEM Plans; shelter in-place IAW Unit/Installation IEM, Antiterrorism, and other associated plans. PI&ID: telework, social distancing, sanitation practices IAW Unit Disease Containment Plan

A10.5.4. (Added-AFOTEC) Vital records and/or databases. Table 2 identifies the *(unit's name)* vital records and databases, which are required to ensure *(unit's name)* can continue performing its AFOTEC MEF critical supporting tasks. The table also identifies the responsible organization and mitigation strategy used to ensure its capability.

(U) Table 2. Vital Records and Databases

Vital Record/Database	Responsible Organization	Accomplish/Mitigation Strategy
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		IAW unit Critical Asset Risk Management plans (if applicable)

A10.5.5. (AFOTEC) Critical Business Continuity Functions (BCFs). Table 4 lists the *(unit's name)* critical BCFs and how they will be performed or mitigated.

Note: Listing BCFs is recommended, but optional. Referencing other unit plans/policies on how the BCF will be accomplished/mitigated is recommended.

(U) Table 4. Unit “must do” Business Continuity Functions

Org	Business Continuity Function	Accomplish/ Mitigation Strategy
		IAW Unit’s Policy/OI...

A10.5.6. (AFOTEC) Pandemic influenza and infectious disease outbreak (PI&ID). See host-installation Disease Containment Plan.

A10.6. (AFOTEC) Order of Succession. Order of succession is IAW AFI 51-604, *Appointment to and Assumption of Command*.

A10.7. (AFOTEC) Administration and logistics.

A10.7.1. (AFOTEC) Administration.

A10.7.1.1. (AFOTEC) *(Unit/A-3 or DO)* is overall responsible for COOP planning, including reviewing and exercising the plan IAW AFI 10-208.

A10.7.1.2. (AFOTEC) *(Unit name)* Resource Manager will be overall responsible for unit COOP expenditure reporting and tracking IAW AF 10-208 and AMC guidance.

A10.7.1.3. (AFOTEC) Alert and notification procedures will be IAW unit alert and notification procedures.

A10.7.1.5. (AFOTEC) Comply with reporting requirements IAW AFI 10-206, Operational Reporting and applicable MOA with host-installation.

A10.7.1.6. (AFOTEC) Personnel accountability is IAW Air Force Personnel Accountability and Assessment System (AFPAAS) and unit Emergency Management plans, as applicable.

A10.7.2. (AFOTEC) Logistics.

A10.7.2.1. (AFOTEC) Local relocations will be IAW unit emergency management plans and other applicable plans *(List them)*.

A10.7.2.2. (AFOTEC) COOP events requiring MEF personnel/equipment to relocate/evacuate will be IAW unit emergency management programs/plans.

A10.8. (AFOTEC) Personnel.

A10.8.1. (AFOTEC) Identify key military, civilian, and contractor positions with COOP responsibilities IAW AFI 10-208. Ensure position descriptions and contract statements reflect COOP requirements.

A10.8.2. (AFOTEC) Designated key and emergency staff will be trained IAW AFI 10-208 and AFI 10-2501.

A10.8.3. (AFOTEC) MEF personnel will be trained to perform their MEF critical supporting tasks IAW their specialty code.

A10.8.4. (AFOTEC) All MEF military, civilian, and contractor personnel should be prepared for the possibility of relocation, telework, or alternate work schedules without warning.

A10.8.5. (AFOTEC) All AF military, civilian, and contractor personnel, regardless of their MEF responsibilities, should know what actions to take in an emergency and what personnel accountability actions they should take for themselves and their families.

A10.9. (AFOTEC) Unit/CC directed tasks. List any specific unit directed tasks for subordinate organizations.

A10.9.1. (AFOTEC) Identify and validate unit (directorates, offices, detachments, GSUs) critical supporting tasks to AFOTEC MEF(s). Identify required personnel, infrastructure (facilities, ADPE equipment, software, C2 systems...) and data to accomplish MEF supporting tasks. Validate critical supporting tasks using the AFOTEC Mission Essential Function Validation Worksheet (AFOTEC-added Attachment 8 in AFI 10-208_AFOTECSUP). (Subordinate units)

A10.9.2. (AFOTEC) Be prepared to accomplish MEF critical supporting tasks during a COOP event. (Subordinate units)

A10.9.3. (AFOTEC) Identify key military, civilian, and contractor positions with COOP MEF responsibilities. (Subordinate units)

A10.9.4. (AFOTEC) Identify and develop mitigation strategies for MEF critical communication/C2 systems and data/vital records. (Subordinate units)

A10.9.5. (AFOTEC) Prioritize unit business continuity functions and develop BCF mitigation strategies for accomplishing the BCFs during a COOP event. (Subordinate units)

A10.9.6. (AFOTEC) Identify any shortfall or limitation that would preclude the performance of any unit critical supporting task to AMC MEFs or task directed by this plan. (Subordinate units)

A10.9.7. (AFOTEC) Identify, train, and make available, in sufficient numbers (accounting for possible losses during a COOP event), qualified MEF personnel for COOP relocation to local/remote sites. (Subordinate units)

A10.9.8. (AFOTEC) Develop mitigation strategies for MEF critical tasks and BCFs. These mitigation strategies include telework and transfer of responsibility. Telework will be IAW applicable AFOTEC and local directives and guidance.

A10.9.9. (AFOTEC) Track COOP lessons learned. (All units)

A10.9.10. (AFOTEC) Synchronize unit COOP communication plan strategy with HQ AFOTEC/PA and host-installation PA organization. (All Units)

ATTACHMENT 11 (Added-AFOTEC)**AFOTEC COOP PLANNING FOR DISEASE CONTAINMENT****A11.1. (AFOTEC) CONTINUITY OF OPERATIONS (COOP).**

A11.1.1. **(AFOTEC) General.** Ensuring AFOTEC is able to perform its mission essential function(s) (MEFs) critical supporting tasks is the number one priority after saving lives. MEF continuity of operations actions are different during a Pandemic Influenza and/or Infectious Disease (PI&ID) outbreak than a COOP event that affects the infrastructure of an organization. During a COOP event, such as a tornado or terrorist bombing attack that affects an organization's infrastructure, the organization will relocate its capability to perform mission essential functions (MEFs) to another location conducive to performing the MEFs. This may be a location on the same base or a more remote location depending on the severity of the damage to the local infrastructure and the threat. During a PI&ID outbreak, an organization's infrastructure is usually not directly impacted. The availability of an organization's personnel is the limiting factor in accomplishing MEFs. All AFOTEC organizations will follow their respective host-installation disease containment plans. COOP actions will be based on workload and function prioritization, personnel availability/management, and disease containment vice infrastructure strategies.

A11.1.2. (AFOTEC) COOP PI&ID Assumptions.

A11.1.2.1. **(AFOTEC) Influenza Outbreaks.** PI outbreak waves will last for 6-12 week periods, or longer, and will re-occur for 12-24 months. Expect a 40% absentee rate (military, civilian, and contractors) for two weeks during peak periods. Effects of PI&ID on family members will also affect the availability and performance of personnel. Use two waves as planning baseline, but multiple waves can occur, due to the ability of the influenza virus to mutate.

A11.1.2.2. **(AFOTEC) Vaccine.** An effective vaccine will not be available for up to six months after clinical confirmation of sustained human-to-human transmission. Competing health requirements will limit the DoD initial supply of the vaccine and antivirals.

A11.1.2.3. **(AFOTEC) Infrastructure.** Communication and physical infrastructure will be in-place and any reduction in capability will be the result of a lack of personnel (absent due to illness or taking care of family) to properly sustain the infrastructure.

A11.1.2.4. **(AFOTEC) Work Force.** A properly prepared, educated, trained, and equipped work force will more effectively accomplish the unit MEF tasks during a PI&ID outbreak.

A11.1.2.5. **(Added-AFOTEC) Legal considerations.** All PI&ID outbreak COOP actions will be IAW Uniform Code of Military Justice, Office of Personnel Management guidelines, and US Code.

A11.1.3. **(Added-AFOTEC) Execution.** COOP actions will take place as a response to an actual or threat of a disease containment or pandemic influenza outbreak that may significantly impact the unit's ability to perform its MEF critical supporting tasks. This may occur in conjunction with an USNORTHCOM PI&ID execution order, AFOTEC leadership

direction, or as deemed necessary by *(unit's name)*/CC due to local PI&ID outbreak conditions.

A11.1.3.1. **(AFOTEC)** COOP Priority of Operations. The first COOP priority is to maximize its capability to perform AFOTEC MEF critical supporting tasks. The second priority is to accomplish unit critical business continuity functions (BCF), based on unit priorities and resources to perform the BCF.

A11.1.3.2. **(AFOTEC)** Succession of Command. Order of succession is IAW AFI 51-604, *Appointment to and Assumption of Command*. In the event the Commander (CC) is unavailable or incapable of executing responsibilities and/or exercising authorities, the order of succession will be to the Vice Commander (CV), Director of Operations, then to the most senior military member or individual delegated by the CC.

A11.1.3.3. **(AFOTEC)** COOP Mitigation Strategies. COOP mitigation strategies during a PI&ID outbreak are the disease containment mitigation strategies in the host-installation disease containment plan this plan and annexes: vaccination, education, social distancing, staggered and alternate work schedules, minimum-manning strategies, telework, alternate work locations, hygiene, and cough etiquette.

A11.1.3.3.1. **(AFOTEC)** Relocation or Alternate Work Locations. Alternate work locations and geographical dispersion (alternate work sites) for MEF positions, due to the regional nature of an outbreak, may provide the best protection of MEF personnel and capability to perform. A key consideration prior to making a decision to relocate to an alternate geographical site is disease containment.

A11.1.4. **(AFOTEC)** COOP PI&ID Specific Tasks.

A11.1.4.1. **(AFOTEC)** MEF Critical Supporting Tasks and priority BCFs Redundancy. Identify and ensure redundancy exists for MEF critical supporting tasks and priority BCFs personnel capabilities to reduce or eliminate single point failures when the expert gets sick or is unavailable due to family illness to accomplish the task.

A11.1.4.2. **(AFOTEC)** Personnel Situational Awareness. Establish processes and procedures to keep workforce informed of PI&ID outbreak situation and expectations of MEF and BCF personnel during a PI&ID outbreak.

A11.1.4.3. **(AFOTEC)** Telework. Develop telework programs to ensure MEF and BCF personnel are properly trained and equipped IAW OPM, AF, AFOTEC, and unit telework guidance.

A11.1.4.4. **(AFOTEC)** Education. Educate key and MEF personnel on COOP PI&ID actions.

A11.1.4.5. **(AFOTEC)** COOP PI&ID Lessons Learned. Submit COOP PI&ID lessons learned IAW AFI 90-1601 by completing an AF Form 4330, After Action Report (AAR).

A11.1.5. **(AFOTEC)** COOP PI&ID Reporting. Any additional COOP PI&ID reporting is IAW AFI 10-206, USNORTHCOM, AF, and host-installation reporting requirements.