



**DEPARTMENT OF THE AIR FORCE**  
**HEADQUARTERS UNITED STATES SPACE FORCE**

SPFGM2026-10-208

22 April 2026

MEMORANDUM FOR DISTRIBUTION C  
FLDCOMs/C-FLDCOMs/Deltas/Subordinate Units

FROM: SF/S3/4/7  
2020 Space Force Pentagon  
Washington, DC 20330

SUBJECT: Space Force Guidance Memorandum (SPFGM) 10-208, United States Space Force  
Continuity of Operations Program

RELEASABILITY: Publications and forms are available on the e-Publishing website at  
<http://www.e-Publishing.af.mil> for downloading or ordering.

By Order of the Secretary of the Air Force, this Guidance Memorandum (GM) is the first instance of a to-be published SF/S3/4/7 publication. This GM implements Space Doctrine Publication (SDP) 5-0, Planning, and Department of the Air Force Instruction (DAFI 10-208). It provides guidance to United States Space Force (USSF), Field Commands, Component Field Commands, Direct Reporting Units (DRUs), Deltas, and subordinate units/organizations to conduct deliberate planning, development, and implementation of Continuity of Operations (COOP) or Contingency Plans. To the extent its directions are inconsistent with other DAF publications, the information herein prevails, in accordance with Department of the Air Force Instruction (DAFI) 90-160, (change 1) *Publications and Forms Management*, and Department of the Air Force Manual (DAFMAN) 90-161, *Publishing Processes and Procedures*.

COMPLIANCE: Compliance with this publication is mandatory.

ACCESSIBILITY: HAF Publications and forms are available on the e-Publishing website at <http://www.e-Publishing.af.mil> for downloading or ordering.

APPLICABILITY: This publication applies to all civilian employees and uniformed members of the United States Space Force and those with contractual obligations to abide by the terms of DAF issuances, except where otherwise noted. This publication does not apply to the United States Air Force apart from Air Force Reserve and Air National Guard Units performing Space Operations.

Send recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*.

Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction (AFI) 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule which is located in the Air Force Records Information Management System.

This memorandum becomes void after one year has elapsed from the date of this memorandum, or upon publishing of a new publication permanently establishing this guidance *SFGM 10-208, United States Space Force Continuity of Operations Program*, whichever is earlier.

TYLER N. HAGUE  
Brigadier General, USSF  
Asst. DCSO for Operation

# TABLE OF CONTENTS

1		
2		
3	<b><u>Chapter 1-PROGRAM OVERVIEW</u></b> .....	4
4	<b><u>Chapter 2-ROLES AND RESPONSIBILITY</u></b> .....	5
5	<b>2.1-Deputy Chief of Space Operations for Operations (SF/S3/4/7)</b> .....	5
6	<b>2.2-USSF Continuity Program Manager</b> .....	5
7	<b>2.3-Exercise Plan Verification</b> .....	6
8	<b>2.4-FLDCOM &amp; C-FLDCOM</b> .....	6
9	<b>2.5-FLDCOM &amp; C-FLDCOM Continuity PM</b> .....	7
10	<b>2.6-Deltas, Direct Reporting Units (DRU), and Subordinate Unit Commander</b> .....	8
11	<b>2.7-Deltas, DRU, and Subordinate Unit Commander</b> .....	8
12	<b>2.8-Squadron and Detachments</b> .....	10
13	<b><u>Chapter 3-GUIDANCE AND PROCEDURES</u></b> .....	11
14	<b>3.1-Continuity of Operations Plan vs Contingency Plan</b> .....	12
15	<b>3.2-Resiliency Resourcing Requirements of Operational Forces</b> .....	12
16	<b>3.3-Resiliency Resourcing Requirements of Institutional Forces</b> .....	13
17	<b>3.4-Security Classification</b> .....	14
18	<b><u>Chapter 4-CONTINUITY PLAN DEVELOPMENT AND CONTENTS</u></b> .....	14
19	<b>4.1-COOP Plan Development</b> .....	15
20	<b>Table 4.1.-Planning Phases of COOP</b> .....	15
21	<b><u>Chapter 5-ADMINISTRATION</u></b> .....	20
22	<b>Attachment 1 - GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION</b> .....	21
23	<b>References</b> .....	21
24	<b>Prescribed Forms</b> .....	21
25	<b>Adopted Forms</b> .....	21
26		

27

## Chapter 1

28

### PROGRAM OVERVIEW

29 **1.1. Scope.** This Space Force Guidance Memorandum (GM) supplements Department of the Air  
30 Force Instruction (DAFI) 10-208, directing all United States Space Force (USSF) organizations  
31 to conduct deliberate planning, develop, and implement Continuity of Operations (COOP) or  
32 Contingency Plans tailored to Space Force mission areas and aligns with DoDD 3020.26 and  
33 DoDI 3020.42.

34 **1.2. Purpose.** The Space Force operates in a contested and technologically complex domain.  
35 Disruptions to command operations, whether due to natural disasters, cyber threats, or  
36 adversarial actions, can significantly impact national security objectives. Space Force has both  
37 operational (Combatant Command presented but Service retained) and institutional units, and  
38 this guidance will provide tailored requirements for each.

39 **1.3. Intent.** IAW DAFI 10-208 (REF C), "... all MAJCOM, FLDCOM, Direct Reporting Units  
40 (DRUs), ANG, Field Operating Agency (FOA) Numbered Air Forces (NAFs), Centers and  
41 Wings/Deltas/Units will plan, budget, and be prepared to do their Mission Essential Function  
42 (MEFs) in a COOP situation. Continuity requirements must be incorporated into the daily and  
43 routine operations of organizations to ensure rapid response to a wide range of emergencies,  
44 include local or regional natural disasters, health-related emergencies, man-made disasters and  
45 accidents, technological or attack-related emergencies. OAF military, civilian and contract  
46 personnel with continuity responsibilities must know what actions to take with or without  
47 warning or communications across a wide range of potential emergencies."

48 **1.4. Organization.** COOP and Contingency Planning mitigate the risks by ensuring personnel safety,  
49 mission continuity, and timely reconstitution. Space Force units must be prepared to conduct  
50 their Mission Essential Functions (MEF) during a contingency and then return to normal  
51 operations. Space Force units will document continuity and/or contingency planning efforts  
52 within a COOP or Contingency plan that will be written IAW the DoD Continuity Security  
53 Classification Guide (REF E), DAFI 10-208 (REF C) and this Guidance Memorandum.

## Chapter 2

### ROLES & RESPONSIBILITIES

#### 2.1. Deputy Chief of Space Operations for Operations (SF/S3/4/7) will:

2.1.1. Coordinate the appointment of the Director of Current Operations Division (SF/S33) as the USSF Continuity Program Manager (PM) with SAF/AM.

2.1.2. USSF Continuity PM is responsible for overseeing the development, implementation, and sustainment of continuity programs for the HQ USSF, FLDCOMs, C-FLDCOMs, and subordinate Deltas, DRUs, Squadrons, and Detachments.

#### 2.2. USSF Continuity PM will:

2.2.1. Develop/Validate a Continuity Plan Annually. Develop/Validate HQ USSF contingency plan(s). Ensure plan complies with DAFI 10-208.

2.2.2. Notify OSD COOP PM when HQ USSF COOP plan is complete (REF C).

2.2.3. Train HQ USSF Personnel on the HQ DAF COOP Plan, and L1/L2 COOP Plans.

2.2.4. Key Essential Personnel Training. Key Essential Personnel will be trained within established HQ DAF COOP policy and guidelines.

2.2.5 Non-Key Essential Personnel Training. Non-Key Essential Personnel will be trained within 6 months of arrival to unit.

2.2.6. Self-Assessment Bi-Annually. Twice per year, conduct a self-assessment within Management Internal Control Toolset (MICT) of the HQ USSF Continuity program to document compliance with DAFI 10-208 (REF C- Para 3.3.8.).

2.2.7. Exercise Continuity Plan Annually. Conduct a HQ USSF contingency exercise annually (REF C). If required/directed, develop a classified After-Action Reports (AAR) to include lessons learned, identified gaps, procedure improvements, and correction plan. Note: If exercise was part of an external inspection (e.g., Inspector General, Government Accountability Office, etc.) and deficiencies were identified, document unclassified findings within Inspector General Evaluation Management System (IGEMS) or classified findings in IGEMS-C on SIPR (REF C - Para 3.3.8.).

2.2.8 Resource Contingency Requirements/Gaps. Develop and incorporate FLDCOM/C-FLDCOM Contingency requirements/gaps into Planning Programming, Budgeting, and Execution (PPB&E) and unfunded requirements process (REF C).

2.2.9 Oversee Subordinate Field Commands, Component Field Commands, Deltas, DRUs, Squadrons, and Detachments Continuity Programs.

2.2.10. Notify USSF COOP Program Manager when Subordinate Field Commands, Component Field Commands, Deltas, DRUs, Squadrons, and Detachments Continuity plans are complete (REF C).

2.2.11. Train the Trainer. USSF Continuity PMs train Subordinate Field Commands, Component Field Commands Continuity PMs to ensure they can train their headquarter staff and subordinate unit Continuity PMs (REF C).

### **2.3. Verify Subordinates Exercise Plan Annually.**

2.3.1. Annually Verify Subordinate Unit Self-Assessments. Once per year, ensure subordinate Field Commands, Component Field Commands, Deltas, DRUs, squadrons, and detachments are properly conducting Self-Assessments within MICT to measure compliance to DAFI 10-208.

2.3.2. Staff Assistance Visits (SAVs). Conduct Staff Assistance Visits (SAV) when requested by a unit commander. Support can include assisting subordinate unit COOP plan development, exercises coordination, resource analysis, and integration within FLDCOM/C-FLDCOM priorities.

2.3.3. Develop Supplemental Guidance. As required, issue supplemental guidance to subordinate units for COOP/contingency program (REF C).

2.3.4. Develop USSF-specific Self-Assessment Steps. As required, develop USSF-specific self-assessment steps that are in addition to the default DAFI 10-208 MICT checklist steps.

2.3.5. Conduct COOP Working Groups (CWG) Quarterly. At a minimum, conduct a quarterly Continuity/COOP working group with subordinate Field Command and Component Field Commands to ensure synchronization of continuity efforts (REF C).

2.3.6. AF/JA will advise HQ USSF staff regarding delegations of authority, orders of succession, and any other legal matters associated with HQ USSF Contingency Plan development.

### **2.4. FLDCOMS and C-FLDCOMS - Roles and Responsibilities:**

2.4.1. Appoint a Continuity Coordinator; recommend a General Officer (GO) or Senior Executive Services (SES) if available. FLDCOM/C-FLDCOM Continuity Coordinator will:

2.4.2. Serve as the senior accountable official designated to manage, oversee and ensure readiness and compliance with the DoD continuity program guidance IAW REF (A), (B), (C).

2.4.3. Assess, prioritize, and advocate COOP and Contingency Plan gaps, shortfalls, and unfunded requirements for the FLDCOM/C-FLDCOM's Planning Programming, Budgeting, and Execution (PPB&E) process (REF C).

2.4.4. Appoint a FLDCOM/C-FLDCOM Continuity Program Manager (PM) responsible for overseeing the development, implementation, and sustainment of continuity programs for the HQ FLDCOM/C-FLDCOM, and subordinate Deltas, DRUs, Squadrons, and Detachments.

### **2.5. HQ FLDCOM/C-FLDCOM Continuity PM will:**

2.5.1. Develop/Validate HQ FLDCOM/C-FLDCOM COOP or contingency plan(s). Ensure plan(s) comply with DAFI 10-208.

2.5.2. Report Continuity/Contingency Plan Status and Completion. Weekly report continuity/contingency plan development status to HQ USSF Continuity PM. Notify HQ USSF Continuity PM when HQ FLDCOM/C-FLDCOM and subordinate unit's continuity/contingency plan(s) is complete (REF C).

2.5.3. Train HQ FLDCOM/C-FLDCOM Personnel on the COOP/contingency plan.

2.5.3.1. Key Essential Personnel Training. Key Essential Personnel will be trained within 30 days of appointment.

2.5.3.2. Non-Key Essential Personnel Training. Non-Key Essential Personnel will be trained within 6 months of arrival to unit.

2.5.4. Self-Assessment Bi-Annually. Twice per year, conduct a self-assessment within Management Internal Control Toolset (MICT) of the HQ FLDCOM/C-FLDCOM Continuity program to document compliance with DAFI 10-208 (REF C- Para 3.3.8.).

2.5.5. Exercise Plan Annually. Conduct an HQ FLDCOM/C-FLDCOM COOP/contingency exercise annually (REF C). Document unclassified findings in MICT. If required/directed, develop a classified After-Action Reports (AAR) to include lessons learned, identified gaps, procedure improvements, and correction plan. Note: If exercise was part of an external inspection (e.g., Inspector General, Government Accountability Office, etc.) and deficiencies were identified, document unclassified findings within Inspector General Evaluation Management System (IGEMS) or classified findings in IGEMS-C on SIPR (REF C - Para 3.3.8.).

2.5.6. Resource Contingency Requirements/Gaps. Develop and incorporate FLDCOM/C-FLDCOM Contingency requirements/gaps into Planning Programming, Budgeting, and Execution (PPB&E) and unfunded requirements process (REF C).

2.5.7. Oversee Delta, DRU, Squadron, and Detachment Continuity Programs.

2.5.8. Train the Trainer. FLDCOM/C-FLDCOM Continuity PMs train Delta Continuity PMs to ensure they can train their headquarter staff and subordinate unit Continuity PMs (REF C).

2.5.9. Annually Verify Subordinate Unit Self-Assessments. Once per year, ensure subordinate Deltas, DRUs, Squadrons, and detachments are properly conducting Self-Assessments within MICT to measure compliance to DAFI 10-208.

2.5.10. Review and validate Subordinates Exercise Plan Annually.

2.5.10.1. Advocate for Subordinate Units' Resource Contingency Requirements/Gaps. Compile and incorporate Subordinate Units' COOP/contingency requirements/gaps into Planning Programming, Budgeting, and Execution (PPB&E) and unfunded requirements process (REF C).

2.5.10.2. Staff Assistance Visits (SAVs). Conduct Staff Assistance Visits (SAV) when requested by a unit commander. Support can include assisting subordinate unit COOP plan development, exercises coordination, resource analysis, and integration within FLDCOM/C-FLDCOM priorities.

2.5.10.3. Develop Supplemental Guidance. As required, issue supplemental guidance to subordinate units for COOP/contingency program (REF C).

2.5.10.4. Develop FLDCOM/C-FLDCOM-specific Self-Assessment Steps. As required, develop FLDCOM/C-FLDCOM-specific Self-Assessment steps that are in addition to the default DAFI 10-208 MICT checklist steps.

2.5.10.5. Conduct COOP Working Groups Quarterly. At a minimum, conduct a quarterly COOP/Contingency working group with subordinate units to ensure synchronization of continuity efforts (REF C).

2.5.10.6. The FLDCOM/C-FLDCOM servicing JA will advise HQ FLDCOM/C-FLDCOM staff regarding delegations of authority, orders of succession, and any other legal matters associated with COOP and/or Contingency plan development.

## **2.6. Deltas, DRUs, and Subordinate Units will:**

2.6.1. Appoint a Continuity PM responsible for overseeing the development, implementation, and sustainment of continuity programs for the HQ Delta, DRUs, Squadrons, and Detachments.

## **2.7. HQ Delta, DRUs, and Subordinate Units will:**

2.7.1. Develop a Continuity Plan. Develop/Validate a Continuity Plan Annually. Develop/Validate HQ FLDCOM/C-FLDCOM contingency plan(s). Ensure plan(s) comply with DAFI 10-208. Delta Commander may choose to either:

2.7.1.1. Create a single continuity/contingency plan, which includes the HQ Delta and subordinate squadrons and detachments; or

2.7.1.2. Create individual continuity/contingency plans for the HQ Delta, squadrons, and detachments. Deltas that contain squadrons who provide resiliency to other squadrons (e.g., Delta 2's 18 SDS and 19 SDS) are encouraged to author a plan at the Delta level to outline this intra-squadron resiliency plan.

2.7.2. Notify HQ FLDCOM/C-FLDCOM Continuity PM when HQ Delta, DRU, or Installation Commander's Continuity/Contingency plan(s) are reviewed and complete (REF C).

2.7.3. Train subordinate Delta Personnel on the continuity plan.

2.7.4. Key Essential Personnel Training. Key Essential Personnel will be trained within 30 days of appointment.

2.7.5. Non-Key Essential Personnel Training. Non-Key Essential Personnel will be trained within 6 months of arrival to unit.

2.7.6 Self-Assessment Bi-Annually. Twice per year, conduct a self-assessment within Management Internal Control Toolset (MICT) of the HQ Delta/DRU Contingency program to document compliance with DAFI 10-208 (REF C- Para 3.3.8.).

2.7.7. Exercise COOP/Contingency Plan Annually. Conduct an HQ Delta/DRU contingency exercise annually (REF C). Document unclassified findings in MICT. If required/directed, develop a classified After-Action Reports (AAR) to include lessons learned, identified gaps, procedure improvements, and correction plan. Note: If exercise was part of an external inspection (e.g., Inspector General, Government Accountability Office, etc.) and deficiencies were identified, document unclassified findings within Inspector General Evaluation Management System (IGEMS) or classified findings in IGEMS-C on SIPR (REF C - Para 3.3.8.).

2.7.8. Resource Contingency Requirements/Gaps. Develop and incorporate FLDCOM/C-FLDCOM Contingency requirements/gaps into Planning Programming, Budgeting, and Execution (PPB&E) and unfunded requirements process (REF C).

2.7.9. Oversee Squadron and Detachment Continuity Programs

2.7.9.1. Train the Trainer. Delta continuity PMs train Squadron and Detachment Continuity PMs to ensure they can train their units (REF C).

2.7.9.2. Annually Verify Subordinate Unit Self-Assessments. Once per year, ensure subordinate Deltas, DRUs, Squadrons, and detachments are properly conducting Self-Assessments within MICT to measure compliance to DAFI 10-208.

2.7.9.3. Review and validate subordinates exercise plan annually.

2.7.9.4. Advocate for Subordinate Units' Resource Contingency Requirements/Gaps. Compile and incorporate Subordinate Units' contingency/COOP requirements/gaps into Planning Programming, Budgeting, and Execution (PPB&E) and unfunded requirements process (REF C).

2.7.9.5. Staff Assistance Visits (SAVs). Conduct Staff Assistance Visits (SAV) when requested by a unit commander. Support can include the following; assisting subordinate unit COOP plan development, exercises coordination, resource analysis, and integration within FLDCOM/C-FLDCOM priorities.

2.7.9.6 Ensure Base Operations Support and Infrastructure (BOS-I) requirements are maintained sufficiently to support tenant units' COOP/Contingency plans (only applies to Space Base Deltas and units with installation command responsibilities (e.g., 23 SOPS & 821st Space Base Group).

2.7.9.7. Ensure SBD and Installation Commanders' contingency plans remain geographically in place to continue providing Base Operations Support and Infrastructure (BOS-I) to the installation and tenant units.

2.7.9.8. Coordinate and review new and existing Memorandums of Agreement (MOA), Memorandums of Understanding (MOU), Host Tenant Support Agreement (HTSA), or contracts that are necessary to enable tenant units to utilize the installation as a COOP/Contingency location.

## 2.8. Squadrons and Detachments will:

2.8.1. Appoint Squadron and Detachment Continuity PMs responsible for overseeing the development, implementation, and sustainment of continuity squadrons and detachments programs.

2.8.1.1. The Squadrons and Detachments Continuity PM will:

2.8.1.1.1. Develop a COOP/Contingency Plan. Develop/Validate a COOP/Contingency Plan Annually. Develop/Validate Squadron and Detachment contingency plan(s). Ensure plan(s) comply with DAFI 10-208. Work with Delta Continuity PM to determine if Squadron COOP/Contingency Plan is being authored at Delta or Squadron level.

2.8.1.1.2. Notify Delta Continuity PM when Squadron/Detachment Continuity/Contingency plan(s) are complete.

2.8.1.1.3. Train Squadron and Detachment Personnel on the continuity plan.

2.8.1.1.4. Key Essential Personnel Training. Key Essential Personnel will be trained within 30 days of appointment.

2.8.1.1.5. Non-Key Essential Personnel Training. Non-Key Essential Personnel will be trained within 6 months of arrival to unit.

2.8.1.1.6. Self-Assessment Bi-Annually. Twice per year, conduct a self-assessment within Management Internal Control Toolset (MICT) of the HQ Delta/DRU Contingency program to document compliance with DAFI 10-208 (REF C- Para 3.3.8.).

2.5.1.1.7. Exercise Plan Annually. Conduct a squadron/detachment contingency exercise annually (REF C). Document unclassified findings in MICT. If required/directed, develop a classified After-Action Reports (AAR) to include lessons learned, identified gaps, procedure improvements, and correction plan. Note: If exercise was part of an external inspection (e.g., Inspector General, Government Accountability Office, etc.) and deficiencies were identified, document unclassified findings within Inspector General Evaluation Management System (IGEMS) or classified findings in IGEMS-C on SIPR (REF C - Para 3.3.8.). If a squadron intends to exercise their COOP using an un-certified crew (i.e., crew in "READY" phase), the squadron will coordinate with their respective Combat Squadrons, C-FLDCOMs, Combatant Commands, relevant mission partner/stakeholder, and obtain approval from Sensor Manager(s) to schedule a mission outage (i.e., OPSCAP RED) for a service activity (similar process to scheduling planned maintenance).

2.5.1.1.8. Resource Contingency Requirements/Gaps. Develop and incorporate FLDCOM/C-FLDCOM Contingency requirements/gaps into Planning Programming, Budgeting, and Execution (PPB&E) and unfunded requirements process (REF C).

## Chapter 3

### GUIDANCE AND PROCEDURES

#### 3.1. Continuity of Operations Plan vs Contingency Plan:

3.1.1. Operational Forces will write a Continuity of Operations Plan; Institutional Forces will write a Contingency Plan (see below for definitions). Both plans will contain similar contents (i.e., Phases I-IV, and associated annexes and attachments) but will have differing resiliency resourcing requirements. FLDCOMs/C-FLDCOMs are responsible for categorizing forces as Operational and Institutional for COOP planning purposes consistent with the PLANORD.

3.1.1.1. Operational Forces Definition: Units that are presented to support operations for the combatant commander (when in the appropriate phase of the Space Force Generation (SPAFORGEN) process).

3.1.1.1.1. Employed in Place (EiP) Forces - Execute their mission from a home station or from an overseas home station, operating as forces presented to a single combatant commander as part of a component field command (C-FLDCOM).

3.1.1.1.2. Deployable Space Forces - Units that physically relocate to support a joint force commander.

3.1.1.1.3. Service Retained Forces - Remained assigned to the Service, as reflected in the "Forces For" memorandum and includes Guardians in the Prepare and Ready SPAFORGEN phases.

3.1.1.1.4. Operational forces' continuity plans will be prioritized for higher resiliency to include dispersed (i.e. widely separated geographic location), diversified (i.e., on location/unit conducts multiple missions), and distributed (i.e., multiple locations/units can conduct the same mission(s)).

3.1.1.2. Institutional Forces Definition: Units fulfilling Space Force statutory roles to organize, train, and equip forces and are non-operational forces that are always under Service control. Examples of functions performed by Institutional Forces are service headquarters, recruiting, organizing, supplying, training, administering, mobilizing, demobilizing, maintaining, services include organizations such as HQ FLDCOMDs, C-FLDCOMs, HQ Deltas, Space Base Deltas, and sustainment squadrons.

#### 3.2. Resiliency resourcing requirements of Operational Forces

3.2.1. Operational command and control centers, and units who operate multiple sensors/payloads/weapon systems:

3.2.1.1. Will have dedicated redundant operations centers to ensure resilient operations. The alternate site(s) will have the same equipment, facility space, and security classification capabilities as the primary site necessary to perform the operational mission.

3.2.1.2. Alternate operations center will be geographically separated to ensure resiliency in the event of a physical attack, nuclear detonation, or power-grid outage. CUI

3.2.1.3. Alternate operations centers will have separate manning to ensure resilient operations. Separate manning at the alternate site(s) will ensure mission continuity in the event the primary site(s) personnel are unavailable.

3.2.2. Units who operate a single sensor/payload/weapon system:

3.2.2.1. Are not required to have a redundant site for resilient operations. Instead, units will obtain mission resiliency at their primary site (e.g., redundant communication pathways, spares, backup power/HVAC, facility/equipment hardening, etc.).

3.2.2.2. Will not have dedicated redundant facilities for contingencies.

### **3.3. Resiliency resourcing requirements of Institutional Forces:**

3.3.1. Should not have dedicated redundant facilities for contingencies. Alternate locations should have the equipment, facility space, and security classification capabilities necessary for Key Essential Personnel to perform the unit's Mission Essential Functions. Non-dedicated facility space should be secured through memorandums of understanding/agreements with supporting external unit(s).

3.3.2. Alternate location can be geographically or non-geographically separated. SBD, SLD, and Installation Commanders' contingency plans will remain geographically in-place to continue providing Base Operations Support and Infrastructure (BOS-I) to the installation and tenant units.

3.3.3. Will not have separate manning and will utilize key essential personnel from the primary location to relocate to the alternate location.

### **3.4. Security Classification**

3.4.1. Classification Determination. Classify COOP/Contingency plans according to content as required by program Security Classification Guide(s), MEFs, mission criticality, capabilities, key personnel movement, and compilation of data revealing additional associations or relationships and the specific plan(s) supported. COOP plans will not be designated lower than Controlled Unclassified Information (CUI). COOP/Contingency programs within the Department of War must also comply with the Department of War Continuity Security Classification Guide (Ref E).

3.4.2. Over-Classification. Units should not over-classify COOP/Contingency plans or pertinent annexes or attachments. Over-classification may make them inaccessible or unusable during a crisis or contingency event. Units should consider disassociating necessary classified information from specific travel/transportation and site activation instructions (e.g., create maps, driving instructions, or rosters without reference to a COOP/Contingency site or part of a COOP/Contingency plan). COOP/Contingency plans and associated annexes and attachments should be written at a classification level that enables personnel to transition to COOP/Contingency location(s) and initial activation with a "go-bag" or "fly-away kit" mentality. CUI

3.4.3. Compilation. Use extreme caution in determining proper classification when compiling information consisting of individual unclassified COOP/Contingency plans, annexes, and attachments.

3.4.4. Knowledge Management (KM). Units will be cognizant of their KM strategy for COOP/Contingency information and products to avoid the issue of compilation (e.g., do not store unclassified driving instructions within a COOP file folder/shared drive to avoid compilation concerns).

3.4.5. Operational Security (OPSEC). Units will implement appropriate Operational Security (OPSEC) when discussing, sharing, documenting, and storing their COOP/Contingency plans.

**Chapter 4**

**CONTINUITY PLAN DEVELOPMENT AND CONTENTS**

**4.1. COOP Plan Development**

4.1.1. A COOP plan will detail how a unit supports continuous performance of its Mission Essential Functions (MEFs) for up to 30 days during a time of crisis or contingency.

4.1.2. Developing a COOP plan is a process that should flow in different phases as the unit thinks through all the steps and activities required to execute their MEFs during a crisis or contingency event.

4.1.3. A unit’s COOP plan contains pertinent information and details associated with the four phases of continuity operations and should contain all the information a unit will need to prepare for, activate, and operate out of a contingency site or via alternate means during a crisis or contingency situation and then recover to normal operating procedures.

4.1.4. Units may include additional details if pertinent to their COOP Plan. DoDI 3020.42 Framework for COOP Plans and applicable continuity guidance may also be used as a reference for COOP plan development. Commanders whose mission set(s) already include resiliency, redundancy, or mobile capabilities that enable continuation of their MEFs throughout a contingency may reference those already approved and validated CONOPS as applicable.

4.1.5. Follow the COOP planning phases (Table 4.a) when developing a COOP plan. The four planning phases guide COOP plan development and ensure that the plans contain the essential information needed for units to effectively activate and implement their COOP plan.

**Table 4.a. Planning Phases of Continuity Operations**

<b>Phase I: Readiness and Preparedness</b> (Normal Operations)	Covers the planning and collection of information needed to develop a COOP plan and other information necessary to respond to a crisis or contingency event
<b>Phase II: Activation</b> (0-12 hours)	Explains the Continuity of Operations Plan activation procedures and relocation procedures from the primary operating facility to alternate facilities (or transition to an alternate methodology to accomplish MEFs)
<b>Phase III: Continuity Operations</b>	Identifies initial arrival procedures and operational procedures for the continuation of MEFs
<b>Phase IV: Reconstitution</b>	Describes in general terms how the unit will return to normal operations at the primary operating facility or at a new permanent facility.

4.1.5.1. Phase I: Readiness and Preparedness

4.1.5.1.1. Maintain a comprehensive preparedness framework integrating specialized training, rigorous exercises, and personnel certification. A robust Training Program must familiarize both Key Essential Personnel (KEP) and non-essential staff with COOP phases and individual responsibilities, while the Exercise Program validates

operational capabilities through measurable objectives and inter-organizational coordination. Furthermore, the unit utilizes a KEP Preparation Checklist to document the qualification of personnel authorized to execute Mission Essential Functions, while simultaneously establishing clear telework expectations and procedures for non-key personnel to ensure total workforce stability during a disruption

#### 4.1.5.2. Phase II: Activation

4.1.5.2.1. Identify appropriate OPRs/POCs and tasks necessary to activate the unit's COOP plan. Document procedures necessary to make an informed activation decision following the Observe Orient Decide Act (OODA - Loop)

4.1.5.2.2. Identify and document procedures required to activate alternate site(s). Include references to pertinent documentation deemed essential to activation efforts (e.g., procedures to ensure force health protection or response to a public health emergency; ref an installation disease containment plan and/or emergency management plans for CBRN threats).

#### 4.1.5.3. Phase III: Execution

4.1.5.3.1. Execution Procedures. Identify appropriate OPRs/POCs and tasks necessary to execute the unit's COOP plan. Document procedures necessary to make informed execution decisions and take appropriate actions following the Observe Orient Decide Act (OODA - Loop) method.

4.1.5.3.2. Document procedures and activities that enable the unit's ability to execute MEFs. Include references to pertinent documentation deemed essential to execution efforts (e.g., include procedures to ensure force health protection or response to a public health emergency; ref an installation disease containment plan and/or emergency management plans for CBRN threats).

#### 4.1.5.4. Phase IV: Reconstitution

4.1.5.4.1. Reconstitution Procedures. Identify appropriate OPRs/POCs and tasks necessary for reconstitution efforts. Document procedures necessary to make informed reconstitution decision and take action following the Observe Orient Decide Act (OODA - Loop) method.

4.1.5.4.2. Document procedures that enable the unit's ability to execute MEFs. Include references to pertinent documentation deemed essential to execution efforts.

#### 4.1.6. COOP Plan Essential Elements Will Include:

4.1.6.1. Training Program. Ensures that essential functions can continue during and after a wide range of emergencies, from natural disasters to technological failures or attacks. A COOP training plan is not a static document. It requires ongoing training, testing, and exercises to be effective. Ensure that all personnel, from leadership to emergency response teams, understand their roles and responsibilities. Regular drills and exercises help to identify weaknesses in the plan so that they can be improved.

4.1.6.2. Exercise Program. A formal framework an organization uses to regularly test, validate, and improve its COOP plan. While the training plan focuses on teaching personnel *what to do*, the exercise program focuses on simulating emergencies to see if the plans, procedures, and systems work as intended.

4.1.6.3. Key Essential Personnel to Include Preparation Checklist & Appointment Memo. The COOP Key Essential Personnel Appointment Memo is a formal document that officially notifies a military member or an employee of their critical role and responsibilities during an emergency, requiring their acknowledgment and commitment to training. To support this, the Preparation Checklist is a practical tool that ensures these designated individuals are fully prepared. It guides them through confirming personal and family readiness, understanding their specific duties, knowing the logistics of alternate work sites, and verifying access to vital systems and records, thereby ensuring they are ready to perform their essential functions when a COOP plan is activated.

4.1.6.4. Non-Key Essential Personnel.

4.1.6.5. COOP Activation Procedures. Specific, predefined steps an organization takes once a decision has been made to implement its Continuity of Operations Plan in response to an emergency or disruption. These activities are designed to rapidly transition from normal operations to a continuity posture, ensuring the continuation of essential functions.

4.1.6.6. Execution Procedures. Detailed, operational-level instructions that guide essential personnel in carrying out their assigned tasks *after* the COOP plan has been activated. Specific, step-by-step Standard Operating Procedures (SOPs) for sustaining operations throughout the emergency.

4.1.6.7. Reconstitution Procedures. The formal, planned processes an organization follows to transition from a continuity status back to normal operations after an emergency has ended. This is the final phase of a COOP event and involves the orderly return of personnel, data, and functions from the alternate site to the primary facility or a new permanent location.

4.1.6.8. Devolution Plan. Outlines the process for transferring statutory authority and responsibility for essential functions to an entirely different part of the organization or even another organization at a different location.

4.1.6.9. Risk Management Plan. The systematic process of identifying, assessing, and mitigating potential threats and vulnerabilities that could disrupt an organization's essential functions and prevent the effective implementation of its COOP plan. It's an ongoing process designed to minimize the likelihood and impact of disruptions, thereby enhancing the resilience and effectiveness of the COOP strategy.

4.1.6.10. Mission Essential Functions (Operational or Institutional). The absolute critical activities that an organization must continue to perform under any and all circumstances to ensure its core mission is not compromised. These are the functions that enable the organization to serve its key stakeholders, maintain national security,

or protect life, safety, and economic stability. They are the primary focus of any Continuity of Operations (COOP) plan.

4.1.6.11. Linkage to HHQ Mission Essential Functions. The process of ensuring that what a subordinate organization deems "essential" directly contributes to what its leadership (HHQ) has deemed essential at a broader level.

4.1.6.12. Essential Records. Those records that are indispensable to an organization for continuing operations during and after a disaster. In the context of COOP planning, identifying, protecting, and ensuring the accessibility of essential records is as critical as securing personnel and facilities. Without these records, even if personnel are available and an alternate facility is set up, the organization may be unable to perform its mission essential functions (MEFs).

4.1.6.13. Transportation Options to Include Driving Directions & Installation Maps. Ensures that essential personnel can travel from their current location to the designated alternate facility safely, securely, and efficiently during a crisis, minimizing delays and confusion.

4.1.6.14. Unit Recall Roster. A crucial document that provides a structured and efficient means for an organization to contact, account for, and recall its personnel during an emergency. It's an indispensable tool for ensuring that both essential and non-essential staff can be reached and provided with critical instructions when normal communication channels may be disrupted. CUI

4.1.6.15. Delegation of Authority Memo. A formal, legally binding document that pre-delegates the authority for making specific key decisions from leadership to other designated individuals. Its purpose is to ensure that critical, time-sensitive decisions can be made without delay, even if the primary decision-makers are unavailable, out of communication, or incapacitated during an emergency.

4.1.6.16. Order of Succession. A pre-determined, written sequence of individuals who are authorized to assume the authority and responsibilities of specific leadership positions if the primary incumbent (and often several designated successors) becomes unavailable or incapacitated during an emergency. Its fundamental purpose is to ensure that critical leadership functions within an organization never lapse.

4.1.6.17. C2 Node Contact List. A highly specialized contact roster focused on reaching specific personnel *located at* or *responsible for* the designated physical or virtual Command and Control facilities (nodes) during an emergency.

4.1.6.18. COOP Plan template(s), tools, and associated annexes and attachments provided by HHQ should serve as a guild for developing organizational COOP plans. Such templates provide members with recommended procedures and information necessary to implement effective COOP plans.

## Chapter 5

### ADMINISTRATION

5.1. Living Document. Commanders should regularly assess their COOP/Contingency plans or whenever unit readiness issues are identified and update plans as necessary.

5.2. Annual reporting. Reporting to HQSF/S33 is required annually, including test, training, and exercise results (REF C).

5.3. Subordinate COOP/Contingency Plans. FLDCOM/C-FLDCOM Continuity PMs will consolidate for HQ, Deltas, Squadrons, and DRUs and report FLDCOM/C-FLDCOM COOP/Contingency status and compliance to FLDCOM/C-FLDCOM Continuity Coordinator as needed and HQSF/S33 annually.

5.4. Continuity/Contingency Plan Development Status Reporting. Weekly report to HQ USSF Continuity PM the status of plan development until completed.

5.4. Points of Contact for HQ USSF Continuity program are below:

#### **Primary:**

Mr. Garren Comstock, USSF  
Branch Chief, COOP & Crisis Response SF/S33C  
Comm: 703-693-5832  
NIPR: [garren.comstock@spaceforce.mil](mailto:garren.comstock@spaceforce.mil)  
SIPR: [garren.l.comstock.civ@mail.smil.mil](mailto:garren.l.comstock.civ@mail.smil.mil)

#### **Alternate:**

Mr. Mark Giles, USSF  
FLDCOM/C-FLDCOM COOP Program Mngr, SF/S33C  
Comm: 703-692-5640  
NIPR: [mark.giles.1.ctr@spaceforce.mil](mailto:mark.giles.1.ctr@spaceforce.mil)  
SIPR: [mark.e.giles.ctr@mail.smil.mil](mailto:mark.e.giles.ctr@mail.smil.mil)

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

REF/A/DOC/(U) Department of the Air Force Instruction (DAFI) 10-208, *Continuity of Operations (COOP) Program*, 12 May 2023

REF/B/DOC/(U) Department of Defense Instruction, (DoDI) 3020.26, *Continuity Policy*, 4 June 2024

REF/C/DOC/(U) Department of Defense Instruction, (DoDI) 3020.42, *Continuity of Operations Program*, 27 April 2011

REF/D/DOC/(U) Department of Defense Security Classification Guide (SCG), 1 September 2022

REF/E/DOC/(U) FLDCOM/C-FLDCOM COOP Plan Template

REF/DOC/(U) Federal Continuity Directive (FCD), *Federal Executive Branch Continuity Program Management Requirements*, August 2024

REF/DOC/(U) Federal Continuity Directive (FCD), *Federal Executive Branch Essential Functions Risk Identification and Management*, August 2024

REF/DOC/(U) Space Force Doctrine Document 1: *The Space Force Privacy Act of 1974*.

***Prescribed Forms***

None.

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**AAR**—After Action Report

**AFI**—Air Force Instruction

**COOP**—Continuity of Operations

**CSO**—Chief of Space Operations

**CWG**—COOP Working Group

**DAF**—Department of the Air Force

**DAFI**—Department of the Air Force  
Instruction

**IT**—Information Technology

**MEF**—Mission Essential Function

**MTD**—Maximum Tolerable Downtime

**OPR**—Office of Primary Responsibility

**OSD**—Office of the Secretary of Defense

**POC**—Point of Contact

**SCI**—Sensitive Compartmented Information

**SIPR**—Secret Internet Protocol Router

**USSF**—United States Space Force