

**15 JANUARY 2003**



**Operations**

**CONTINUITY OF OPERATIONS (COOP)  
PROGRAM**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

---

**NOTICE:** This publication is available digitally on the AFDPO WWW site at:  
<http://www.e-publishing.af.mil>

---

OPR: AFMC/XP-AO (Mr. Michael Self)

Certified by: AFMC/XP-AO (Col Robin Snyder)

Pages: 18

Distribution: F

---

This instruction implements Air Force Policy Directive (AFPD) 10-2, *Readiness*, 1 March 1997, and AFI 10-208, *Continuity Of Operations (COOP) Program*, 1 Sept 2000. It describes procedures for implementing Presidential Decision Directive 67, Enduring Constitutional Government (ECG) and Continuity of Government (COG) Operations, October 21, 1998; Department of Defense (DoD) Directive 3020.26, Continuity of Operations Policies and Planning, May 26, 1995; guidance contained in Federal Preparedness Circular (FPC) 65, *Federal Executive Branch Continuity of Operations (COOP)*, July 26, 1999. It requires Headquarters, Air Force Materiel Command (HQ AFMC) and AFMC subordinate organizations, hereafter called Centers, to establish continuity of operations (COOP) programs and publish COOP plans. In addition, this instruction provides guidance for developing programs to ensure continuity of essential AFMC operations during an impending or actual national emergency. Send recommended changes, additions, or deletions to AFMC/XP-AO, 4225 Logistics Avenue Rm A-023, Wright-Patterson AFB, OH 45433. **This document is new and must be completely reviewed.** **Chapter 1** includes COOP policy, responsibilities, COOP program, planning, training, exercise, issue resolution, communication and logistics as well as funding and acquisition guidance. **Chapter 2** provides COOP development guidance for AFMC Centers and overall COOP classification guidelines. **Chapter 3** provides specific COOP planning guidance to HQ AFMC directorates. **Attachment 1** includes references, acronyms and terms.

## Chapter 1

### DEPARTMENT OF THE AIR FORCE COOP POLICY AND GUIDANCE

**1.1.** DoDD 3020.26, *Continuity of Operations (COOP) Policy and Planning*, defines Continuity of Operations as the capability of a DoD Component to continue mission-essential functions without unacceptable interruption during a national security emergency. National security emergencies are any occurrence, including, but not limited to, natural or man-made disaster, military attack, technological failures, civil unrest or other disruptive conditions that seriously degrade or threaten the national security of the United States. COOP planning includes preparatory measures, response actions and restoration activities planned or taken to ensure continuation of these functions to maintain military effectiveness, readiness and survivability.

**1.2. Background.** COOP planning is simply a “good business practice”-part of Air Force organizations’ fundamental mission.

1.2.1. Continuity planning has historically been a center responsibility, primarily in response to nuclear emergencies or other such catastrophic events affecting the center. Within AFMC, continuity plans were distributed among Plan 45 parts 1 and 2, Survival, Recovery and Reconstitution (SRR) plans, and center Continuity of Operations Plans (COPs.) Contents and structure varied from center to center.

1.2.2. The changing threat environment and recent emergencies, including natural disasters, accidents, technological emergencies, and military or terrorist attack-related incidents have shifted awareness to the need for COOP capabilities that enable the Air Force to continue its mission-essential functions across a broad emergency spectrum. Since the cold war’s end, the potential for terrorists using weapons of mass destruction emphasizes the need to ensure HQ AFMC and its Centers can continue their mission-essential functions.

1.2.3. Air Force National Security Emergency Preparedness (AFNSEP) establishes Air Force COOP policy; within AFMC, the POC is HQ AFMC/XP. Inherent in that role is the responsibility to formulate guidance for AFMC organizations to use in developing viable, executable COOP plans, facilitate base-tenant coordination as appropriate, and oversee/assess command-wide COOP readiness status.

**1.3. AFMC Policy:** HQ AFMC and all Centers shall:

1.3.1. Develop and keep current a comprehensive and effective COOP that ensures essential mission functions continue under all circumstances.

1.3.2. Plan for and take actions that:

1.3.2.1. Enhance Command and Air Force-wide COOP planning and execution capability.

1.3.2.2. Anticipate any local security emergency with flexible and responsive plans.

1.3.2.3. Insure plans can be executed during duty and non-duty hours with little or no warning.

1.3.2.4. Anticipate hostile action directed against any AFMC facility, including situations or surprise attacks by any means that occur before protective measures or relocation can be initiated.

1.3.3. Prioritize mission essential functions and determine which can be deferred until time and resources permit restoration.

- 1.3.4. Address COOP actions in three basic phases: pre-event phase, trans-event phase and post-event phase. See Paragraph 2.1.5. for further explanation.
- 1.3.5. Ensure subordinate/detached units develop plans that support Center and Command COOPs, and Center COOPs properly support HQ and Command plans.
- 1.3.6. Ensure COOPs specify emergency and alternate staffs as necessary.
- 1.3.7. Designate alternate headquarters and emergency relocation sites at each command level down to the lowest level necessary to meet the intent of DoDD 3020.26.
  - 1.3.7.1. AFMC Centers/facilities identified as alternate sites for relocating the Headquarters will prepare and maintain a reception plan based on requirements provided by HQ AFMC.
- 1.3.8. Recognize, endeavor to assist and utilize parallel COOP processes that occur in civil government.
- 1.3.9. Include security classification guidance in the COOP.
- 1.3.10. Reflect guidance contained in AFPD 10-2, *Readiness*, AFI 10-208, *Continuity of Operations (COOP) Program*, and this Instruction.
- 1.3.11. Addresses any statutory/contractual labor obligations as applicable.

#### **1.4. AFMC Organizational Responsibilities.**

- 1.4.1. All AFMC organizations will fully support HQ USAF COOP programs and plans.
- 1.4.2. All AFMC organizations will ensure their COOP programs and plans are consistent with HQ AFMC and other Center plans, and where such actions are necessary, coordinated with the HQ plan.
  - 1.4.2.1. When missions and responsibilities change, COOPs at all necessary levels will be updated to reflect these changes.
- 1.4.3. HQ AFMC/XP is the Office of Primary Responsibility (OPR) for COOP and will:
  - 1.4.3.1. Publish AFMC-wide COOP guidance, including this AFMCI, and ensure this Instruction is reviewed and updated to agree with guidance in AFI 10-208, AFPD 10-2 and other higher guidance.
  - 1.4.3.2. Manage the AFMC COOP program, promulgate the HQ AFMC COOP plan, and serve as the HQ AFMC Point of Contact (POC) for questions concerning the COOP program.
  - 1.4.3.3. Review Center COOPs when published to insure compatibility with other centers and HQ COOPs.
- 1.4.4. The Financial Management director (AFMC/FM) will pass on SAF/FM-provided guidance to identify COOP related expenditures. This data will be consolidated to report total AFMC COOP funding to SAF/FM to include in the annual DoD COOP budget review. Normally these expenditures are identified by ESP code.
- 1.4.5. Commanders of AFMC subordinate organizations required to prepare/maintain a COOP will appoint an Office of Primary Responsibility (OPR) for coordinating all COOP activities within their organization and forward this information (including changes) to the HQ COOP OPR (HQ AFMC/XP).

## 1.5. COOP Program Guidance.

1.5.1. HQ AFMC will ensure adequate COOP guidance is published to ensure effective COOP development command-wide.

1.5.2. HQ AFMC/XP will ensure command COOP guidance implements the directives set forth in:

1.5.2.1. Executive Branch plans.

1.5.2.2. DoDD 3020.26, *Continuity of Operations (COOP) Policy and Planning*.

1.5.2.3. DoDD 3020.26P, *OSD Continuity of Operations Plan*.

1.5.2.4. CJCSM 3410.10, *Continuity of Operations Plan for the Chairman of the Joint Chiefs of Staff*, and other related Joint Staff plans.

1.5.2.5. Federal Emergency Management Agency (FEMA) Continuity of Government plans.

1.5.2.6. Air Force Instruction (AFI) 10-208, *Continuity of Operations (COOP) Program*.

1.5.3. As a minimum, AFMC COOP programs will include the following program elements:

1.5.3.1. Program guidance.

1.5.3.2. Planning (command COOP plan).

1.5.3.3. Training.

1.5.3.4. Exercises.

1.5.3.5. Issues resolution.

1.5.3.6. Logistics (including any COOP associated facilities).

1.5.3.7. Funding and acquisition.

1.5.4. HQ AFMC/XP is designated as the OPR for COOP and will appoint a Continuity Planning Officer (CPO) to serve as the POC for all COOP planning issues between HQ USAF and the command, and between HQ AFMC and the centers.

1.5.4.1. Each AFMC subordinate organization will designate an office/directorate as the OPR for their COOP program and appoint a CPO to serve as the POC for all COOP activities. Provide OPR information to AFMC/XP-AO.

1.5.4.2. Each AFMC subordinate organization will appoint a COOP POC within each directorate/division identified as having a role in its COOP program.

1.5.4.3. HQ AFMC directorates identified as having a role in the command COOP will appoint a POC within each subordinate organizational element. Emergency Planning Coordinators (EPCs) may be appointed as appropriate to help manage and execute programs. (see [Chapter 3](#))

**1.6. COOP Development.** While thoughtful planning is a necessity, planners should recognize that not all occurrences in the "All Hazard" environment are foreseeable. To the extent possible, attempt to develop an all-encompassing plan. See [Chapter 2](#), COOP Plan Development Guidance, for specifics.

**1.7. Training.**

1.7.1. HQ AFMC and subordinate organizations will design training programs supporting COOP readiness that meet Air Force requirements.

1.7.2. HQ AFMC and subordinate organizations will ensure personnel pre-selected to fill emergency positions during COOP execution are properly trained in appropriate COOP procedures.

**1.8. Exercising.**

1.8.1. IAW the AFI and this instruction, HQ AFMC and subordinate organizations will exercise their COOP at least annually to enhance COOP readiness.

1.8.2. HQ AFMC and subordinate organizations may incorporate key COOP elements with other local, command, Air Force or JCS exercises when value would be added to both the COOP program and the exercise's primary goal.

**1.9. COOP Issues Resolution.**

1.9.1. AFMC organizations with COOP responsibilities will develop methodologies to resolve or mitigate COOP shortfalls, limiting factors (LIMFACS, and issues identified during the staffing process or exercises. They will also integrate LIMFACS and COOP issues into their Remedial Action Program (RAP).

1.9.2. AFMC organizations will freely share lessons learned and solutions around the command and with other Air Force elements.

**1.10. Communications and Logistics.**

1.10.1. Communications and Information, Civil Engineering and logistics staff elements will support their respective COOP planning staffs in all areas of logistics management. As a minimum, these staffs will provide expertise on:

1.10.1.1. Alternate facilities development and management, both on and off-base.

1.10.1.1.1. Alternate facilities should be capable of supporting primary command and control functions when activated. Equipment required includes secure capable DSN/commercial phone access, UHF/VHF frequency radios, computer systems, classified and unclassified wide and local area network access, and other systems required to support the unit's C4 requirements.

1.10.1.1.2. Alternate facilities should be able to support the relocating staff.

1.10.1.2. Supply and equipment accounts.

1.10.1.3. Transportation resources and procedures to be followed during COOP operations.

1.10.2. AFMC organizations with COOP responsibilities will establish methods to track availability and/or readiness of resources designated for use during all COOP operational phases.

**1.11. Funding and Acquisition.**

1.11.1. All AFMC organizations with COOP responsibilities will develop alternate capabilities (facilities and/or equipment and/or skilled personnel, on and/or off-base sites) to ensure maximum mission continuity capabilities in AFMC's mission areas:

- 1.11.1.1. Depot Maintenance.
- 1.11.1.2. Information Management.
- 1.11.1.3. Information Services Activity Group.
- 1.11.1.4. Installations and Support.
- 1.11.1.5. Product Support.
- 1.11.1.6. Science & Technology.
- 1.11.1.7. Supply Management.
- 1.11.1.8. Test & Evaluation.

1.11.2. AFMC organizations with COOP responsibilities will document expenditures to acquire COOP related capability and establish procedures for funding and acquiring COOP related assets.

1.11.3. Coordinate all acquisitions justified by the COOP program through the command COOP OPR.

## Chapter 2

### COOP GUIDANCE FOR PLAN DEVELOPMENT

**2.1. COOP Planning Factors.** While a COOP cannot provide for all possible events or execution variables, the plan must be as comprehensive as possible. COOPs should address these situations:

2.1.1. Both warning and no warning situations during duty and non-duty hours.

2.1.1.1. During an alert or threat buildup condition, use COOP planning elements to insure continuity of operations, including relocating battle staffs, crisis action teams or other similar emergency staffs.

2.1.2. If a surprise nuclear or terrorist attack, natural disaster, or other catastrophic event occurs, initial efforts will concentrate on survival, dispersal if the situation warrants, reestablishing command and control and reconstituting operational capabilities. Organizations:

2.1.2.1. Must be able to sustain their command control and communication (C3) operations for at least 30 days away from their primary facility, at either on or off-base emergency sites,

2.1.2.2. Must have at least operational C3 capabilities no later than 12 hours after activation.

2.1.2.3. Should take maximum advantage of existing organizational infrastructure.

2.1.3. The HQ AFMC COOP will address both relocating and reconstituting critical headquarters staff positions during a crisis; Center plans will do the same for their critical staffs.

2.1.4. All COOP will address both local and regional threat scenarios, with plans for critical functions/staffs relocating on-base or off-base, depending on the situation.

2.1.5. COOP Phases.

2.1.5.1. Pre-Event Phase. During the pre-event phase, only preparation for military operations will take priority over protecting personnel and critical resources. This includes survival efforts using dispersal or relocation.

2.1.5.2. Trans-Event Phase. During the trans-event period, give emergency priority to military operations (including logistics support), continuing command and control, restoring law and order, military support to civil authorities, and damage/residual resource assessment and reporting.

2.1.5.3. Post Event Phase. Post-event period actions focus on military operations, communications, transportation, performing other essential functions, resource recovery, and force reconstitution. Address staff restoration, capabilities and functions as resources and operational tasks permit.

2.1.6. Meet guidance contained in DoDD 3020.26, HQ USAF COOP Plan, AFI 10-208, and this AFMCI. See FPC 65, *Federal Executive Branch Continuity of Operations (COOP)*, for additional planning factors that may be adopted to create a viable plan.

2.1.7. HQ AFMC will designate a subordinate Center as an alternate headquarters location.

2.1.8. Emergency Relocation Sites (ERS): HQ AFMC and the Centers will establish ERS's.

- 2.1.8.1. Locate ERS (fixed or mobile) outside areas considered prime targets or that are vulnerable to man-made or natural disasters.
  - 2.1.8.2. Plan for an ERS that can be used for administrative activities as well as performing as much of the organization's mission as possible. Ideally each Center's administrative and mission ERS sites should be co-located, but that is not a requirement.
  - 2.1.8.3. Establish plans for a short-term on-base relocation site to cover situations (fire, tornado, flood, etc) that deny use of the organization's primary facility without a long-term threat.
- 2.1.9. ALCs and Centers will include workforce reconstitution in their COOPs.
- 2.1.10. Consider the following areas during COOP initial planning, development and subsequent revision:
- 2.1.10.1. Specify COOP timing criteria (execution standards) for resuming essential functions after interruptions.
  - 2.1.10.2. Emergency action procedures (EAP) and COOP compatibility. Command EAPs, Defense Condition (DEFCON), Alert Condition (LERTCON), and Force Protection Condition (FPCON) actions will direct crisis action teams or battle staffs to consider COOP implementation.
  - 2.1.10.3. Available essential C3 systems at alternate headquarters and ERS. List any required emergency communications nodes. Describe communications procedures.
  - 2.1.10.4. Identify critical requirements and procurement needs. Develop logistics plans to sustain operations at the ERS. Coordinate logistics requirements with supporting units. If necessary, use commercial transportation to meet mission criteria.
  - 2.1.10.5. Document decision-making procedures for implementing COOPs. This should include procedures for organizational advisories, alerts and COOP activation.
  - 2.1.10.6. Describe organizational structure, command succession and delegation of authority to appropriate staff.
  - 2.1.10.7. Establish personnel manning requirements and procedures to ensure sufficient qualified personnel are available until the emergency ends.
  - 2.1.10.8. Procedures for maintaining all necessary files, documents, computer software, and databases required by emergency staffs to carry out essential duties. List mission essential documents, equipment and electronic files. Ensure they are readily available at the ERS or transported there as necessary.
  - 2.1.10.9. Identify all higher headquarters reporting requirements. Refer to AFMAN 10-206.
  - 2.1.10.10. Describe all possible shortfalls and limiting factors.
  - 2.1.10.11. Establish requirements and procedures to identify and/or train qualified personnel to fill positions critical to maintaining command and control during emergencies.
  - 2.1.10.12. Air Logistics Centers (ALCs) will
    - 2.1.10.12.1. Identify alternate facilities for both aircraft and component repair, utilizing compatible DOD and /or contractor facilities. Indicate what percentage of the ALC's original capacity can be achieved at these alternate sites, after what lead time and for how long.

- 2.1.10.12.2. Identify essential depot functions by shop with approximate square footage, equipment and personnel required.
- 2.1.10.12.3. Indicate how the work force would be reconstituted for operations at either nearby or distant sites.
- 2.1.10.12.4. Identify methods of receiving and shipping depot input and output at alternate sites and communicating this information to customers.
- 2.1.10.12.5. Show how any remaining/surviving equipment, parts, tooling etc. would be salvaged, inventoried and transported to the alternate site.
- 2.1.10.12.6. Prepare plans for security at relocation sites.
- 2.1.10.13. Laboratories, product and test centers will
  - 2.1.10.13.1. Identify alternate sites to perform essential research, development, test and evaluation (RDT&E) utilizing compatible public and /or private facilities. Indicate what functions can be achieved at these alternate sites, after what lead time and for how long.
  - 2.1.10.13.2. Identify essential RDT&E functions with approximate square footage, personnel and equipment required.
  - 2.1.10.13.3. Indicate how the work force would be reconstituted for operations at either nearby or distant sites.
  - 2.1.10.13.4. Show how any remaining/surviving equipment, prototypes, tooling etc. would be salvaged, inventoried and transported to the alternate site.
  - 2.1.10.13.5. Prepare plans for security at relocation sites.
- 2.1.10.14. Aerospace Maintenance and Regeneration Center (AMARC) will:
  - 2.1.10.14.1. Be able to identify, inventory and provide security for surviving assets.
  - 2.1.10.14.2. Indicate how the work force would be reconstituted to salvage remaining assets.
  - 2.1.10.14.3. Be prepared to communicate to customers the Center's ability to and methods of shipping aircraft and/or parts.

**2.2. Implementing COOPs.** Take the following actions if an emergency might, or does, require implementing your COOP:

- 2.2.1. Bring the alternate headquarters and/or ERS to a degree of preparedness consistent with pre-planned actions to meet DEFCON, LERTCON and/or FPCON situations.
- 2.2.2. If HQ AFMC becomes inoperative, the alternate headquarters, the HQ ERS or the successor headquarters will assume their responsibilities IAW the HQ COOP. Report assumption of command to the Air Force Operations Center or the Air Force Emergency Operations Center (AFEOC), if activated, IAW AFMAN 10-206, *Operational Reporting*.
- 2.2.3. Centers designated as the alternate headquarters, an activated HQ ERS or Centers' ERS will monitor the status of organizations above them in the AF chain of command so they will be ready to assume their COOP and command responsibilities.

**2.3. Writing the COOP.** Format COOPs using AFMAN 10-401, Volume I, *Operation Plan and Concept Plan Development and Implementation*, and AFMAN 10-401, Volume 2, *Planning Formats and Guidance*. HQ AFMC and Centers may combine COOPs with Survival, Recovery, and Reconstitution (SRR) plans. Combined plans will be titled "*COOP/SRR--(organization designation)*."

2.3.1. Each tasked AFMC subordinate organization will provide HQ AFMC/XP-AO with an electronic or paper copy of their COOP and/or COOP/SRR.

**2.4. COOP Classification.** Classify COOPs according to content as required by applicable security guidance IAW AFI 10-208. As a minimum, COOPs should be classified as shown.

2.4.1. CONFIDENTIAL at minimum:

- 2.4.1.1. Total authorized relocation strength and personnel composition at fixed or mobile sites.
- 2.4.1.2. Data on actual or potential nature, degree and threshold of equipment and system level vulnerabilities at Emergency Relocation Sites (ERS).
- 2.4.1.3. Physical security details at ERS.
- 2.4.1.4. Specific communications systems' configuration at ERS.
- 2.4.1.5. Any differences between training or exercise ERS and the actual one.
- 2.4.1.6. Details of specific safeguards to associated vulnerabilities.

2.4.2. SECRET at minimum:

- 2.4.2.1. Details of plans for relocating command and staff elements to specific fixed or mobile ERS.
- 2.4.2.2. Site locations (other than "declared" ERS) that would be used by command and staff elements for relocation.
- 2.4.2.3. Planning assumptions pertaining to fixed or mobile sites.
- 2.4.2.4. Planning details that reveal system or subsystem operations concepts, performance characteristics or system design.
- 2.4.2.5. Threat data pertinent to COOPs including demonstrated or postulated effects on sites by physical attack, electronic attack or weapons of mass destruction.
- 2.4.2.6. Mission critical functions' vulnerabilities.
- 2.4.2.7. Vulnerability of primary communications links, nodes or paths to physical attack, electronic attack or weapons of mass destruction.
- 2.4.2.8. Specific information on COOP ERS vulnerabilities including communications capabilities that could be disabled, interrupted or jammed to hinder its utility.

**2.5. COOP Review.** AFMC organizations will review their COOP program annually. Change requests are submitted by memorandum to their applicable OPR with written justification warranting the change.

## Chapter 3

### HQ AFMC COOP PROGRAM

**3.1. Introduction.** The HQ AFMC COOP program provides continuity of essential HQ AFMC functions during conditions when normal operations have been impaired or made impossible. This chapter tasks specific AFMC staff offices, the Aeronautical Systems Center (ASC) and the 88th Air Base Wing to plan for relocating and reconstituting HQ AFMC during emergencies and for maintaining mission area continuity throughout the command. It provides program management guidance and assigns administrative responsibilities to support the HQ AFMC COOP. For required contents, see [Chapter 2](#).

**3.2. Applicability.** This chapter applies only to HQ AFMC organizations, ASC and 88th ABW.

#### **3.3. HQ AFMC Responsibilities.**

3.3.1. The AFMC Operations Office (AFMC/XP-AO) is designated the HQ AFMC COOP program POC and will:

3.3.1.1. Appoint a Continuity Planning Officer (CPO) to represent the Air Force Materiel Command at COOP program meetings hosted by higher headquarters.

3.3.1.2. Establish and host the HQ AFMC COOP Working Group, coordinate and maintain its Charter.

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

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

3.3.1.4. Insure the completed COOP meets all the requirements set forth in the cognizant AF and AFMC Instructions.

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

3.3.2. HQ AFMC two letter directorates will:

3.3.2.1. Appoint a primary and alternate Emergency Planning Coordinator (EPC) to serve as directorate's POC for the COOP program see [3.5](#) below for specific EPC duties.

3.3.2.1.1. Notify AFMC/XP-AO in writing within one week of any appointment changes.

3.3.2.2. Prepare and maintain their annexes to the HQ AFMC COOP.

3.3.2.2.1. COOP annexes will contain the directorate's detailed plans for maintaining and/or reconstituting mission-essential functions under conditions outlined in AFI 10-208 and this Instruction.

3.3.2.2.2. Review annexes annually; prepare updates whenever the organization's situation changes.

3.3.2.2.3. Task directorate personnel to perform COOP duties.

3.3.2.2.4. Ensure their COOP-tasked personnel are trained in COOP procedures and directorate mission-essential functions.

3.3.3. Director of Personnel (AFMC/DP) will, when tasked by AFMC/XP-AO, update the AFMC War Mobilization Plan (WMP), Volume 1, Annex G, including Annex G, Appendix 7, USAF Military/Civilian Requirements for Reconstituting the Joint Staff and Annex G, Appendix 8, USAF Military/Civilian Requirements for Reconstituting HQ USAF, as they pertain to AFMC, based on tasking from AF/DPFJ. Maintain these appendices on the SIRPNET for easy review/update due to their classification. AFMC databases will be provided to AFNSEP/XOC and AFEOC as per their request.

#### **3.4. Tasked HQ AFMC Organizations.**

- 3.4.1. Commander, AFMC (AFMC/CC), including CCR, CCV and CCQ.
- 3.4.2. Director, Acquisition Center of Excellence (HQ AFMC/AE).
- 3.4.3. Director of Civil Engineering (HQ AFMC/CE).
- 3.4.4. Director of Operations (HQ AFMC/DO).
- 3.4.5. Director of Personnel (HQ AFMC/DP).
- 3.4.6. Director, Requirements (HQ AFMC/DR).
- 3.4.7. Director of Engineering (HQ AFMC/EN).
- 3.4.8. Director of Financial Management and Comptroller (HQ AFMC/FM).
- 3.4.9. Command Chaplain (HQ AFMC/HC).
- 3.4.10. Historian (HQ AFMC/HO).
- 3.4.11. Inspector General (HQ AFMC/IG).
- 3.4.12. Office of Intelligence (AFMC/IN).
- 3.4.13. Director of Information Technology (HQ AFMC/IT).
- 3.4.14. Judge Advocate General (AFMC/JA).
- 3.4.15. Director of Logistics (HQ AFMC /LG).
- 3.4.16. Director of Public Affairs (HQ AFMC/PA).
- 3.4.17. Director of Contracting (HQ AFMC/PK).
- 3.4.18. Chief of Safety (HQ AFMC/SE).
- 3.4.19. Director, Security Forces (HQ AFMC/SF).
- 3.4.20. Office of the Surgeon General (HQ AFMC/SG).
- 3.4.21. Director of Services (HQ AFMC/SV).
- 3.4.22. Director, Transformation Directorate (HQ AFMC/TR).
- 3.4.23. Director of Plans and Programs (HQ AFMC/XP).
- 3.4.24. Commander, Aeronautical Systems Center (ASC/CC).
- 3.4.25. Commander, Air Force Research Laboratory (AFRL/CC).
- 3.4.26. Commander, 88th Air Base Wing (88 ABW/CC).

**3.5. Emergency Planning Coordinator Responsibilities.** HQ AFMC EPCs will:

- 3.5.1. Provide organizational specific functional expertise and support to AFMC/XP-AO, and COOP-specific guidance to their counterpart EPCs at subordinate Centers.
- 3.5.2. Coordinate all COOP planning and execution activities throughout their organization.
- 3.5.3. Ensure their organization's COOP annex is prepared and maintained.
  - 3.5.3.1. Ensure their organizational COOP annexes contain at a minimum:
    - 3.5.3.1.1. Their mission statement, and a detailed mission essential functions listing required for continuity of operations, including mission area leadership responsibilities.
    - 3.5.3.1.2. Job descriptions for each position listed in both the relocation and reconstitution unit manpower documents, as listed in the USAF War and Mobilization Plan, Volume 1 (WMP-1), Annex G, Appendix 8 (USAF Military/Civilian Requirements for Reconstituting HQ USAF.)
    - 3.5.3.1.3. A listing of positions with job descriptions for each directorate position included in the HQ AFMC relocation/reconstitution team, to include necessary equipment, files and software for each position. This listing should also contain the same information for the directorate's relocated Battle Staff cadre if applicable.
    - 3.5.3.1.4. A listing of common-use documents, data, and equipment required to support emergency relocation and reconstitution missions for the directorate's team as a whole.
    - 3.5.3.1.5. Organization-specific guidance on COOP alert and notification procedures (both duty hours and after duty hours,) personnel actions for both relocatees and non-relocatees, and critical communications links with organizations outside the relocation or reconstitution site.
    - 3.5.3.1.6. Organization COOP strategies that support operations if HQ AFMC is lost.
  - 3.5.3.2. Organizational COOP program continuity books at a minimum will contain:
    - 3.5.3.2.1. A current personnel roster with a primary and alternate(s) against each authorized relocation position.
    - 3.5.3.2.2. Document, data and equipment listings that identify items propositioned at organization relocation and reconstitution sites, and contained in organizational emergency kits. Update these listings as changes occur.
    - 3.5.3.2.3. Copy of the HQ AFMC COOP, including all annexes.
    - 3.5.3.2.4. Copy of the reception plan for the base hosting the alternate HQ relocation team.
- 3.5.4. Insure AFMC/XP-AO has a current copy of the organization's COOP annex, and is provided the organization's COOP program continuity book for review annually.
- 3.5.5. Ensure organization manpower authorizations assigned against each unit manpower document (UMD) can adequately maintain the organization's functional requirements for a relocated or reconstituted AFMC HQ.
- 3.5.6. Train tasked personnel on HQ AFMC COOP and the organization's COOP annex procedures.

3.5.6.1. For AFMC personnel assigned to HQ USAF relocation/reconstitution team (primary or alternate), schedule orientation visits to Site R with the Facility Manager. (See AFMC WMP-1) Arrange for site access badges for personnel with Site R access requirements.

3.5.6.2. Manage organization JEEP support program for applicable relocatees as defined in HQ USAF JEEP Plan 55-4. Coordinate JEEP relocatee training with AFNSEP/XOC.

3.5.7. Ensure individuals designated as relocatees are qualified to accomplish relocation duties. Supervisors of designated relocatees should familiarize themselves with their responsibilities as outlined in AFI 36-507, *Mobilization of the Civilian Work Force*. Civilians must also refer to AFI 36-507 and become familiar with their responsibilities before accepting such a position. All primary and alternate relocatees must possess a SECRET clearance. If the relocatee is to be assigned relocated/alternate Battle Staff responsibilities, they must possess a TOP SECRET security clearance IAW AFMC HOI 10-1.

3.5.8. Report COOP LIMFACs in any area to AFMC/XP-AO by 30 June of each year; they must detail manning shortfalls, document/data/equipment problems, workspace limitations, and any other problem adversely affecting HQ AFMC continuity of operations. Classify in accordance with applicable security guidance. Negative reports are required. (see 2.4. above for classification guidance)

3.5.9. Represent the directorate at HQ AFMC COOP Working Group meetings.

3.5.10. Ensure organizational COOP alert and notification procedures are effective.

### **3.6. Exercises and Training.**

3.6.1. HQ AFMC will conduct COOP exercises at least annually, either as a stand-alone exercise or in conjunction with a command-wide, AF-wide or JCS exercises, according to the exercise scenario's suitability.

3.6.2. An after-action report will be published for each COOP exercise.

3.6.3. After Action Reviews (AARs) will be entered into an exercise COOP Critical Issues Program (CCIP) database. See paragraph 3.7.

3.6.4. HQ AFMC will develop and maintain a COOP training program, including training packages for HQ EPCs to use in training their designated COOP relocatees. Training modules will only address COOP program information, not directorate functional expertise. EPCs, relocatees and staff augmentees must maintain the knowledge and skills needed to perform their functional duties during an emergency.

### **3.7. Issue Resolution.** HQ AFMC will establish a CCIP to support the COOP program.

3.7.1. The CCIP will use the Joint Universal Lessons Learned System (JULLS) format for data entry and maintenance.

3.7.2. Exercise observations requiring resolution will be entered into the JULLS data base if not resolved within 60 days of the exercise.

3.7.3. As the CCIP program matures, it will be made available for command use. Once available, subordinate organizations will forward COOP JULLS inputs for items that cannot be resolved solely within the command.

JOHN L. BARRY, Major General, USAF  
Director of Plans and Programs

## Attachment 1

### GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

#### *References*

Title 10, USC, Section 8013(g)

Executive Order 12656, *Assignment of Emergency Preparedness Responsibilities*, 18 Nov 1988

Presidential Decision Directive 67, *Enduring Constitutional Government and Continuity of Government Operations*, 21 October 1998 (This publication is classified Top Secret.)

Federal Preparedness Circular 65, *Federal Executive Branch Continuity of Operations (COOP)*, 26 July 1999

DoDD 3020.26, *Continuity of Operations Policy and Planning*, 26 May 1995

DoDD 3020.26P, *OSD Continuity of Operations Plan*, 29 January 1997

CJCSM 3410.01, *Continuity of Operations Plan for the Chairman of the Joint Chiefs of Staff*, 1 March 1999

AFPD 10-2, *Readiness*, 1 March 1997

AFMAN 10-206, *Operational Reporting*, 15 June 1997

AFI 10-208, *Continuity of Operations (COOP) Program*, 1 Sept 2000

AFMAN 10-401, Volume I, *Operation Plan and Concept Plan Development and Implementation*, 1 May 1998

AFMAN 10-401, Volume 2, *Planning Formats and Guidance*, 1 May 1998

AFI 36-507, *Mobilization of the Civilian Work Force*, 21 July 1994

*Air Force War and Mobilization Plan (WMP-1)*, April 1997

*Continuity of Operations Plan, Headquarters, Department of the Air Force (HQ USAF COOP)*, 1 September 1999

*Air Force Material Command War and Mobilization Plan (WPM-1)*, Sep 1999

#### *Abbreviations and Acronyms*

**AAR**—After Action Review

**AF/DPFJ**—HQ USAF DCS for PERSONNEL, Contingency and Joint Matters

**AFEOC**—Air Force Emergency Operations Center

**AFI**—Air Force Instruction

**AFMAN**—Air Force Manual

**AFNSEP**—Air Force National Security Emergency Preparedness Agency

**AFOG**—HQ USAF/XO, Air Force Operations Group

**AFPD**—Air Force Policy Directive

**AFPDO**—Air Force Departmental Publishing Office  
**AMARC**—Aerospace Maintenance and Regeneration Center  
**ANG**—Air National Guard  
**C2**—Command and Control  
**C3**—Command, Control and Communications  
**C4**—Command, Control, Computers, and Communications  
**CCIP**—Continuity of Operations Critical Issues Program  
**CINC**—Commander-in-Chief  
**CJCS**—Chairman, Joint Chiefs of Staff  
**CJCSM**—Chairman, Joint Chiefs of Staff Manual  
**COG**—Continuity of Government  
**COOP**—Continuity of Operations  
**CPO**—Continuity Planning Officer  
**DCS**—Deputy Chief of Staff  
**DEFCON**—DEFense CONdition  
**DoD**—Department of Defense  
**DRU**—Direct Reporting Unit  
**DSN**—Defense Switched Network  
**EAP**—Emergency Action Procedures  
**EPC**—Emergency Planning Coordinator  
**ERS**—Emergency Relocation Site (or Staff)  
**FEMA**—Federal Emergency Management Agency  
**FOA**—Field Operating Agency  
**FPC**—Federal Preparedness Circular  
**FPCON**—Force Protection Condition (formerly THREATCON)  
**HQ USAF**—Headquarters United States Air Force (refers to both the Secretariat and Air Staff)  
**HQ USAF COOP**—Headquarter United States Air Force Continuity of Operations Plan  
**JEPP**—Joint Emergency Evacuation Plan  
**JULLS**—Joint Universal Lessons Learned System  
**LERTCON**—Alert Condition  
**LIMFACS**—Limiting Factors  
**MAJCOM**—Major Command

**OPR**—Office of Primary Responsibility  
**OSD**—Office of the Secretary of Defense  
**PDO**—Publishing Distribution Office  
**POC**—Point of Contact  
**RAP**—Remedial Action Program  
**SRR**—Survival, Recovery, and Reconstitution  
**UHF**—Ultra High Frequency  
**UMD**—Unit Manpower Document  
**VHF**—Very High Frequency  
**WMP-1**—War and Mobilization Plan, Volume 1

### *Terms*

**Continuity of Government (COG)**—The continuity of mission-essential functions of all Federal Departments and Agencies during any national security emergency through a system that:

- Provides for succession to office and emergency delegation of authority, in accordance with applicable law.
- Establishes emergency operating capabilities that include safekeeping of essential people and essential resources, facilities, and records.

**Continuity of Operations**—The degree of state of being continuous in the conduct of functions, tasks, or duties necessary to accomplish a military action or mission in carrying out the national military strategy. It includes the functions and duties of the commander, as well as the supporting functions and duties performed by the staff and others acting under the authority and direction of the commander. Continuity of operations is the capability of a DoD command and control entity to continue mission-essential functions without unacceptable interruption during a national security emergency. COOP planning includes preparatory measures, response actions, and restoration activities planned or taken to ensure continuing these functions to maintain military effectiveness, readiness and survivability.

**Mission-Essential Functions**—Any function that must be performed in order to prevent critically impairing the organization's mission or resources. These comprise, but are not limited to:

- Organizational assets command and control.
- Receipt, assessment and analysis, processing, displaying, and disseminating information necessary to perform critical missions and support decision-making.
- Other operations that must be performed to achieve mission success.

**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.