

**BY ORDER OF THE SECRETARY
OF THE AIR FORCE**

AIR FORCE INSTRUCTION 10-208

4 OCTOBER 2018



Operations

**CONTINUITY OF
OPERATIONS (COOP) PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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

RELEASABILITY: There are no releasability restrictions on this publication

OPR: AF/A3OA

Certified by: AF/A3O
(Brig Gen B. Chance Saltzman)

Supersedes: AFI10-208, 15 December 2011;
AFI10-205, 27 September 2010

Pages: 46

This Air Force Instruction (AFI) implements Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3411.01E, *Key Personnel Location Reports to the National Military Command Center*, Air Force Policy Directive (AFPD) 10-2, *Readiness*, Department of Defense Directive (DoDD) 3020.26, *Department of Defense Continuity Programs*; DoDD S-3020.26P, *Department of Defense Headquarters Continuity Plan*, and Department of Defense Instruction (DoDI) 3020.42, *Defense Continuity Plan Development*. This AFI provides guidance for ensuring the continuity of mission essential operations and functions of the Air Force (AF) across a wide range of potential emergencies. This AFI also establishes guidance and procedures for reporting the location and availability of Headquarters Air Force (HAF) key personnel and major command (MAJCOM) commanders (hereafter referred to collectively and individually as "Principals") and the designation of alternates. It does not change requirements established by the National Military Command System and must be used with AFPD 51-6, *Command and Administrative Proceedings*, and AFI 51-604, *Appointment to and Assumption of Command*. This AFI is applicable to all Air Force (AF) organizations and personnel, to include the Air National Guard (ANG), Air Force Reserve (AFR), and Civil Air Patrol, when performing functions for the Air Force. The Key Personnel Locator and Availability Reporting requirements apply to select HAF Deputy Chief of Staff (DCS) organizations and directorates, all MAJCOMs, the Director of the Air National Guard, the Chief of Air Force Reserve and the Air Force Service Watch Cell (AFSWC). This AFI may be supplemented at any level, but all supplements that directly implement this publication must be routed to AF/A3OA for coordination prior to certification and approval. Send recommended

changes, additions or deletions to AF/A3OA, 1480 Air Force Pentagon, Washington DC 20330-1480, using AF Form 847, *Recommendation for Change of Publication*. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers via AF Form 679 through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication Office of Primary Responsibility for non-tiered compliance items. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule located in the Air Force Records Information Management System.

SUMMARY OF CHANGES

This publication is substantially revised and requires a complete review. Changes reflect updates to continuity policy and the inclusion of key leader availability reporting. This rewrite adds tiered waiver authorities, expands the COOP planning process, provides additional clarification on risk assessment, added Essential Function tables, combines inspection and self-assessment items, and otherwise corrects or provides further clarification on COOP guidance. The incorporation of AFI 10-205, *Availability of Key HAF Personnel and Major Command Commanders*, to this publication adds the requirement for reporting the location and availability of Headquarters Air Force (HAF) key personnel and major command (MAJCOM) commanders. Office of the Secretary of Defense (OSD) guidance on incorporating Cyber Resilience and Energy Resilience is also added into COOP planning.

Chapter 1— OVERVIEW OF CONTINUITY OF OPERATIONS AND REPORTING OF	
KEY PERSONNEL	4
1.1. Overview.	4
1.2. Air Force Continuity.	4
1.3. Continuity Guidance.	5
1.4. Continuity Preparedness Objective Requirements.	5
1.5. Continuity Program Management.	6
Figure 1.1. Continuity Program Management Cycle.....	6
1.6. Key Personnel Locator.	6
Chapter 2— ROLES AND RESPONSIBILITIES	7
2.1. Headquarters Air Force.....	7
2.2. Air Force District of Washington (AFDW).	11
2.3. Air Force COOP Program.	11

AFI10-208 4 OCTOBER 2018	3
2.4. AF COOP Planning.	12
2.5. MAJCOM Staff Offices and Command Centers.	13
Chapter 3— COOP PLAN DEVELOPMENT	15
3.1. Writing COOP Plans.	15
3.2. Classifying COOP Plans.	15
3.3. Elements of a Continuity Plan.	15
3.4. Risk Management	20
3.5. Planning Phases.	20
Chapter 4— KEY PERSONNEL LOCATOR (KPL)	22
4.1. Key Personnel Locator.	22
4.2. KPL Accounts.....	22
4.3. Security.	23
4.4. KPL Reporting Procedures.	23
Attachment 1— GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	24
Attachment 2— NATIONAL ESSENTIAL FUNCTIONS (NEF), PRIMARY MISSION ESSENTIAL FUNCTIONS (PMEF) AND MISSION ESSENTIAL FUNCTIONS (MEF)	30
Attachment 3— DEVELOPING MISSION ESSENTIAL FUNCTIONS	33
Attachment 4— USAF UNIT CONTINUITY OF OPERATIONS (COOP) PLAN TEMPLATE	35
Attachment 5— KPL TASKED ORGANIZATIONS	41
Attachment 6— KPL AND AVAILABILITY REPORTING	44

Chapter 1

OVERVIEW OF CONTINUITY OF OPERATIONS AND REPORTING OF KEY PERSONNEL

1.1. Overview. This AFI provides guidance for ensuring the continuity of mission essential operations and functions of the AF across a wide range of potential emergencies and establishes guidance and procedures for reporting the location and availability of Headquarters Air Force (HAF) key personnel and major command (MAJCOM) commanders.

1.2. Air Force Continuity.

1.2.1. It is Department of Defense (DoD) and AF policy to maintain a comprehensive and effective continuity capability to preserve AF functions, missions and capabilities in support of DoD Primary Mission Essential Functions (PMEFs) and AF Mission Essential Functions (MEFs).

1.2.2. All levels of command (active, reserve, and mobilized guard headquarters, wing, group, staff agencies, and subordinate units) will plan, budget and be prepared to execute their MEFs, support execution of AF MEFs and DoD PMEFs, project forces supporting Combatant Commanders, and, when directed by the Secretary of Defense (SecDef), support civil and humanitarian requests. **(T-0).**

1.2.3. Continuity requirements must be incorporated into the daily and routine operations of organizations to ensure rapid response to a wide range of emergencies, including local or regional natural disasters, health-related emergencies, man-made disasters, accidents, technological or attack-related emergencies. **(T-0).**

1.2.4. Air Force military, civilian and contract personnel with continuity responsibilities must know what actions to take with minimal warning across a wide range of potential emergencies. **(T-0).**

1.2.5. Continuity is a primary enabler of operational capability.

1.2.5.1. Continuity is focused on maintaining the capability to perform the mission and the essential functions which comprise the mission during any emergency for a period of 30 days or until normal operations can be resumed.

1.2.5.2. Continuity is best achieved through integration with the suite of mission assurance 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 Antiterrorism, Emergency Management, Continuity of Operations, Critical Asset Risk Management (CARM), Cyber Security, Cyber Resilience, Energy Resilience, Physical Security Programs, and Chemical, Biological, Radiological, and Nuclear (CBRN) Protection.

1.2.5.3. Continuity planning will consider all-hazards and all-threats environment but emphasize events or other disruptions which will most likely degrade operations.

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

1.2.6. Continuity requires unity of effort between the mission owner and the installation leadership to establish priorities on an installation in support of essential functions, as appropriate.

1.2.7. Business continuity refers to functions that can be deferred for up to 30 days without mission failure. These functions, completed by non-emergency essential personnel, are conducted from dispersed locations or relocated to Emergency Relocation Sites. Business continuity is a collaborative effort among continuity, Integrated Defense (ID), Antiterrorism and Emergency Management programs. Business continuity must comply with military and civilian personnel policies. **(T-3)**. Examples include telework guidance established by Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) in AFI 36-816, *Civilian Telework Program*, and computer system security requirements established by Chief, Information Dominance and Chief Information Officer (SAF/CIO A6).

1.3. Continuity Guidance.

1.3.1. COOP planning should remain operationally focused on command and control, and prioritized through contingency and crisis planning. Organizations should fully integrate continuity into all aspects of their daily operations, thus creating a “culture of continuity.”

1.3.2. Air Force units in Joint Basing situations, whether in the supporting or supported role, must continue to comply with AF guidance to ensure their personnel are adequately protected and cared for during emergencies. Supported/supporting units will establish standards of support in accordance with the Memorandum of Agreement (MOA) established for that particular Joint Base. Units that cannot meet AF requirements through the agreements must coordinate with their Major Command (MAJCOM) to alleviate discrepancies. **(T-1)**. MAJCOMs that cannot resolve discrepancies will coordinate with the appropriate Headquarters Air Force (HAF) office to determine a solution.

1.3.3. Air Force tenant units on sister-service or other agency installations must implement Memorandums of Agreement (MOA) to establish standards of support. **(T-1)**. Units that cannot meet AF requirements through MOAs must coordinate with their MAJCOM to alleviate discrepancies. **(T-1)**. MAJCOMs that cannot resolve discrepancies will coordinate with the appropriate Headquarters Air Force (HAF) office to determine a solution.

1.4. Continuity Preparedness Objective Requirements.

1.4.1. Ensure the AF (and subordinate AF units) can continue its essential functions under all conditions and during a wide range of emergencies with or without warning, during duty or non-duty hours.

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

1.4.3. 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.

1.4.4. Execute relocation or reconstitution and return to normal operations upon termination of a continuity event.

1.4.5. Incorporate flexibility and responsiveness into planning in order to ensure ability to address emerging missions which may be critical to essential functions.

1.5. Continuity Program Management. An organization's continuity capability rests upon key components and pillars. These pillars are leadership, staff, facilities and communications. These pillars form the basis of continuity planning and management. Organizations should use the continuity program management cycle to develop and implement their continuity programs. **Figure 1.1** depicts the Continuity Program Management Cycle and pillars. The cycle establishes consistent performance metrics, promulgates best practices and facilitates consistent cross-organization continuity evaluations.

Figure 1.1. Continuity Program Management Cycle.



1.6. Key Personnel Locator. Report location and availability of HAF key personnel and MAJCOM Commanders. In order to provide the Secretary of the Air Force (SecAF) and the Chief of Staff, United States Air Force (CSAF) with timely and accurate information and provide an accurate picture for COOP plans and programs, tasked agencies must keep the Key Personnel Locator (KPL) up-to-date with accurate information. Timely and responsive accessibility to voice communications, within the limits stated in **Attachment 6, Paragraph A6.6**, is the primary criteria for establishing adequate knowledge of the commander's location.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Headquarters Air Force.

2.1.1. The Headquarters Air Force Director of Staff (HAF/DS), will:

2.1.1.1. Issue guidance and procedures for HAF COOP through approval of the HAF COOP Operations Order (OPORD) and delegate day-to-day planning, training, and execution of HAF COOP to Air Force District of Washington Commander (AFDW/CC).

2.1.2. The Administrative Assistant to the Secretary of the Air Force (SAF/AA) will:

2.1.2.1. Incorporate continuity planning and MEF execution in HAF continuity facility design and force protection requirements.

2.1.3. The Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics (SAF/AQ) will:

2.1.3.1. Establish guidance and procedures for planning and administering contracted services, facilities and/or equipment supporting continuity requirements.

2.1.4. The Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM) will:

2.1.4.1. Provide funding to support continuity operations on an emergency basis and will provide budgetary and funding guidance to MAJCOM financial management offices.

2.1.5. The Inspector General of the Air Force (SAF/IG) will:

2.1.5.1. Incorporate continuity of operations in the IG inspection program by including COOP inspection requirements provided by AF/A3OA into AFI 90-201, *The Air Force Inspection System*.

2.1.6. The Chief, Information Dominance and Chief Information Officer (SAF/CIO A6) will:

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

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

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

2.1.6.4. Develop and maintain communications capabilities that can support AF senior leadership while in transit to relocation sites.

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

2.1.6.6. Identify and prioritize information systems and networks that the AF is dependent upon to maintain continuity of operations (in concert with the CARM program).

2.1.6.7. Synchronize COOP planning with information system contingency planning.

2.1.6.8. Ensure functional COOP guidance is incorporated into AF policy directives and instructions.

2.1.6.9. Advocate for resources to support COOP planning.

2.1.6.10. Provide guidance and oversight for development of networks and communications systems supporting COOP.

2.1.6.11. Provide guidance and oversight on Cyber Resilience initiatives.

2.1.6.12. Establish procedures to promulgate continuity threat information to worldwide AF operations.

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

2.1.7.1. Establish personnel accountability standards consistent with continuity guidance.

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

2.1.7.3. Establish guidance and procedures for alternate work schedules and teleworking for civilian personnel during continuity events.

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

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

2.1.8.2. Identify, mitigate, eliminate or assume vulnerabilities or shortfalls in continuity planning or capabilities, especially those that may impact HAF and across the Defense Intelligence Enterprise.

2.1.8.3. Plan and document continuity support to other components of the Defense Intelligence Enterprise.

2.1.8.4. Appoint an AF/A2 official as the central point of contact for the AF Intelligence Community on continuity issues and to manage, oversee and ensure continuity readiness and compliance with the Defense Intelligence Enterprise.

2.1.8.5. Designate an Intelligence Community Exercise Forum POC to coordinate AF/A2 exercise activities with other intelligence community components.

2.1.8.6. Designate a National Intelligence Community Continuity Operations Response Element continuity planner to coordinate and directly support Office Director of National Intelligence continuity operations.

2.1.9. The Deputy Chief of Staff for Operations (AF/A3) will:

2.1.9.1. Serve as the AF Continuity Coordinator and, as such, the senior accountable official designated to manage, oversee and ensure readiness and compliance with the DoD and AF continuity program guidance and responsibilities, and will:

2.1.9.2. Establish guidance to maintain a comprehensive and effective continuity capability to preserve execution of AF essential functions, missions, capabilities and tasks in support of the DoD PMEFs.

2.1.9.3. Develop, coordinate and validate COOP requirements.

2.1.9.4. Develop, maintain and validate AF MEFs.

2.1.9.5. Ensure continuity is integrated and synchronized in readiness and mission assurance related programs to include Force Protection, Emergency Management, Countering Weapons of Mass Destruction, CBRN, Antiterrorism, Force Health Protection, CARM, Cyber Security, Cyber Resilience, Energy Resilience, Information Assurance, Facilities, and Communications. See DoDD 3020.40, *Mission Assurance*, for more information.

2.1.9.6. Ensure AF forces supporting the National Military Command System and combatant, sub-unified and AF component commands have COOP programs.

2.1.9.7. Ensure continuity programs are adequately planned, programmed and budgeted.

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

2.1.9.9. Submit an annual report to the Under Secretary of Defense for Policy certifying Component COOP Plans include the requirements delineated in DoDD 3020.26.

2.1.9.10. Submit continuity readiness reports to the Under Secretary of Defense for Policy, as required, to support DoD continuity readiness reporting requirements.

2.1.9.11. Designate the Director of Operations (AF/A3O), DCS/Operations, as the representative for management, oversight and policy compliance with continuity.

2.1.10. The Deputy Chief of Staff for Logistics, Engineering and Force Protection (AF/A4) will:

2.1.10.1. Incorporate protection of MEFs in integrated defense planning standards and vulnerability assessment requirements.

2.1.10.2. Incorporate continuity in emergency management standards.

2.1.10.3. Establish procedures for continuity requirements as part of emergency management and force protection.

2.1.11. The Deputy Chief of Staff for Strategic Plans, Programs, and Requirements (AF/A5/8) will:

2.1.11.1. 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.

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

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

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

2.1.12.2. Provide guidance and ensure AF/SG assets comply with Medical Continuity of Operations (MCOOP) requirements outlined in AFI 41-106, *Medical Readiness Program Management*.

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

- 2.1.13.1. Publish AF-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 DCP, as appropriate.
- 2.1.13.3. Provide guidance to all command levels on COOP planning and execution issues.
- 2.1.13.4. Establish reporting requirements and/or metrics on organizational continuity readiness.
- 2.1.13.5. Ensure the Air Force Operations Group (AFOG), in coordination with the Air Force District of Washington (AFDW), has continuity plans for dealing with national and National Capital Region localized emergency situations ensuring the continued performance of HAF MEFs.
- 2.1.13.6. Through AF/A3TR, plan, execute and evaluate national and joint exercises with HAF continuity related events with assistance from the AFDW/A3C, AFOG and Air Force Crisis Action Team offices.
- 2.1.13.7. Coordinate the development of COOP CARM standards with the AF/A3OA CARM program office and provide SAF/IG with COOP inspection requirements.
- 2.1.13.8. Should develop and publish in Management Internal Control Toolset (MICT) a COOP Self-Assessment Communicator with compliance requirements, in accordance with AFI 90-201.

2.1.14. The Air Force Service Watch Cell (AFSWC) will:

- 2.1.14.1. Maintain 24/7 capability to review the KPL for current location of HAF key leadership and MAJCOM Commanders. **(T-1).**
- 2.1.14.2. Make KPL commanders' status available to the CSAF Monday through Friday, covering a 24-hour period starting at 1000Z. Friday's report will include the weekend and holiday, as applicable. Only individuals with a KPL account may access the KPL. **(T-1).**
- 2.1.14.3. Initiate commanders' availability checks when directed by CSAF or HAF/DS **(T-1).**
- 2.1.14.4. Approve or disapprove deletion recommendations from AFDW/A3C. **(T-1).**
- 2.1.14.5. Provide Continuity of Operations and Emergency Preparations Division, Air Force District of Washington (AFDW/A3C), with the pertinent data for organizations/agencies not previously listed in the KPL that need to be added. **(T-1).**

2.1.15. HAF Staff Offices designated in Attachment 5, Table A5.1, will:

- 2.1.15.1. Ensure the Principal's data in the KPL is correct and up-to-date. This includes information for the individual appointed in a Successor/Acting capacity.
- 2.1.15.2. The Executive Staff will update the Principal's status in the KPL no later than 0800 Eastern Time.
- 2.1.15.3. Attach the Principal's itinerary to the KPL.

2.1.15.4. Update the KPL with itinerary changes as soon as practical.

2.1.15.5. Provide immediate telephone/verbal notification to AFSWC upon updating Principal's mid-day itinerary changes within the KPL.

2.2. Air Force District of Washington (AFDW).

2.2.1. The Commander, Air Force District of Washington (AFDW/CC), bears special responsibility with respect to COOP in the National Capital Region (NCR). As such, on behalf of the CSAF, the AFDW/CC will:

2.2.1.1. Plan and execute HAF COOP under guidance provided by HAF/DS, acting as the single voice for Air Force cross-service issues in the NCR.

2.2.1.2. Plan and execute AFDW COOP with respect to responsibilities as outlined in [paragraph 2.3](#), in its capacity as a Direct Reporting Unit (DRU).

2.2.2. The Continuity of Operations and Emergency Preparations Division, Air Force District of Washington (AFDW/A3C) will:

2.2.2.1. Manage the KPL website.

2.2.2.2. Issue KPL accounts and passwords.

2.2.2.3. Periodically review KPL and recommend account deletion to AFSWC.

2.3. Air Force COOP Program. MAJCOMs, Direct Reporting Units, and the Air National Guard Readiness Center will establish command-wide COOP programs to include:

2.3.1. Supplementing AFI 10-208 (this AFI) with MAJCOM, DRU and ANG specific continuity guidance. (**Note:** All ANG units must follow the guidance provided by their gaining MAJCOM and the ANG supplement to this AFI. If the MAJCOM guidance conflicts with the ANG supplement, the gaining MAJCOM guidance will prevail. In the absence of MAJCOM guidance, ANG units will utilize the ANG supplement for COOP plan guidance. The inspecting authority for the COOP program within the individual ANG units resides with the gaining MAJCOM.) This guidance, unless specifically permitted, shall not be less restrictive than this instruction. **(T-1)**.

2.3.2. Ensuring continuity requirements are incorporated in daily operations to ensure rapid response to a wide range of emergencies, including local or regional natural disasters, health-related emergencies, accidents, technological limitations or attack-related emergencies. **(T-0)**.

2.3.3. Ensuring all AF military, civilian and contract personnel know what actions they should take without warning, across a wide range of potential emergencies, to ensure continuity of assigned MEFs both in-garrison and while deployed. Ensure COOP mission essential civilian position descriptions and contracts for contract personnel identify those that fill a mission essential position.

2.3.4. Integrating continuity guidance with mission assurance related programs such as Antiterrorism, Emergency Management, CARM, Cyber Security, Cyber Resilience, Energy Resilience, CBRN Protection, and Physical Security Programs to enhance mission assurance. **(T-1)**.

2.3.4.1. Incorporate efforts to build cyber resilience, to include:

- 2.3.4.1.1. Identifying the criticality and priority of information systems required to perform essential functions as identified in the DoD Component COOP plan.
 - 2.3.4.1.2. Identifying the primary and alternate systems for performing essential functions as identified in the DoD Component COOP plan.
 - 2.3.4.1.3. Coordinating with command, control, communications, and computer experts to test information systems necessary to perform essential functions. **(T-0)**.
 - 2.3.4.1.4. Ensuring that exercises include operating essential functions during command, control, communications, and computer system degradation or failure.
 - 2.3.4.2. Incorporate efforts to build energy resilience **(T-0)**, to include:
 - 2.3.4.2.1. Identifying the criticality and priority of energy systems required to perform essential functions as identified in the DoD Component COOP plan. **(T-0)**. Plans will consider the possibility of primary source outages lasting 7, 30, or greater than 90 days. **(T-1)**.
 - 2.3.4.2.2. Identifying the primary and alternate systems for performing essential functions as identified in the DoD Component COOP plan. **(T-0)**. Plans will consider the possibility of catastrophic conditions preventing adequate resupply operations. **(T-1)**.
 - 2.3.4.2.3. Ensuring that exercises include operating essential functions during energy supply degradation or failure. Installation owners are encouraged to “stress test” for complete outage situations, and consider impacts on other requirements, such as cyber resilience.
 - 2.3.5. Establishing procedures for reporting and tracking exercise findings. **(T-1)**. Provide Headquarters (HQ)-level exercise findings and lessons learned to AF/A3OA. **(T-1)**.
 - 2.3.6. Appointing an overall COOP Program Office and/or Program Manager (PM), in writing, and provide a copy to AF/A3OA. **(T-1)**. The PM should understand the organization’s mission and functions.
 - 2.3.7. Appoint knowledgeable internal HQ A-Staff functional (i.e. A1, A2, A3, Civil Engineering, Security Forces, JA, PA, IG, etc.) to assist the COOP PM to develop integrated guidance to enhance continuity capability and mitigate mission risk. **(T-2)**.
 - 2.3.8. Develop, validate and prioritize MAJCOM/DRU/ANG-wide MEFs. **(T-0)**.
 - 2.3.9. Report COOP Metrics to AF/A3OA. **(T-1)**. Reportable metrics will be determined by AF/A3OA and will include the biennial update of the MAJCOM HQ COOP Plan and annual COOP exercises. **(T-1)**. MAJCOM HQ, DRUs and ANG COOP offices will keep similar metrics on their subordinate units. **(T-1)**.
 - 2.3.10. Monitor and assess MICT data from units to maintain situational awareness of potential problem areas in accordance with AFI 90-201. **(T-1)**.
- 2.4. AF COOP Planning.** MAJCOM HQs, DRUs, ANG, Field Operating Agencies (FOAs), Numbered Air Forces (NAFs), Centers and Wings will enrich their governing COOP plans by:
- 2.4.1. Appointing a COOP PM responsible to the organizations’ Commander for COOP. **(T-1)**.

2.4.2. Developing and publishing a viable and executable COOP plan (or plans). **(T-0)**. Refer to **Chapter 3** for planning guidance. It is acceptable for a HQ staff/subordinate unit to incorporate their MEFs/plan information into a consolidated higher organization's plan.

2.4.3. Reviewing, validating and updating COOP plans every two years. **(T-0)**.

2.4.4. Ensuring all individuals designated in the COOP plan to relocate as part of the COOP plan are fully qualified, informed and ready to accomplish MEFs with no advance notice. **(T-3)**. Functional commanders will include requirements for emergency operations in the contract Performance Work Statement (PWS) for contractors, if necessary. **(T-3)**.

2.4.5. Ensuring civilians who support COOP Plan MEFs accept COOP responsibilities and that position descriptions reflect COOP requirements, to include necessary security clearances. **(T-3)**. In order to accommodate COOP staff turnover, COOP responsibilities may be incorporated into position description addendums and associated with core position descriptions as appropriate.

2.4.6. Exercising COOP plans in accordance with AFI 90-201. COOP exercises should include a test of ability to operate across a wide range of functions (e.g. personnel, intelligence, operations, logistics, civil engineering and force protection) in a degraded cyber environment.

2.4.7. Encouraging use of the COOP Self-Assessment Communicator in MICT in accordance with AFI 90-201.

2.4.8. Ensuring that continuity programs are adequately planned, programmed and budgeted to meet the requirements set forth in this AFI. **(T-0)**. Organizations will report COOP expenditures and budget information for planned COOP requirements and operations/exercises as requested by AF/A3OA. **(T-1)**.

2.4.9. Establishing a COOP working group to help facilitate MEF/COOP requirements and to ensure COOP planning includes tenant organizations and is documented in support agreements. **(T-3)**.

2.5. MAJCOM Staff Offices and Command Centers.

2.5.1. The Executive Staff for the MAJCOM Commanders listed in **Attachment 5, Table A5.2** will provide their MAJCOM Command Center and the Commander's designated alternate (if appropriate) with a copy of the Commander's and/or Vice Commander's itineraries within the timelines prescribed in **Attachment 6**.

2.5.2. MAJCOM Command Centers will:

2.5.2.1. Update the MAJCOM Commander's status in the KPL daily, no earlier than 0500Z and no later than 0800Z, Monday through Friday, except holidays.

2.5.2.2. Ensure the Command Center is equipped with SIPRNET terminal in accordance with AFMAN 10-207, *Command Posts*.

2.5.2.3. Ensure controllers can gain access to KPL website from within the Command Center.

2.5.2.4. Know the location and telephone number of their commander or designated alternate at all times and be capable of contacting them in accordance with **Attachment 6, paragraph A6.6** of this instruction.

- 2.5.2.5. Ensure AFSWC is informed of changes to their commanders' current location (home station, TDY location, etc.) and status (present for duty, leave, etc.) at all times.
- 2.5.2.6. Report/update the KPL with itinerary changes in accordance with this instruction.
- 2.5.2.7. Attach commanders' availability reports to the KPL.
- 2.5.2.8. Provide immediate telephone/verbal notification to AFSWC upon updating Principal's mid-day itinerary changes within the KPL.

Chapter 3

COOP PLAN DEVELOPMENT

3.1. Writing COOP Plans. COOP plans may use planning factors contained in this instruction and War and Mobilization Plan, Volume 1 (WMP-1), *Basic Planning*. To ensure fully integrated response operations, commanders can include COOP plans with other installation plans, such as the Installation Emergency Management Plan, Integrated Defense 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, title the plan "---- Plan/COOP-(organization designation)." Although AFMAN 10-409-O, *Support to Adaptive Planning*, is the recommended plan format, organizations can adopt any format that best achieves their planning goals or as directed by the MAJCOM.

3.1.1. Prior to writing continuity plans, organizations should complete a thorough analysis of the mission and functions of the organization, supporting activities, systems, communications, and essential records/data necessary for successful mission execution. The Business Process Analysis, from Federal Continuity Directive 2, *Federal Executive Branch Mission Essential Functions and Candidate Primary Mission Essential Functions Identification and Submission Process*, may be used as a systematic method to conduct this analysis.

3.1.2. For locations where the AF is the tenant, ensure the host's Emergency Management Plan reflects COOP information to satisfy AF requirements.

3.1.3. COOP plans should be consistent with guidance in mission assurance directives and instructions.

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

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

3.2.2. Contact the HQ AF Continuity of Operations Branch (AF/A3OA) at (703) 614-1221 (DSN 224), usaf.pentagon.af-a3-5.mbx.coop@mail.mil or usaf.pentagon.af-a3.mbx.a3-coop@mail.smil.mil for additional guidance.

3.3. Elements of a Continuity Plan. COOP Plans, when implemented, will provide for the continued performance of MEFs under all circumstances and must be executable with and without warning, during and after duty hours and will include the following elements: **(T-0)**.

3.3.1. **Mission Essential Functions** . An accurate assessment of MEFs will allow the most efficient and effective use of leadership, staff, facilities and communications during a crisis. Refer to **Attachment 3** for further guidance on developing MEFs.

3.3.1.1. Prioritize MEFs based on the impact of interruption and degree of acceptable interruption. **(T-0)**.

3.3.1.2. Identify leadership, staff, facilities and communications equipment, supplies, interdependencies and/or other resources necessary to execute each MEF. **(T-0)**.

3.3.1.3. Identify MEF interdependencies with other organizations. **(T-0)**.

3.3.1.4. Integrate OPSEC into all aspects of the plan. **(T-0)**.

3.3.2. **Orders of Succession and/or Delegation of Authority.**

3.3.2.1. Establish pre-planned and documented emergency orders of succession and/or delegation of authority for essential functions and key leadership positions in the event a disruption renders leadership unavailable or incapable of executing their responsibilities and/or exercising their authorities. **(T-0)**. See AFI 51-604, *Appointment to and Assumption of Command*, for specific guidance.

3.3.2.2. Commanders will establish, promulgate and maintain orders of succession and delegation of authority for key positions. **(T-0)**. Orders of succession should include at least three positions identified in the line of succession.

3.3.2.3. Procedures and conditions for delegation of authority must be documented in COOP plans and will indicate the extent and limits of the delegated authority to execute the organization's continuity plan. **(T-0)**.

3.3.3. **Personnel Considerations.**

3.3.3.1. Identify key military, civilian and contractor positions with COOP responsibilities under normal and emergency procedures. **(T-1)**.

3.3.3.2. Establish alert and notification procedures for continuity personnel. **(T-0)**. Ensure others are available through recall procedures to augment continuity personnel. Develop accountability procedures for all AF personnel. **(T-1)**.

3.3.3.3. Identify procedures to ensure force health protection for unit personnel. Reference installation's Disease Containment Plan (DCP) or source document for disease containment guidelines. **(T-3)**. AFI 10-2519, *Public Health Emergencies and Incidents of Public Health Concern*, provides guidance to protect installations, facilities and personnel during public health emergency incidents.

3.3.3.4. Ensure compliance with reporting requirements outlined in [paragraphs 2.1.15](#) and [2.5](#), and [Attachment 6](#).

3.3.3.5. Establish counter CBRN protection measures for key and other personnel, based on the likelihood of applicable CBRN threats **(T-3)**.

3.3.3.6. Establish procedures and expectations for staff who are not designated as continuity personnel and address these in business continuity and emergency plans. **(T-3)**. In preparation for emergencies, organizations should have telework policies in place that provide employees with instructions, procedures and expectations. Telework policies and procedures should be incorporated into continuity plans.

3.3.4. Communications. The ability of an organization to execute its MEFs at its continuity facilities depends on the identification, availability, reliability and redundancy of critical secure and non-secure communications and information technology systems. 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.

3.3.4.1. COOP plans will identify military-specific equipment (e.g. common access card readers) for military, civilians or contractors to perform work as required. **(T-3).**

3.3.4.2. Organizations should establish procedures to distribute Government Emergency Telecommunications Service (GETS) or Wireless Priority Service (WPS) cards, as required, and to distribute handheld communication devices, computers, etc. Information on these can be found at the Department of Homeland Security's Government Emergency Telecommunications Service (GETS) and Wireless Priority Service (WPS) websites.

3.3.4.3. Organizations will annually review their continuity communications to ensure they are fully capable of supporting their MEFs. **(T-3).**

3.3.4.4. Personnel will be trained on and exercise all continuity communications systems under all conditions. **(T-3).**

3.3.4.5. COOP plans will include tactics, techniques and procedures for performing MEFs under conditions of degraded communications and network support. **(T-1).**

3.3.5. Transportation. Establish pre-planned transportation plans for moving personnel to relocation sites, during duty and non-duty hours, and sustaining operations. **(T-0).**

3.3.6. Facilities. Although MEFs are most efficiently executed from the primary operating location, the use of relocation sites enhance the resilience and continuity capability of organizations. Commanders should develop procedures and risk mitigation strategies to continue operations at the primary location for MEFs by implementing 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. However, when it is not possible to continue operations at the primary location, a pre-identified relocation site is mandatory.

3.3.6.1. Organizations will identify off site/installation relocation sites for MEF execution during continuity threats or events. **(T-0).** Site selection shall consider information systems and networks, geographical dispersion, physical security, transportation access, host support capability and maximize co-location and dual-use facilities when possible/practical. **(T-0).** Consideration should be given to the site's ability to support operations for up to 30 days or until normal operations can be resumed. Lodging and messing are two examples of support requirements that may be levied upon the site host or installation. Identify sources and phone numbers for lodging in the area of the relocation site if the site is located away from the home base/local community. **(T-3).** Establish memorandum of agreement/understanding, as required. **(T-3).** Refer to AFI 25-201, *Intra-Service, Intra-Agency, and Inter-Agency Support Agreements Procedures*, for additional guidance.

3.3.6.2. Ensure sufficient space, infrastructure, power, life support and network connectivity is available at relocation sites **(T-0)**. Ensure power, life support and network connectivity at relocation sites are not provided through the same pathways and systems as the primary location. **(T-1)**. A risk assessment may warrant backup or redundant capabilities (e.g. power, life support and network) at the relocation sites.

3.3.6.3. Establish procedures for maintaining relocation sites in a minimum readiness state and pre-position unique equipment and supplies, as necessary. **(T-0)**. Maintaining relocation sites should include keeping areas free of storage items and hazards. Air Force Installation Commanders and Mission Owners should ensure facility managers inspect these areas periodically (at least once annually), to ensure COOP operations and mission assurance capabilities. Establish memorandums of agreement/understanding as required. **(T-0)**.

3.3.6.4. Develop procedures for initial activation of relocation sites and for continuity staff to perform when alternate work location or telework is implemented. **(T-2)**. This may include testing communication systems, performing accountability checks and preparing and transmitting status and situation reports.

3.3.6.5. Develop procedures and identify contract support activities to procure equipment and supplies “just in time” that are not pre-positioned at relocation sites. **(T-3)**.

3.3.6.6. Disease containment may require other strategies, such as physical separation from each other, which can be achieved through split shifts, telework, alternate work schedules, and/or dispersing personnel within available work space or to relocation sites.

3.3.7. **Essential Records.** Identify, protect and ensure availability of electronic and hardcopy documents, references, records, information systems and data management software and equipment needed to support essential functions during a crisis. **(T-0)**. Essential records are those records that are important to the mission and organization.

3.3.7.1. Provide for the identification, storage, protection and availability for use at relocation sites of the essential records, materiel and databases required to execute MEFs. **(T-0)**. Prepositioning and storage procedures should be enduring, survivable and redundant.

3.3.7.2. Test and update essential records programs and capabilities, as required. **(T-3)**.

3.3.7.3. Continuity personnel will be trained and exercised on essential records access and programs. **(T-3)**.

3.3.7.4. Establish procedures for fly-away kits which contain critical office items/records that cannot be pre-positioned. **(T-0)**. Ensure compliance with Personally Identifiable Information (PII), Health Insurance Portability and Accountability Act (HIPAA), P.L. 104-191, as amended **(T-0)**; as applicable, and other information assurance standards, if electronic media are used in fly-away kits. Include copies of delegations of authority in the essential records and ensure they are available at all continuity facilities in the event the continuity plan is activated. **(T-3)**.

3.3.8. **Tests, Training and Exercises.** Continuity plans will be exercised at least annually to evaluate and validate program readiness and train continuity personnel. **(T-0)**.

3.3.8.1. Test, training and exercise programs should be documented and should demonstrate, assess and improve the ability to execute the continuity program, plans and procedures to ensure essential functions can be performed during all continuity events.

3.3.8.2. COOP exercises should include a test of ability to operate across a wide range of functions (e.g., personnel, intelligence, operations, logistics, civil engineering and force protection) in a degraded cyber environment.

3.3.8.3. Ensure COOP training is conducted with all individuals (including civilians and contractors).

3.3.8.3.1. Generalized Training. Everyone assigned should be trained on alert, recall and emergency contact procedures. Everyone has a COOP responsibility, even if it is simply to “prepare self/family for the unexpected, get out of the way, follow the directions of civil/military authorities, and maintain accountability/contact with officials through supervisors and other reporting methods”.

3.3.8.3.2. MEF/COOP responsible individuals. Ensure a knowledgeable individual provides specialized and in-depth COOP training for MEF/plan responsible individuals, program office/developers, and MAJCOM/DRU/wing/squadron/unit COOP POCs. **(T-1)**.

3.3.9. Devolution of Control and Direction. Organizations will evaluate whether devolution of authority is suitable for their essential function. If suitable, the organization will establish pre-planned and emergency devolutions of authority for essential functions and key positions. **(T-0)**.

3.3.9.1. Devolution requires the transition of roles and responsibilities for performance of MEFs through pre-authorized delegations of authority and responsibility. Devolution planning addresses catastrophes and emergencies that render an organization’s leadership and continuity personnel unavailable or incapable of performing its MEFs from either the organization’s primary operating facility or relocation site.

3.3.9.2. The devolution plan should address personnel, planning, resource and training considerations needed to transfer agency essential functions and/or leadership authorities away from the primary facility or facilities to relocation sites.

3.3.9.3. MEFs can be transferred to another organization provided execution timelines are met (0-12 hours). When MEFs are transferred, COOP plans should include specifics on the assumption of MEFs (triggers, organization, location, anticipated duration, etc.) and provisions for resumption of MEFs by the primary staff from relocation sites. Delineate any delegations of authority when MEFs are transferred. Establish MOAs/MOUs between organizations, if required. **(T-3)**.

3.3.10. Reconstitution/Return to Normal Operations. Organizations will ensure plans provide for reconstitution capabilities that allow for recovery from an emergency and resumption of normal operations. **(T-0)**.

3.3.10.1. For PMEFS and MEFs, plan options for reconstitution capabilities and return to normal operations 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. MEFs should be prioritized for restoration operations.

3.3.10.2. 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.

3.3.10.3. Vendors or other outsourcing support for reconstitution should be identified.

3.4. Risk Management .

3.4.1. The RM process supports the overarching Continuity Program Management Cycle (**Figure 1.1**) by identifying the critical risks to organizational readiness and the strategies that best mitigate those risks.

3.4.2. Apply RM principles during the Readiness and Preparedness/Normal Operations Phase to mitigate risk to MEF execution. (**T-0**). Plans should place increased planning emphasis on the events most likely to occur and which will most likely degrade operations beyond acceptable limits. Refer to AFI 90-802, *Risk Management*, and Air Force Pamphlet (AFPAM) 90-803, *Risk Management (RM) Guidelines and Tools*, for further information.

3.4.2.1. Commanders should apply RM 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.

3.4.2.2. Continuity risk assessments integrate 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. A continuity risk assessment should assess the risk to each continuity facility and identify acceptable level of risk to each facility. Risk assessments performed through other mission assurance programs, such as CARM, may be applied to build a continuity risk assessment

3.5. Planning Phases. The COOP implementation process includes the following planning phases (See Figure A3.1):

3.5.1. **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 relocation sites. This could also include sending non-essential personnel home as a means of dispersal.

3.5.2. 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 functions, transferring personnel and computer data/applications necessary to support operations, personnel accountability and damage and residual resource assessment and reporting.

3.5.3. Continuity Operations 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. Plan for this phase to last up to 30 days. Affected organizations should notify command and control agencies of manpower and capability at relocation sites. Refer to AFMAN 10-206, *Operational Reporting (OPREP)*, for reporting requirements. Address the restoration of command staffs, capabilities and functions as resources and operational tasks permit.

3.5.4. 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 agencies during transition and report mission manpower and capability. Depending on the situation, the appropriate authority may instead direct rebuilding the organization through reconstitution.

Chapter 4

KEY PERSONNEL LOCATOR (KPL)

4.1. Key Personnel Locator. The KPL provides users with current information concerning the status and location of key HAF personnel and MAJCOM Commanders; their alternates or successors; and how to contact or reach these personnel. Users can enter and modify specified data for the designated personnel in their organizations. The KPL is located on the SIPRNET at <https://www.kpl.hq.af.smil.mil>; users must have an account to access this system.

4.2. KPL Accounts.

4.2.1. KPL accounts will be requested by sending an email on SIPRNET to AFDW/A3C at usaf.pentagon.af-a3.mbx.a3-admin-breeze-workflow@mail.smil.mil. Questions regarding KPL accounts can be directed to AFDW/A3C at DSN 224-7147 or commercial 703-614-7147 during duty hours, 0700-1700 Eastern Time, Monday through Friday (excluding holidays) or the AFSWC, DSN 227-6103 or commercial 703-697-6103 at all other times. Requests for accounts should include the following information:

- 4.2.1.1. Role (e.g., “HAF 2-Letter,” “HAF 3-Letter,” or “MAJCOM Command Center”).
- 4.2.1.2. Office Symbol of Principal (e.g., “AF/A1,” “ACC/CC,” etc.).
- 4.2.1.3. Rank, Grade, or Title of requesting individual.
- 4.2.1.4. First and Last name of requesting individual.
- 4.2.1.5. SIPRNET email account of requesting individual.

4.2.2. Additions and deletions to the KPL (Principals). “Key Personnel” will be added or deleted from the KPL using the following criteria:

4.2.2.1. Additions. AFDW/A3C will add offices to the list as required to track key personnel associated with HAF continuity programs. If an office requests an addition to the KPL, AFDW/A3C will check to see if the new office has a role in the HAF continuity program. If the requesting office does not have a role in HAF continuity programs, the request for addition will be forwarded to the AFSWC for review. If the AFSWC does not have a requirement to track the requesting Principal (i.e., the CSAF has not provided direction to track the Principal), the request for addition will be denied. If the request is approved, the tasked office will be provided a copy of this instruction and a guide sheet outlining KPL operating procedures. **(T-1)**.

4.2.2.2. Deletions:

4.2.2.2.1. Offices already on the list may request removal. If the requesting office does not have a role in HAF continuity programs, the request for deletion will be forwarded to the AFSWC for review. If the AFSWC does not have a requirement to track the requesting Principal (e.g., the CSAF has not provided direction to track the Principal), the request for deletion will be approved.

4.2.2.2. AFDW/A3C will periodically audit the KPL. Principals whose status has not been updated in three or more months will be nominated for deletion and forwarded to the AFSWC for review. If the AFSWC does not have a requirement to track the Principal (e.g., the CSAF has not provided direction to track the Principal), the office will be deleted from the KPL. (T-1).

4.2.3. Individuals responsible for tracking their principal must ensure their account is deleted when no longer needed. Offices must add “KPL account deletion” to their out processing checklist with a requirement to contact AFDW/A3C at DSN 224-7147, commercial 703-614-7147 during duty hours, 0700-1700 Eastern Time, or via email at usaf.pentagon.af-a3.mbx.a3-admin-breeze-workflow@mail.smil.mil to out process.

4.3. Security. The KPL is maintained on the SIPRNET and is cleared for information up to SECRET. As travel itineraries for HAF Key Personnel and MAJCOM Commanders are posted, care must be taken not to post an itinerary that exceeds the security capabilities of the system. As a general rule, itineraries will be designated a minimum of UNCLASSIFIED, For Official Use Only. Consideration should be given to classifying itineraries where the Principal transits high-threat areas as CONFIDENTIAL. SecAF, USecAF, CSAF, and VCSAF itineraries will be classified SECRET. Other HAF Key Personnel and MAJCOM Commander’s itineraries will be classified SECRET if circumstances dictate. Those responsible for the principal’s itinerary, including the commander, will determine the need to classify and when to declassify the itinerary.

4.4. KPL Reporting Procedures. The KPL will be updated using the procedures in [Attachment 6, paragraph A6.1](#)

MARK D KELLY, Lt Gen, USAF
Deputy Chief of Staff, Operations

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

Title 10 USC D – *Air Force*, §§ 8010 -9842

National Security Presidential Directive (NSPD) 51/Homeland Security Presidential Directive (HSPD) 20, *National Continuity Policy*

Federal Continuity Directive 2, *Federal Executive Branch Mission Essential Functions and Candidate Primary Mission Essential Functions Identification and Submission Process*, 13 June 2017

DoDD 3020.26, *Department of Defense Continuity Programs*, 14 February 2018

DoDD 3020.40, *Mission Assurance*, 29 November 2016

DoDD S-3020.26P, *Department of Defense Headquarters Continuity Plan*,

DoDI 3020.42, *Defense Continuity Plan Development*, 17 February 2006

CJCSI 3411.01E, *Key Personnel Location Reports to the NMCC*, 23 August 2016

AFPD 10-2, *Readiness*, 6 November 2012

AFPD 51-6, *Command and Administrative Proceedings*, 13 November 2015

AFI 10-401, *Air Force Operations Planning and Execution, Incorporating through Change 4*, 13 March 2012

AFI 10-2519, *Public Health Emergencies and Incidents of Public Health Concern*, 26 June 2015

AFI 25-201, *Intra-Service, Intra-Agency, and Inter-Agency Support Agreements Procedures*, 18 October 2013

AFI 33-360, *Publications and Forms Management*, 1 December 2015

AFI 36-816, *Civilian Telework Program*, 13 November 2013

AFI 41-106, *Medical Readiness Program Management*, 9 June 2017

AFI 51-604, *Appointment to and Assumption of Command*, 11 February 2016

AFI 90-201, *The Air Force Inspection System*, 21 April 2015

AFI 90-802, *Risk Management*, 11 February 2013

AFMAN 10-206, *Operational Reporting (OPREP)*, 18 June 2018

AFMAN 10-207, *Command Posts*, 11 April 2018

AFMAN 10-409-O, *Support to Adaptive Planning*, 19 April 2016

AFMAN 33-363, *Management of Records*, 1 March 2008

AFPAM 90-803, *Risk Management (RM) Guidelines and Tools*, 11 February 2013

War and Mobilization Plan, Volume 1 (WMP-1) *Basic Planning*, 2011

Prescribed Forms

None

Adopted Forms

AF Form 679, *Air Force Publication Compliance Item Waiver Request/Approval*

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

ACC—Air Combat Command

AFDW—Air Force District of Washington

AETC—Air Education and Training Command

AFMC—Air Force Materiel Command

AFOG—Air Force Operations Group

AFPAM—Air Force Pamphlet

AFPD—Air Force Policy Directive

AFR—Air Force Reserve

AFRC—Air Force Reserve Command

AFSOC—Air Force Special Operations Command

AFSPC—Air Force Space Command

AFSWC—Air Force Service Watch Cell

AMC—Air Mobility Command

ANG—Air National Guard

CARM—Critical Asset Risk Management

CBRN—Chemical, Biological, Radiological, and Nuclear

CJCSI—Chairman of the Joint Chiefs of Staff Instruction

CONPLAN—Concept Plans

COOP—Continuity of Operations

CSAF—Chief of Staff, United States Air Force

DCP—Disease Containment Plan

DoDD—Department of Defense Directive

DoDI—Department of Defense Instruction

DRRS—Defense Readiness and Reporting System

DRU—Direct Reporting Unit

FEMA—Federal Emergency Management Agency

FOUO—For Official Use Only
GETS—Government Emergency Telecommunications Service
HAF—Headquarters Air Force
HIPAA—Health Insurance Portability and Accountability Act
HSPD—Homeland Security Presidential Directive
ID—Integrated Defense
IEM—Installation Emergency Management
JCS—Joint Chiefs of Staff
KPL—Key Personnel Locator
MAJCOM—Major Command
MEF—Mission Essential Function
MICT—Management Internal Control Toolset
MOA—Memorandum of Agreement
NCR—National Capital Region
NSPD—National Security Presidential Directive
OPLAN—Operational Plan
OPORD—Operations Order
OPREP—Operational Reporting
OPSEC—Operations Security
OSD—Office of the Secretary of Defense
PACAF—Pacific Air Forces
PII—Personally Identifiable Information
PMEF—Primary Mission Essential Function
RM—Risk management
SecAF—Secretary of the Air Force
SecDef—Secretary of Defense
USAFE—US Air Forces Europe
WPS—Wireless Priority Service

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.

Business Continuity—Business continuity refers to functions that can be deferred for up to 30 days without mission failure. These functions are completed by non-emergency essential personnel, are conducted from dispersed locations or are relocated to Emergency Relocation Sites.

Command and Control—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—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.

Command Center—A facility from which a commander and his or her representatives direct operations and control forces. It is organized to gather, process, analyze, display, and disseminate planning and operational data and perform related tasks.

Continuity—An uninterrupted ability to provide services and support, while maintaining organizational viability, before, during and after an event.

Continuity of Government—A coordinated effort within each branch of Government (e.g., the Federal Government's Executive Branch) to ensure that National Essential Functions (NEFs) continue to be performed during a catastrophic emergency. Continuity of Government is dependent on effective continuity of operations plans and capabilities. DoD Continuity of Government activities involve ensuring continuity of DoD MEFs 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 MEFs; and the capability to relocate essential personnel and functions to and sustain performance of MEFs at, alternate work site(s) until normal operations can be resumed.

Continuity of Operations (COOP)—An effort within individual organizations to ensure they can continue to perform their essential functions during a wide range of emergencies, including localized acts of nature, accidents, and technological 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, 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 Asset Risk Management (CARM) Program—USAF CARM is a mission-focused, mission assurance, risk management program. The goal is to assure availability of assets/infrastructure critical to Combatant Command 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 RM by identifying risk to the asset and impact to the mission.

Designated Alternate—The individual appointed by the MAJCOM Commander or HAF 2-Letter Principal to act for the Commander/Principal in administrative and operational matters while the Commander/Principal is absent from their place of duty. This is not the same as designating a successor nor does the MAJCOM Commander transfer command.

Devolution—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.

Essential 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. Include both emergency-operating and rights-and-interests records. Essential records considerations are part of an agency's records disaster prevention and recovery program.

Force Protection—Preventative measures taken to mitigate hostile actions against Department of Defense personnel (to include family members), resources, facilities and critical information.

Information Assurance—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.

Key Personnel Locator (KPL)—The KPL is a web-based application hosted on the SIPRNET and is designed to maintain the current location, status, and relevant contact information of HAF key personnel and MAJCOM Commanders. Travel itineraries and other relevant scheduling information can be uploaded to the system as additional references and attachments. The KPL provides for HAF continuity tracking of key personnel and AFSWC emergency notification. The system was implemented to replace direct e-mail and phone reporting to AFSWC. (SIPR - <https://www.kpl.hq.af.smil.mil>)

Mission Essential Functions (MEF)—functions that organizations must continue throughout or resume rapidly after a disruption of normal activities to achieve DoD Component missions or responsibilities. 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 Essential Function (NEF)—A subset of Government Functions that are necessary to lead and sustain the Nation during catastrophic emergency and that, therefore, must be supported through Continuity of Operations and Continuity of Government capabilities.

Primary Mission Essential Functions (PMEF)—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.

Principal—The term used when referring to a particular commander or key leader in a general term.

Program Manager (PM)—The individual within the office of primary responsibility that directly implements the overall COOP program. The PM is typically assigned at a higher organizational level such as the HAF, MAJCOM, DRU or Wing HQ, and has an understanding of the organization's mission and functions.

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.

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.

Risk Management (RM)—A decision-making process to systematically evaluate possible courses of action, identify risks and benefits, and determine the best course of action for any given situation. RM enables commanders, functional managers, supervisors, and individuals to maximize capabilities while limiting risks through application of a simple, systematic process appropriate for all personnel and functions in both on- and off-duty situations. Appropriate use of RM increases an organization's and individual's ability to safely and effectively accomplish their mission/activity while preserving lives and precious resources.

Telework—A work flexibility arrangement under which an employee performs the duties and responsibilities of his or her position, and other authorized activities, from an approved worksite other than the location from which the employee would otherwise work.

Attachment 2

NATIONAL ESSENTIAL FUNCTIONS (NEF), PRIMARY MISSION ESSENTIAL FUNCTIONS (PMEF) AND MISSION ESSENTIAL FUNCTIONS (MEF)

A2.1. Essential Functions. Essential Functions refer to those functions that must continue in a continuity activation whether the functions are NEFs, PMEFS, MEFs or Essential Supporting Activities.

A2.2. NEF. The eight NEFs are a subset of Government Functions that are necessary to lead and sustain the Nation during a catastrophic emergency. They are the primary focus of the Federal Government's leadership during and in the aftermath of an emergency and are supported through Continuity of Government and Continuity of Operations capabilities. More detailed information can be found in National Security Presidential Directive (NSPD) 51/Homeland Security Presidential Directive (HSPD) 20, *National Continuity Policy*.

A2.2.1. Continuity of Government is the coordinated effort within the Federal Government's executive branch to ensure that National Essential Functions continue to be performed during a catastrophic emergency.

A2.2.2. Continuity of Operations means the efforts within individual executive departments and agencies to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

Table A2.1. National Essential Functions.

PRIORIT Y	BRIEF NARRATIVE	TIM E	ASSOCIATIO N
NEF 1	Preserve Constitutional Government	-	PMEF 1, 5
NEF 2	Visible Leadership (Maintain Trust/Confidence)	-	PMEF 4
NEF 3	Defend the Constitution (Prevent Attacks)	-	PMEF 1, 2, 3 & 4
NEF 4	Manage Foreign Relations (Maintain/Foster)	-	PMEF 4
NEF 5	Protect the Homeland Against Threats	-	PMEF 1, 2 & 3
NEF 6	Rapid Emergency Response (Attack/Disaster)	-	PMEF 1, 5
NEF 7	Maintain Stable Economy (Protect/Confidence)	-	-
NEF 8	Critical Gov Services (Health/Safety/Welfare)	-	-

A2.3. PMEF. The DoD identified five Primary Mission Essential Functions that must continue uninterrupted before, during, and in the aftermath of an emergency. These PMEFS:

A2.3.1. Directly support execution of a NEF (e.g. ensures protection, viability of and support to the President of the United States' and/or the Vice President of the United States' ability to lead/direct the nation).

A2.3.2. Support critical functions (e.g., provides forces to combatant commanders, command and control, and communications to wings/installations and interdiction attacks).

A2.3.3. Provide support to outside DoD agencies (e.g., disaster type emergency management response).

Table A2.2. DoD Primary Mission Essential Functions.

PRIORIT Y	BRIEF NARRATIVE	TIM E	ASSOCIATION
PMEF 1	Formulate National Defense Policy	0 Hrs	NEF 1, 3, 5 & 6
PMEF 2	Protect and Defend the Country	0 Hrs	NEF 3, 4 & 5
PMEF 3	Maintain World Wide Situational Awareness	0 Hrs	NEF 3 & 5
PMEF 4	Promote National Security	0 Hrs	NEF 2, 3 & 4
PMEF 5	Conduct Domestic Emergency Response	0 Hrs	NEF 1 & 6

A2.4. USAF MEFs. There are six USAF MEFs. All support DoD PMEFS and must be performed without interruption.

Table A2.3. USAF Mission Essential Functions.

PRIORITY	BRIEF NARRATIVE	TIM E	ASSOCIATIO N
AF MEF 1	Support the CSAF as a Member of the JCS	0 Hrs	PMEF 1, 2, 3, 4, 5
AF MEF 2	Maintain Continuous Connectivity w/DoD Leaders	0 Hrs	PMEF 1, 2, 3, 5
AF MEF 3	Provide Situational Awareness and Monitoring	0 Hrs	PMEF 1, 2, 3, 4, 5
AF MEF 4	Prepare and Provide Forces	0 Hrs	PMEF 1, 2, 3, 4, 5
AF MEF 5	Execute Force Direction & Management (Title 10)	0 Hrs	PMEF 1, 2, 3, 4, 5
AF MEF 6	Support Effective and Timely Decision Making	0 Hrs	PMEF 1, 2, 3, 4, 5

A2.4.1. AF MEF 1: Support the CSAF as a member of the Joint Staff. Title 10 United States Code (USC) § 151, *Joint Chiefs of Staff: composition; functions*, designates the CSAF as a member of the Joint Chiefs of Staff, providing advice to the President and the Secretary of Defense.

A2.4.2. AF MEF 2: Maintain continuous connectivity between the SecAF and the SecDef, CSAF and CJCS and other members of the JCS and between SecAF and CSAF and through the MAJCOMs and the Department of the Air Force.

A2.4.3. AF MEF 3: Provide timely and reliable situational awareness and monitoring on worldwide Air Force operations and issues impacting operations.

A2.4.4. AF 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.

A2.4.5. AF MEF 5: Execute Title 10 of the US Code (Title 10 USC D – *Air Force*, §§ 8010 - 9842) requirements to organize, train and equip forces for joint operations and other duties.

A2.4.6. AF MEF 6: Support effective and timely SecAF and CSAF decision-making.

Attachment 3

DEVELOPING MISSION ESSENTIAL FUNCTIONS

A3.1. Mission Essential Functions. Mission Essential Functions (MEF) are those functions that organizations must continue throughout or resume rapidly after a disruption of normal activities and constitute the minimum vital and critical functions required to be provided and continued. MEFs are the basis for sustained continuity of operations and lack thereof constitutes mission failure. Time is an important MEF consideration. MAJCOM, DRU, Air National Guard Readiness Center, Wing, etc., MEFs should be relevant to USAF MEFs and to the supported Combatant Commanders.

A3.2. Timelines. MEF timelines are the time within which a MEF must be resumed. Individual MEF criticality is time-dependent. MEF identification and implementation needs to consider time-criticality to help balance implementation of MEFs at the time of need and competing resource constraints.

A3.2.1. Essential DoD Component 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. (T-0).

A3.2.2. Because of their importance, some MEFs cannot be suspended without critical negative impact. Other MEFs, although vital, may allow temporary suspension (hours, days). In the same way an owning organization is responsible for RM and MEF creation, MEF time criticality is also determined by the owning organization.

A3.3. Sources. MEFs can be derived from, but not limited to, the following sources: DoD directive or instruction, AF policy directives or instruction, AF/MAJCOM Mission Directives, MAJCOM or locally developed instructions, Combatant Commanders' plans, e.g. concept plans (CONPLAN), operational plan (OPLAN), and/or tasks assigned through the Defense Readiness and Reporting System (DRRS) in support of Combatant Commanders or HAF. MEFs should provide overarching answers to questions, such as, "what function or service does this organization provide to the AF and/or DoD?"

A3.4. Mission Essential Tasks . 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. An example of a MEF may be, "Ensure AF 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.

A3.5. Interdependencies. Identify interdependencies necessary to support MEF execution. (T-0). 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 for a commander in support of decision-making.

A3.6. Subordinate elements. Identify the subordinate elements or tasks/services necessary to execute the function. **(T-0)**. Some additional supporting elements may include situational awareness, computer and information support staff and administrative management.

A3.6.1. Identify any service, equipment, leaders and staff, facilities, communication capability, data/information or other supporting infrastructure and agencies necessary to perform the function. **(T-0)**. 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.

A3.7. MEF impacts. Identify the impact and consequences over time should these functions not be performed. **(T-0)**. This should establish the acceptable degree of interruption in the MEF execution during a crisis.

A3.7.1. Determine what higher order MEF and/or organization this function supports.

A3.7.2. Assess the impact and consequences over time if these functions fail.

A3.7.3. Assess the maximum time period a function can be suspended without consequences.

A3.7.4. Assess the minimum functional level that must be achieved upon resumption.

A3.7.5. Assess the length of time normal functional levels must be achieved.

A3.7.6. Contact the organizations which the function supports for guidance in determining the acceptable degree of interruption. For example, contact Wing Plans office for response requirements outlined in OPLANS. MAJCOMs should provide guidance to subordinate organizations on OPLAN response requirements.

A3.8. Organizational MEFs. Prioritize organizational MEFs based on the information above. **(T-0)**.

A3.9. Higher HQ MEFs. Identify the higher headquarters MEFs this organization's MEF supports. **(T-0)**.

A3.10. Business Continuity. 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.

Attachment 4

USAF UNIT CONTINUITY OF OPERATIONS (COOP) PLAN TEMPLATE

A4.1. Unit COOP Plan. This template serves as a guide for developing organizational COOP Plans. Units may follow this or create their own. Another template for planning purposes can be found on the Federal Emergency Management Agency (FEMA) website at: <https://www.fema.gov/media-library-data/1386609058805-b084a7230663249ab1d6da4b6472e691/COOP-Planning-Template.pdf>. **NOTE:** COOP Plans will be classified in accordance with the DoD Defense Continuity Program (DCP) *Security Classification Guide*.

Figure A4.1. Template

TEMPLATE:

Note: This template is designed as a unit stand-alone COOP Plan or as unit COOP planning guidance/direction to be incorporated into another unit planning document, such as the Installation Emergency Management (IEM) Plan.

1. **REFERENCES.** Reference list from AFI 10-208 (this AFI) can be used as a starting point for developing a list of references.

2. **SECURITY INSTRUCTIONS.**

2.1. The long title of this plan is *(Unit)* Continuity of Operations Plan. The short title is the *(Unit)* COOP Plan. Both titles are unclassified.

2.2. COOP Plans will be classified in accordance with the DoD Defense Continuity Program (DCP) *Security Classification Guide*. Disseminate the information contained in this plan only to those agencies and personnel whose official duties specifically require knowledge of this COOP Plan.

2.2.1. Downgrading and declassification instructions for this plan is:

Classified by: *Unit Commander, Unit/CC*

Derived from: DoD Defense Continuity Program SCG, Change 1, 20060816

Declassify on: 25X8, *Date TBD (publication date of plan x 25 years)*

2.2.2. Reproduction of this document (or portions herein) is prohibited except as required to prepare supporting plans, implement and/or execute the plan.

2.2.3. Operations Security (OPSEC) measures will be taken to protect sources or deny adversaries critical information. It is every *(Unit)* member's responsibility to be constantly aware of and strictly adhere to, security requirements designed to protect classified, sensitive unclassified, "FOUO," and other information and resources.

3. PURPOSE. Support the execution of the *MAJCOM* mission essential function (MEFs) during a COOP event or the threat of a COOP event, whether naturally occurring or manmade, when unit personnel are significantly degraded or not capable of performing *MAJCOM* MEF critical supporting tasks using normal operating locations, personnel and/or processes.

MAJCOM MEFs are:

3.1. (U) MEF Priority #1: List MAJCOM MEF 1, 2, 3...

3.2. (U) MEF Priority #2

3.3. (U) MEF Priority #3: Organize, train and equip forces.

4. APPLICABILITY. This plan applies to *(list unit(s), including geographical separated units (if applicable) that the unit's COOP Plan applies)*.

5. SITUATION. The *(unit's name)* supports MAJCOM MEFs 1, 2 and 3... (as applicable) by providing *(select applicable forces)* personnel. The Combat Air Forces/Space/AF Materiel Command/... enterprise is designed with built-in continuity of operations (COOP) concepts which minimizes single points of failure and maximizes its capability of performing its MEFs under all circumstances.

5.1. Redundancy. The *(MAJCOM)* enterprise has redundancy built into its force structure to insure its capability to perform MEFs 1, 2 and 3. *(Develop sub paragraphs that apply to the MAJCOM and unit)*.

6. EXECUTION. The *(unit's name)/CC* is responsible for unit COOP execution. COOP execution actions should be coordinated with the chain of command, including MAJCOM/CC, NAF/CC and AFMAN 10-206 requirements.

6.1. 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 MAJCOM MEFs during a COOP event or the threat of a COOP event. *(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.

6.2. Unit Key Assumptions and Planning Factors:

6.2.1. First and foremost, *(unit's name)* will focus on the performance of its critical tasks listed in Table 1 that directly support MAJCOM MEFs. 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.

6.2.2. This COOP Plan may be executed with or without warning and in either a permissive or non-permissive environment.

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

6.2.4. Emergency response, force protection, antiterrorism and force health protection are in accordance with other unit/installation plans.

6.2.5. RM is in accordance with the unit's Installation Emergency Management Program, Disease Containment, Antiterrorism and other unit operational plans; unit threat working group guidance, risk management and other DoD/AF/MAJCOM/unit RM requirements. Risk mitigation for unit critical assets is in accordance with unit's CARM Program.

6.3. Mission essential function (MEF) critical tasks. Table 1 lists the (*unit's name*) critical supporting tasks to (*MAJCOM*) MEFs (in priority order) and the primary methods/mitigation strategies to be used to maximize the unit's capability to support (*MAJCOM*) MEFs. Table 2 lists (*unit's name* (JB lead unit or host wing)) critical supporting tasks/responsibilities to tenant/supported organizations MEFs.

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

Table 1. Critical Supporting Tasks to (*MAJCOM*) MEFs.

Org	(<i>MAJCOM</i>) MEF	Critical Supporting Task	Critical Resources to Accomplish Task	Accomplish/Mitigation Strategy
		Provide Airlift Forces	Note: Include "Mission Essential Function Validation as needed"	Relocation of aircraft/supporting personnel/equipment in accordance with Aircraft Evacuation Plan; shelter in-place in accordance with Unit Installation Emergency Management Plan; PI&ID: telework, social distancing, sanitation practices in accordance with Unit Disease Containment Plan
	1,2,3	Unit Command and Control; connectivity with (<i>MAJCOM</i>)/CC, (<i>NAF/CC</i>) and subordinate units		Succession of Command in accordance with AFI 51-604, <i>Appointment to and Assumption of Command</i> ; relocation of command and control functions in accordance with Unit IEM Plans; shelter in-place in accordance with Installation IEM/Antiterrorism, etc. Plans.

				PI&ID: telework, social distancing, sanitation practices in accordance with Unit Disease Containment Plan
		Provide forces		Transfer responsibilities; Requirement waivers in accordance with AFI 10-401, <i>AIR FORCE OPERATIONS PLANNING AND EXECUTION</i> ; PI&ID: telework, social distancing, sanitation practices in accordance with Unit Disease Containment Plan

Table 2. Critical Supporting Tasks to Tenant MEFs.

Org	Tenant MEF	Critical Supporting Task	Critical Resources to Accomplish Task	Accomplish/ Mitigation Strategy

6.4. Essential records and/or databases. **Table 3** identifies the (unit’s name) essential records and databases, which are required to ensure (unit’s name) can continue performing its MEF critical supporting tasks. The table also identifies the responsible organization and mitigation strategy used to ensure its capability.

Table 3. Essential Records and Databases.

Essential Record/Database	Responsible Organization	Accomplish/ Mitigation Strategy
		in accordance with unit CARM plans (if applicable)

6.5. 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.

Table 4. Unit “must do” Business Continuity Functions.

Org	Business Continuity Function	Accomplish/ Mitigation Strategy
		in accordance with Unit’s Policy/OI...

6.6. Pandemic influenza and infectious disease outbreak (PI&ID). See installation Disease Containment Plan.

7. ORDER OF SUCCESSION. Order of succession is in accordance with AFI 51-604, *Appointment to and Assumption of Command*.

8. ADMINISTRATION AND LOGISTICS.

8.1. Administration.

8.1.1. (Unit/XX) is overall responsible for COOP planning, including reviewing and exercising the plan in accordance with AFI 10-208, *Air Force Continuity of Operations (COOP) Program*.

8.1.2. (Unit/XX) will be overall responsible for unit COOP expenditure reporting and tracking in accordance with AFI 10-208.

8.1.3. Alert and notification procedures will be in accordance with unit alert and notification procedures.

8.1.4. Unit deployment orders, if required, are in accordance with normal installation deployment officer (IDO) procedures.

8.1.5. Comply with reporting requirements in accordance with AFMAN 10-206, *Operational Reporting (OPREP)*.

8.1.6. Personnel accountability is in accordance with the Air Force Personnel and Accountability and Assessment System (AFPAAS) and Unit Emergency Management Plans, as applicable.

8.1.7. The overall classification guidance for this COOP Plan is the Defense Continuity Program *Security Classification Guide*, 15 December 2005 and AFI 10-208.

8.2. Logistics.

8.2.1. Local relocations will be in accordance with unit emergency management plans and other applicable plans (*List them*).

8.2.2. COOP events requiring MEF personnel/equipment to relocate/evacuate will be in accordance with unit emergency management/aircraft evacuation plans....

9. PERSONNEL.

9.1. Identify key military, civilian and contractor positions with COOP responsibilities in accordance with AFI 10208. Ensure position descriptions/addendums and contract Performance Work Statements reflect COOP requirements.

9.2. Designated COOP key and emergency staff will be trained in accordance with AFI 10-208.

9.3. MEF personnel will be trained to perform their MEF critical supporting tasks in accordance with their specialty code.

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

9.5. 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.

10. UNIT/CC DIRECTED TASKS. List any specific unit directed tasks for subordinate organizations.

10.1. Identify and validate unit (group/squadron) critical supporting tasks to (MAJCOM) MEFs. Identify required personnel, infrastructure (facilities, ADPE equipment, software, command and control systems...) and data to accomplish MEF supporting tasks. (All subordinate units)

10.2. Be prepared to accomplish MEF critical supporting tasks during a COOP event. (All subordinate units)

10.3. Identify key military and civilian positions with COOP MEF responsibilities. For contracts which have been determined by the functional commander as providing essential contractor services, the requiring unit shall annotate specific areas of the PWS required to be performed during crisis situations. Contracting officer representatives shall maintain current copies of contractor(s) approved essential contractor services plans as detailed by the applicable contracts(s). The contracting officer representative will work with the contracting officer to activate plans as necessary during a COOP event. (All subordinate units)

10.4. Identify and develop mitigation strategies for MEF critical communication/command and control systems and data/essential records. (All subordinate units)

10.5. Prioritize unit business continuity functions and develop BCF mitigation strategies for accomplishing the BCFs during a COOP event. (All subordinate units)

10.6. Identify any shortfall or limitation that would preclude the performance of any unit critical supporting task to (MAJCOM) MEFs or task directed by this plan. (All subordinate units)

10.7. 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. (All subordinate units)

10.8. Develop mitigation strategies for MEF critical tasks and BCFs. These mitigation strategies include telework and transfer of responsibility. Telework will be in accordance with MAJCOM and local directives and guidance.

10.9. Track COOP lessons learned. (Unit/XX)

10.10. Synchronize unit COOP communication plan strategy with (MAJCOM)/PA and installation tenant organizations. (Unit/PA)

Attachment 5

KPL TASKED ORGANIZATIONS

A5.1. HAF Key Personnel . **Table A5.1** lists HAF Key Personnel who must ensure their location, status, and itineraries (if applicable) are current and up-to-date in the KPL. The order of listing does not imply order of precedence or seniority. Administrative personnel in the Principal's office will update the KPL no later than 0800 Eastern Time, Monday through Friday (except holidays). Note: Those Principal's designated with an asterisk (*) will have their status updated by their respective Command Center.

Table A5.1. Key Headquarters Air Force Personnel.

The Secretary of the Air Force (SAF/OS)
The Under Secretary of the Air Force (SAF/US)
Administrative Assistant to the Secretary of the Air Force (SAF/AA)
The Auditor General of the Air Force (SAF/AG)
Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics (SAF/AQ)
Assistant Secretary of the Air Force for Financial Management & Comptroller (SAF/FM)
Chief, Information Dominance and Chief Information Officer (SAF/CIO A6)
General Counsel (SAF/GC)
Deputy Under Secretary of the Air Force, International Affairs (SAF/IA)
Assistant Secretary of Air Force for Installations, Environment and Logistics (SAF/IE)
Inspector General of the Air Force (SAF/IG)
Assistant Secretary of Air Force for Manpower and Reserve Affairs (SAF/MR)
Chief of Staff of the Air Force (AF/CC)
Vice Chief of Staff of the Air Force (AF/CV)
Headquarters Air Force Director of Staff (HAF/DS)
Chief Master Sergeant of the Air Force (AF/CCC)
Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1)
Director of Military Force Management (AF/A1P)
Deputy Chief of Staff for Intelligence, Surveillance, and Reconnaissance (AF/A2)
Deputy Chief of Staff for Operations (AF/A3)

Assistant DCS, Operations (AF/DA3)
Director of Current Operations (AF/A3O)
Director of Readiness and Training (AF/A3T)
Deputy Chief of Staff for Logistics, Engineering and Force Protection (AF/A4)
Director of Civil Engineers (AF/A4C)
Director of Logistics (AF/A4L)
Director of Resource Integration (AF/A4P)
Director of Security Forces (AF/A4S)
Deputy Chief of Staff for Strategic Plans, Programs, and Requirements (AF/A5/8)
Director of Operational Capability Requirements (AF/A5R)
Directorate of Cyberspace Operation (AF/A6S)
Director of Strategic Plans (AF/A8X)
Director of Studies, Analysis and Assessments (AF/A9)
Deputy Chief of Staff for Strategic Deterrence and Nuclear Integration (AF/A10)
Chief of Chaplains (AF/HC)
Director of Air Force History and Museums Policies and Programs (AF/HO)
The Judge Advocate General (AF/JA)
* Director, Air National Guard (ANG/CC)
* Chief of Air Force Reserve (AF/RE)
Chief of Safety (AF/SE)
The Surgeon General (AF/SG)
Director of Test and Evaluation (AF/TE)
Commander, HAF Air Force Operations Group (AFOG/CC)

A5.2. MAJCOM Commanders . The MAJCOM Commanders identified in [Table A5.2](#) must ensure their location, status, and itineraries (if applicable) are current and up-to-date in the KPL. The order of listing does not imply order of precedence or seniority. Personnel in the MAJCOM Commander's office or Command Center will update the KPL no earlier than 0500Z and no later than 0800Z, Monday through Friday, except holidays.

Table A5.2. MAJCOM Commanders.

Air Combat Command (ACC)
Air Education and Training Command (AETC)
Air Force Global Strike Command (AFGSC)
Air Force Materiel Command (AFMC)
Air Force Reserve Command (AFRC)
Air Force Space Command (AFSPC)
Air Force Special Operations Command (AFSOC)
Air Mobility Command (AMC)
Pacific Air Forces (PACAF)
US Air Forces Europe (USAFE)

Attachment 6

KPL AND AVAILABILITY REPORTING

A6.1. KPL Reporting . The KPL will be updated using the following procedures:

A6.1.1. Update Time.

A6.1.1.1. HAF Key Personnel status will be updated by the responsible offices no later than 0800 Eastern Time, for that duty day.

A6.1.1.2. MAJCOM Commander status will be updated by MAJCOM command centers daily no earlier than 0500Z and no later than 0800Z.

A6.1.2. Update Procedures. Updating the Principal's status include either No Change or Changes procedures.

A6.1.2.1. No Change. If there is no change from the previous status (e.g., the Principal is still on station and available; or the Principal is still TDY or on leave), click the "Verify" button under the "Last Verified" column.

A6.1.2.2. Changes. If there are changes to the Principal's status the following measures must be taken to update the KPL:

A6.1.2.2.1. Click on the "Edit" button under the "Position" column; select the current status from the "Status" drop down box. If the Principal will be TDY and/or on Leave, in the text box below the "Status" drop down box, provide the date of departure for the absence and any significant information that should be visible on the main page. Do not insert the entire itinerary in this field.

A6.1.2.2.2. Click on the "Return Date" box and add, remove, or update the estimated time of return, as appropriate.

A6.1.2.2.3. Click on the "Successor/Acting" drop-down box and select or remove the individual acting for the Principal, as appropriate.

A6.1.2.2.3.1. When the MAJCOM Commander is not designating an acting commander, insert the phrase, "No Designated Alternate" in the text box, below the date of departure.

A6.1.2.2.3.2. When a MAJCOM Commander designates an alternate, the designated alternate will act for the commander in the commander's name, as is routinely done when the commander is present, and must be able to reach the commander by telephone, if necessary.

A6.1.2.2.4. An itinerary must be provided for TDYs and Leaves. Click on the "Manage" button under the "Attachments" column; provide a Title and description for the travel document and click the "Browse" button to browse to and attach the appropriate Commander's Availability Report (CAR) (see [Chapter 4](#) of this Instruction). The CAR must be posted to the KPL no later than 24 hours prior to the Commander's scheduled departure. If the MAJCOM Commander must depart unexpectedly or if an unexpected deviation to a published schedule occurs, the Commander or his/her designated representative must notify the command center of the new itinerary (to include departure and arrival times) as soon as possible.

Command centers will format the information into the CAR format and post the update to the KPL as soon as possible. The note “Amended Itinerary” will be added to the text box below the “Status” drop down box and the AFSWC will be telephonically notified of the new itinerary/changes immediately after posting the information. The “Amended Itinerary” note will be deleted by the AFSWC once they retrieve the new/amended CAR.

A6.2. Commander’s Availability Report. The CAR is used by HAF Staff offices and MAJCOM Command Centers to report on the absence, itinerary, designated alternate (if one is identified), and contact information when key personnel will be absent for TDY and/or leave. In addition to providing the general information on the KPL, the CAR will be used to provide the additional detail needed to allow the SecAF and CSAF to maintain command and control of forces and run the HAF. The CAR will be attached to the HAF Key Personnel (as designated in [Table A5.1](#)) and MAJCOM Commander’s profile outlining his/her itinerary during the period of absence. See [Figure A6.1](#) for template and example.

Figure A6.1. Commander’s Availability Report (CAR).

<i>CLASSIFICATION</i>		
1. <i>RANK AND NAME OF MAJCOM COMMANDER OR HAF KEY PERSONNEL</i>		
2. PURPOSE: (EXPLANATION OF ABSENCE, TDY OR LEAVE, ETC)		
3. ITINERARY:		
ARRIVAL TIME	LOCATION	DEPARTURE TIME
<i>DDHHMM MON YY</i>	<i>DESTINATION</i>	<i>DDHHMM MON YY</i>
4. DESIGNATED ALTERNATE: <i>RANK AND NAME, DUTY TITLE, COMMERCIAL AND DSN PHONE NUMBER</i>		
5. CONTACT INFORMATION: <i>CONTACT INFO FOR THE MAJCOM COMMAND CENTER OR HAF STAFF ORGANIZATION</i>		
FOR OFFICIAL USE ONLY		
1. GEN JOHN DOE		
2. TDY, WASHINGTON, DC TO ATTEND COMMANDERS CONFERENCE		
3. ITINERARY		
ARRIVAL TIME	LOCATION	DEPARTURE TIME
N/A	HICKAM AFB, HI	301800Z MAY 2009
310230Z MAY 2009	WASHINGTON, DC	041700Z JUN 2009
050500Z JUN 2009	HICKAM AFB, HI	N/A
4. DESIGNATED ALTERNATE: MAJ GEN JOHN PUBLIC, VICE COMMANDER, 808-123-4567, DSN 315-449-4567		
5. COMMAND CENTER CONTACT INFORMATION: 808-123-6789, DSN 315-449-6789.		
Note 1: Italicized items are provided by the report originator		
Note 2: GMT (Z) will be used for all times in Item 3 and identify the time using the “Z” designator.		

A6.3. MAJCOM Commander and Alternates Concurrent Absence s. Keep MAJCOM Commander concurrent absences to an absolute minimum. Notify AF/CV by message at least three duty days before the concurrent absences, providing itineraries and specific reasons. Address message to the AF/CV Workflow and the AFSWC. This message will include the name and duty phone of the designated alternate. This person must also have full authority to act for the commander and must be able to reach the commander by telephone, if necessary.

A6.4. Key Personnel Notifications. In addition to non-availability reporting in the KPL, the staffs for the individuals listed in [Table A6.1](#) will submit travel itineraries to the agencies indicated. Tracking agency contact information for the agencies is located in [Table A6.2](#)

Table A6.1. HAF Key Personnel Itinerary Reporting Requirements.

HAF Key Leader	Air Force Service Watch Cell (AFSWC)	National Military Command Center (NMCC)	Office of the Secretary of Defense Executive Support Center (OSD-ESC)	KPL
SAF/OS	X		X	X
SAF/US	X		X	X
CSAF	X	X		X
VCSAF	X	X		X
AF/A3	X			X

Table A6.2. Tracking Agency Contact Information.

AGENCY	UNCLAS PHONE	SECURE PHONE	SECURE EMAIL
AFSWC	703-697-6103	703-693-5511	Usaf.pentagon.af-a3-5.mbx.af-a3-5-afwatch-mbx@mail.smil.mil
NMCC	703-697-6340	703-697-6340	opsea@js.pentagon.smil.mil
OSD-ESC	Use established courier procedures		

A6.5. Minimize. Submission of Commander's Availability Report will not be affected by the imposition of MINIMIZE.

A6.6. MAJCOM Commander's Availability Checks. MAJCOM Commanders listed in [Table A5.2](#) or their designated alternate must be telephonically available to the AFSWC within fifteen (15) minutes of the AFSWC's initial attempt to contact. Commanders who do not designate an alternate while they are on leave or TDY are responsible for ensuring this line of communication remains available throughout their absence from their duty location.