

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



**HEADQUARTERS OPERATING  
INSTRUCTION 10-3**

**17 JUNE 2021**

**Operations**

**HEADQUARTERS AIR FORCE  
CONTINUITY OF OPERATIONS  
PROGRAM**

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**RELEASABILITY:** There are no releasability restrictions on this publication

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OPR: AFDW/A3C

Certified by: HAF/DS  
(Lt Gen Timothy Fay)

Pages: 20

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This instruction implements Air Force Policy Directive 10-2 *Readiness*, Air Force Instruction (AFI) 10-208 *Continuity of Operations Program*, and aspects of the Headquarters Air Force (HAF) Continuity of Operations (COOP) policy as outlined in the HAF COOP Operations Order 3-18. It applies to all HAF military, civilian employees, and contractor personnel. All references to HAF throughout the remainder of this publication include personnel from the Secretariat (SAF), Air Staff, and Office of the Chief of Space Operations ("Space Staff"). Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with AFI 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) in the Air Force Records Information Management System (AFRIMS). Send recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the Form 847, *Recommendation for Change of Publication* to the following workflow box: [afdw.a3c.workflow@us.af.mil](mailto:afdw.a3c.workflow@us.af.mil). Waiver authority for the contents of this instruction is the Headquarters Air Force Director of Staff (HAF/DS) or United States Space Force Director of Staff (SF/DS) for their respective Directorates. To submit a waiver request, reference DAFI 33-360, *Publications and Forms Management*. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Department of the Air Force. This Instruction requires the collection and or maintenance of information protected by the Privacy Act of 1974 authorized by Department of Defense Directive (DoDD) 5400.11, *DoD Privacy Program*. The applicable SORN, A0500-3c G3/5/7 (DAMO) Department of the Army Emergency Personnel

Location Records System and Files (May 01, 2014, 79 FR 24692), is available at: <http://dpclo.defense.gov/Privacy/SORNs.aspx>.

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## Chapter 1

### OVERVIEW

**1.1. Scope.** This Headquarters Operating Instruction (HOI) applies to the HAF, which includes the SAF, Air Staff, and Space Staff.

**1.2. Purpose.** The HAF COOP Program provides for the HAF to continue conducting its Mission Essential Functions (MEFs) that support Combatant Commanders, the Secretary of the Air Force (SecAF), Chief of Staff of the Air Force (CSAF), Chief of Space Operations (CSO), Chairman of the Joint Chiefs of Staff (CJCS), and Secretary of Defense (SecDef) during national security emergencies or other circumstances, including those that require HAF organizations to relocate from their normal operating locations to alternate operating facilities.

**1.3. Intent.** This HOI is not a complete guide for HAF COOP requirements and execution. Information on the execution of the HAF COOP Program is in the current HAF COOP OPORD on the Secret Internet Protocol Router (SIPR) network HAF COOP SharePoint®, listed in [Attachment 1](#) of this HOI. This HOI provides basic program management guidance and assigns administrative responsibilities in support of the HAF COOP OPORD.

**1.4. Organization.** Planning and execution of the HAF COOP program is a coordinated effort between the HAF and HAF COOP Office (AFDW/A3C). The HAF/DS issues guidance, procedures, and expectations to the HAF COOP Office for planning, training, exercising, facility management, and execution of the HAF COOP Program in accordance with AFI 10-208, *Continuity of Operations (COOP) Program*. The HAF COOP Office also coordinates with the SF/DS and the United States Space Force Chief Operations Officer (SF/COO) for COOP matters.

## Chapter 2

### RESPONSIBILITIES

**2.1. HAF/DS and/or Deputy DS and SF/DS.** Provides direction through the HAF COOP Office to their respective Directorates.

**2.2. HAF Directorates.**

2.2.1. Conduct a Directorate Mission Essential Function (DMEF) review every two years or upon a change of mission or reorganization. Submit supporting DMEF with the personnel positions and information technology systems, applications, and databases requirements to conduct each DMEF to the HAF COOP Office in writing.

2.2.2. Develop directorate-specific plans to support the HAF COOP OPORD and detail the COOP actions of their Emergency Relocation Staff (ERS) and other personnel. HAF Directorate COOP plan requirements are outlined in [paragraph 3.2](#) of this HOI.

2.2.3. Between each DMEF review cycle, each directorate will conduct a review of their 2-letter COOP Plan to ensure it aligns with the most current HAF COOP OPORD.

2.2.4. Provide the HAF COOP Office with a current copy of their COOP plan.

2.2.5. Appoint primary and alternate Emergency Planning Coordinators (EPC) and update EPC and ERS appointments whenever personnel changes occur.

2.2.6. Fund requirements for organizational or mission specific equipment and supplies at relocation sites. Individual Directorates may be required to fund directorate-specific Information Technology (IT) requirements not already provided at the relocation sites.

2.2.7. AF/A2/6 shall provide personnel to support Advanced Liaison (ADVON), Air Force Crisis Action Team (AFCAT), COOP, and J2 National Military Command Center operations during COOP contingencies and events. AF/A2/6 shall provide technical support for HAF COOP Sensitive Compartmented Information (SCI) facility and SCI system maintenance at sites designated in the HAF COOP OPORD.

2.2.8. AF/A3 shall alert and notify the ADVON and AFCAT as required. Identify three Colonels for Alert Mission Staff (AMS) and add to Emergency Relocation Staff Roster (ERoSter) and update as changes occur. AF/A3 will ensure AMS tasked personnel possess the training and security clearance necessary to perform AMS functions. Reference the HAF COOP OPORD for AMS functions and requirements.

2.2.9. AF/A5 shall identify three Colonels for AMS and add to ERoSter and update as changes occur. AF/A5 will ensure AMS tasked personnel possess the training and security clearance necessary to perform AMS functions. Reference the HAF COOP OPORD for AMS functions and requirements.

2.2.10. AF/A10 shall identify four Colonels with nuclear operations background for AMS and add to ERoSter and update as changes occur. AF/A10 will ensure AMS tasked personnel possess the training and security clearance necessary to perform AMS functions. Reference the HAF COOP OPORD for AMS functions and requirements.

2.2.11. SF/COO shall identify two Colonels or civilian equivalent for AMS and add to EROster and update as changes occur. SF/COO will ensure AMS tasked personnel possess the training and security clearance necessary to perform AMS functions. Reference the HAF COOP OPORD for AMS functions and requirements.

2.2.12. The United States Space Force Chief Strategy and Resourcing Officer (SF/CSRO) shall identify two Colonels or civilian equivalent for AMS and add to EROster and update as changes occur. SF/CSRO will ensure AMS tasked personnel possess the training and security clearance necessary to perform AMS functions. Reference the HAF COOP OPORD for AMS functions and requirements.

### **2.3. SAF/AA.**

2.3.1. SAF/AA shall obtain office space for organizations displaced by an event rendering HAF leased or owned office space unusable in accordance with AFI 32-9010, *Management and Reporting of Air Force Space and Building Services in OSD Assigned Facilities and in the Washington DC Area*.

2.3.2. SAF/AA Facility personnel will prepare facilities data for relocation options as needed. Data will be provided in terms of 30-90 days, 90-180 days, and permanent relocation sites.

#### **2.3.3. SAF/AAI**

2.3.3.1. As a key player in HAF IT capabilities, SAF/AAI will attend the semi-annual COOP IT meetings hosted by the HAF COOP Office.

2.3.3.2. Will keep the HAF COOP Office aware of changes which may impact HAF COOP IT functionality.

#### **2.3.4. SAF/AAO**

2.3.4.1. Will provide SAF/AA with a list and status of unaffected Air Force and Space Force locations that could serve as temporary or permanent sites for impacted organizations within the first 14 days.

2.3.4.2. Will coordinate facilities actions with Washington HQ Services (WHS) as needed and within prescribed deadlines.

**2.4. Air Force District of Washington (AFDW).** AFDW will maintain situational awareness of HAF COOP activities and provide logistics support, including transportation and funding, when required. The Joint Base Andrews Command Center will establish procedures to maintain contact with COOP Response Cell (CRC), Air Force Service Watch Cell (AFSWC), and Space Force Service Watch Cell (SFSWC).

### **2.5. HAF COOP Office (AFDW/A3C).**

2.5.1. The designated office of primary responsibility (OPR) for HAF COOP execution. Represents HAF at meetings hosted by the OSD, Joint Staff and other Services concerning HAF COOP planning and execution issues.

2.5.2. Responsible for writing and publishing the HAF COOP OPORD and advises HAF Directorates on their COOP plans to be consistent with the requirements in this instruction and the HAF COOP OPORD.

2.5.3. Maintains the readiness of HAF alternate relocation facilities outside of the Pentagon.

2.5.3.1. Maintains on-site personnel at primary and alternate HAF relocation sites and coordinates with HAF site tenants to ensure sites are prepared for relocation.

2.5.3.2. Assigns workspace, safes, and file cabinets, if available, within facilities based upon Directorate identified requirements during their DMEF reviews.

2.5.3.3. Provides access to the most recent relocation guide via the HAF COOP SIPR SharePoint®, listed in [Attachment 1](#) of this HOI.

2.5.4. Coordinates with appropriate agencies to provide transportation to HAF COOP relocation sites for training. In a COOP event, transportation may be divided between Air Force Operations Group (AFOG) Joint Emergency Evacuation Plan (JEEP) missions, Government Owned Vehicles coordinated by the HAF COOP Office, and Privately Owned Vehicles.

2.5.5. Provide COOP training as outlined in [Chapter 4](#) of this HOI.

2.5.6. Oversee events, exercises, and evaluations as outlined in [Chapter 5](#) of this HOI.

2.5.7. Host semi-annual COOP IT meetings for the purpose of facilitating communications, status of the IT strategy projects, and address concerns. Attendance of the HAF COOP Office, 844 CG, SAF/AAI, Space Force Crisis Action Team (SFCAT)/COOP Office, and the Service Watch Cells is mandatory.

## **2.6. SFCAT/COOP Office.**

2.6.1. Coordinates with the HAF COOP Office to develop and integrate Space Staff COOP into the HAF COOP program.

2.6.2. Representative for SFCAT rostering and program management.

## **2.7. COOP Response Cell (CRC).**

2.7.1. The HAF COOP Office Director stands up the CRC in coordination with the Joint Staff based on threats or an indication of a potential COOP event, comprised of HAF COOP Office personnel. The CRC will also activate as part of an AFCAT or SFCAT recall that requires relocation.

2.7.1.1. Provides the SecAF, Undersecretary of the Air Force, CSAF, CSO, SF/CV, Vice Chief of Staff of the Air Force, Vice Chief of Space Operations, HAF/DS, SF/DS, the Air Force Deputy Chief of Staff for Operations (AF/A3), and SF/COO information and recommended courses of action for decision to effectively conduct COOP activities.

2.7.1.2. Conducts reception and site preparation at alternate sites.

2.7.1.3. Provides information to the Service Watch Cells for dissemination to Directorates. Upon arrival at COOP facilities during an event, will directly provide information to Directorates to ensure uninterrupted operations.

## **2.8. Air Force Operations Group (AFOG).**

2.8.1. In a COOP event, the AFOG through the AFSWC will be the primary distributor of information, including direction from the HAF/DS and CRC to all HAF Directorates.

2.8.2. The AFOG is responsible for maintaining an accurate AFCAT roster in ERoSter.

2.8.3. The AFOG will attend the semi-annual COOP IT meetings to communicate IT requirements or shortfalls.

2.8.4. AFOG will provide support as necessary to the HAF COOP Office for providing COOP training to AFCAT personnel and execution to include information sharing with the HAF COOP Office.

2.8.5. AFOG is the designated Point of Contact (POC) for execution of the CJCS's current JEEP OPORD. This includes selection, training and oversight of Air Force JEEP load coordinators.

2.8.6. Develop procedures to support the CRC for activation, alert and notification, relocation, reconstitution and recovery.

2.8.7. Ensure AFSWC is trained to relocate and operate from alternate sites.

2.8.8. Upon COOP execution:

2.8.8.1. Activate the AFCAT as required.

2.8.8.2. Coordinate ADVON as required.

2.8.8.3. Participate in developing courses of action for executing the HAF COOP OPORD and recommend a course of action and AFCAT elements required.

2.8.8.4. Participate in situation briefings to senior HAF leadership.

2.8.8.5. Maintain contact with successors.

## **2.9. Emergency Planning Coordinators (EPCs).**

2.9.1. EPCs must be appointed in writing by HAF Directorates and should be familiar with the general functions of the entire Directorate (recommend O-4/GS-13 and above). EPCs will provide organization-specific functional expertise and support to the HAF COOP Office. They are the primary conduit for information between the HAF COOP Office and their respective Directorates. EPC training provided by the HAF COOP Office must be completed within 30 days of appointment.

2.9.2. Coordinate all COOP planning and execution activities throughout their organization. This includes entering and keeping current their organization's ERS roster information in ERoSter. ERoSter use is outlined in [Chapter 3](#) of this HOI. Ensure Directorate ERS members update their information in AtHoc.

2.9.3. Train tasked personnel on directorate-specific aspects of the HAF COOP OPORD and their Directorates' COOP plan.

2.9.4. Attend monthly COOP Working Group (CWG) meetings and comply with the CWG Charter.

2.9.5. Ensure their Directorate develops and maintains applicable orders or annexes to supplement guidance to HAF COOP OPORD and address actions of all Directorate personnel, including non-ERS if a COOP event is implemented.



2.9.6. Brief their Directorate's leaders quarterly on the status of their Directorate's COOP program, to include training readiness status, site limitations, plan updates, readiness and exercises, directorate-specific plans and other continuity information provided by the HAF COOP Office.

2.9.7. Report COOP limiting factors in any area to the HAF COOP Office. Reports are required for manning shortfalls, document/data/equipment problems, workspace limitations and any other problems adversely affecting the Directorate's ability to execute its DMEF and support HAF continuity of operations. Classify in accordance with the *DoD Continuity Security Classification Guide*.

2.9.8. Administration of Directorate specific files, data, guides/SOPs, and equipment pre-positioned at the site and contained in flyaway kits is the responsibility of each Directorate. Each EPC is responsible for pre-configuring allocated areas to properly support their Directorate's COOP mission.

2.9.9. Appoint all ERS members in EROster and ensure appointed ERS members complete all ERS training and site orientations within 90 days of appointment. Schedule members for training via the EROster event scheduling and track Directorate's COOP training readiness status. Ensure individuals designated as ERS members are qualified to accomplish relocation duties. All primary and alternate ERS members must possess a minimum of a SECRET clearance. Directorate's MEF and specific COOP team requirements may require a higher clearance.

2.9.10. Relay their Directorate's identification of communications and IT systems required for the Directorate to support DMEFs at alternate locations, if outside the DMEF review cycle.

2.9.11. Ensure relocation sites are stocked with the office supplies and equipment necessary for their personnel to execute their DMEFs.

## **2.10. Emergency Relocation Staff (ERS).**

2.10.1. ERS members are selected by each HAF Directorate and are deemed essential to supporting Department of the Air Force (DAF) MEFs in a COOP event. The duties they execute will depend on the guidance in their Directorate COOP plans.

2.10.2. Complete the required training outlined in [Chapter 4](#) of this HOI within 90 days of assignment to a COOP role.

2.10.3. Identify vital records and references to execute the Directorate's MEF and ensure vital records and references are saved on appropriate COOP shared drives.

2.10.4. Participate in COOP events, to include those used to evaluate the readiness of the HAF COOP program.

2.10.5. Maintain a "Go Bag." Recommendations for "Go Bag" contents can be found in [Attachment 2](#) of this HOI.

## **2.11. AFCAT and SFCAT.**

2.11.1. The ACAT and SFCAT and their personnel rosters are managed by the AFOG and SFCAT/COOP Office respectively. The HAF COOP Office will facilitate the relocation of the AFCAT and SFCAT as necessary and will treat the AFCAT and SFCAT as their own ERS agencies.

2.11.2. The AFCAT and SFCAT must keep the HAF COOP Office aware of any situation that may require future COOP actions and include the HAF COOP Office in any end of day updates.

**2.12. 844th Communications Group (CG).**

2.12.1. Contracted 844 CG members are tasked to assist the HAF COOP Office in providing essential communications to HAF Staff with ERS positions.

2.12.2. 844 CG will comply with the requirements of Annex K of the HAF COOP OPORD and attend the semi-annual COOP IT meetings.

## Chapter 3

### COOP MANAGEMENT

**3.1. Overview.** This chapter outlines recommendations and requirements for Directorates to maintain a healthy COOP Program. For guidance on COOP activation and execution, reference the most recent version of the HAF COOP OPORD.

**3.2. Directorate COOP Plans.** Every Directorate should have a 2-letter COOP plan that is reviewed and revised every two years. This plan should be maintained for reference at all locations that agencies may operate out of during a COOP event. At a minimum, plans should address:

3.2.1. DMEF. Functions directly related to accomplishing the DAF MEF as set forth in AFI 10-208. Failure to perform or sustain these functions would significantly impact DoD or HAF ability to provide vital services or exercise authority, direction, and control.

3.2.2. Mission Essential Assets. Assets required to execute DMEF. When identifying Mission Essential Assets, agencies should determine maximum tolerable downtime (MTD) and alternate suitable assets (if available) for each asset.

3.2.3. ERS. A select group of personnel associated with positions in EROster. Plans should also specify the roles and responsibilities for these members during a COOP event, as job descriptions may change in the new operating environment. Actions to be taken by the Directorate's non-ERS personnel during a COOP event should be addressed and briefed by their directorate.

3.2.4. Relocation. Specific information on how the HAF implements relocation is found in the HAF COOP OPORD. Directorate plans should outline any specific processes with regards to determining who will relocate and include how or why a Director may decide to relocate independent of the HAF Staff.

3.2.5. Devolution. A more detailed explanation of devolution is in the HAF COOP OPORD, but the process of devolution is Directorate-specific by DMEF. Directorates should identify outside agencies by office symbol and contact information as well as the associated DMEF for which they will assume responsibility. Directorates are responsible for coordinating with these agencies so they know which DMEF they are assuming, the MTD of each DMEF, the deliverables of the DMEF, and when and where those deliverables are to be provided should the Directorate be unable to conduct its DMEF. This should include both active and passive triggers for the designated agency to assume conducting the DMEF in situations with or without prior coordination by the Directorate.

3.2.6. Reconstitution. Details regarding HAF reconstitution are found in the HAF COOP OPORD. Directorates will identify a position responsible for coordinating all functions not already identified as a DMEF COOP function to include:

3.2.6.1. Facilities. Operational space to include associated communications requirements such voice, NIPR, SIPR, JWICS, as well as software, access to data storage locations, and facility security requirements.

3.2.6.2. Personnel. Consider utilizing the current Unit Manning Document (UMD) to identify positions by grade, duty status, and specialty in order to right-size the units reconstitution footprint.

3.2.6.3. Records. Identify all records required for sustainment of daily operations of the unit. Ensure consideration is given to both physical and digital records, storage locations, duplication requirements, and access requirements.

**3.3. ERoSter.** ERoSter is the primary COOP database on the SIPR network which the HAF COOP Office uses to track rostered ERS personnel, individual training, schedules training and exercises, and track clearances to grant access to relocation sites. Therefore, use of ERoSter is required for all Directorate EPCs.

3.3.1. Access. ERoSter “COOP POC” rights are given by the HAF COOP Office to EPCs, AFCAT training representatives, and SFCAT managers once the HAF COOP Office has received a signed appointment letter. Appointment letters must be signed by a Director of Staff or higher. At a minimum, users must log into ERoSter once every 30 days to maintain access. Should access be denied, the HAF COOP Office has the administrative authority to unlock accounts. **Note:** “COOP Admin” rights are reserved for HAF COOP Office personnel only.

3.3.2. Service Crisis Action Team (CAT) use. Since CAT personnel require site access and ERoSter is the primary system to grant site access, all CAT personnel must be entered into ERoSter. To add personnel to ERoSter, CAT Directorate POCs should contact either EPCs or CAT training representatives. EPCs are NOT responsible for scheduling CAT personnel for CAT training or CAT events unless they are directed to by their Directorate.

3.3.3. Adding Personnel. Personnel must be added and active in ERoSter in order to gain and ensure access to COOP relocation sites. Site access is updated on a weekly basis and may take up to a week to process during normal operations. **Note:** During a real world event, members who are not active in ERoSter will experience an initial denial of access and possibly lengthy delay until the member’s information is validated. Therefore, it is imperative that EPCs aggressively manage their rosters. When adding personnel to ERoSter, EPCs and CAT training representatives must verify the member’s SSN first. If the member was previously in ERoSter and deactivated, a pop up will appear. Members can be reactivated by the HAF COOP Office.

3.3.4. When adding or reactivating personnel, EPCs and CAT training representatives must annotate the following under the “Security Clearance” fields:

3.3.4.1. Clearance level: Out of scope

3.3.4.2. Investigation type: No selection

3.3.4.3. Investigation Date: A date at least 10 years older than present day.

3.3.5. Once a member is in ERoSter, EPCs and CAT training representatives must assign the member to a position. For Directorates with Sensitive Compartmental Information Facilities (SCIF), ensure the appropriately cleared personnel are assigned to the associated SCIF positions. Members not trained and assigned to a position within 90 days are subject to quarterly deactivation by the HAF COOP Office.

3.3.6. Removing Personnel. Once a member is no longer filling an ERS position, EPCs and CAT training representatives must deactivate the member from ERoSter.

3.3.7. Filling Positions. EPCs must fill all positions in ERoSter or submit an amendment signed by their Director removing the requirement for that position. The positions to be filled in ERoSter fall into one of three categories:

3.3.7.1. ERS. Positions will be annotated with a sequence of numbers, letters, and title. All positions must be filled with one primary and at least one alternate. ERS positions are managed by EPCs.

3.3.7.2. Service CATs (Ops Center). Annotated by the Directorate responsible for the position and position title (e.g. A1 – Personnel). Positions not annotated by a Directorate are filled by multiple agencies. Reference HOI 10-2 for AFCAT details and contact the SFCAT/COOP Office for SFCAT details. If a member is filling a CAT position, they must be assigned to both their parent agency and the CAT agency. If a Service CAT wishes to adjust positions in ERoSter, they must contact the HAF COOP Office as this requires admin rights. CAT positions are managed by the AFOG and SFCAT/COOP Office.

3.3.7.3. CJCS Successor Group. All positions must be filled with one person by duty position. Does not apply to all Directorates. CJCS Successor Group positions are managed by EPCs.

**3.4. AtHoc.** Alert and notification of a COOP event is primarily done through the AtHoc system. All ERS members are required to keep their AtHoc profiles up to date with correct duty and after duty contact information. Additionally, they must select the appropriate COOP member role from the drop down menu on the bottom right of their self-service page. The AFSWC, SFSWC and HAF COOP Office have administrative access to AtHoc, should EPCs need assistance.

**3.5. Resources.** Although the HAF COOP Office provides the basic infrastructure and technology to facilitate COOP at relocation sites, it is incumbent on Directorates to maintain any directorate-specific resources. This can include office supplies, references, records, databases, specialized software applications, or equipment. For more information on the IT resources provided by the HAF COOP Office, reference Annex K of the HAF COOP OPORD.

## Chapter 4

### TRAINING REQUIREMENTS

**4.1. Objectives.** COOP readiness is evaluated based on training completion and briefed to the HAF/DS and SF/DS at least quarterly. Training is scheduled and tracked via EROster. The overall objectives of COOP training are:

4.1.1. Familiarize Service CATs and ERS members with their responsibilities, relocation processes, facilities, operating environments, and capabilities during a COOP event.

4.1.2. Periodically test the process and systems involved in COOP execution.

**4.2. Training Requirements.** Training requirements vary based on the member's role in COOP, and are outlined in the table below. Unless specified, all training must be completed within 90 days of appointment in EROster and are scheduled by EPCs.

**Table 4.1. Training Requirement Matrix.**

	EPC	ERS	CAT member	CJCS	AMS	Notes
HAF COOP Training	X	X	X	X	X	For O-6/GS-15 and below, conducted in monthly mass briefs. For HON/GO/SES, conducted one-on-one.
Site Orientation visit(s)	X	X	X	X	X	AFCAT members must attend both site visits. ERS members are only required to go to Site R.
EPC Training	X					Must be completed within 30 days of appointment.
CJCS Successor Training				X		Scheduled as needed by HAF COOP Office.
Alert Mission Staff					X	Scheduled by the Joint Staff thru the HAF COOP Office.

### 4.3. Course Descriptions.

4.3.1. HAF COOP Training. Provides an overview of the HAF COOP program and explains classification levels for the relocation sites. ERS and CAT members must complete this training prior to going to a site orientation. The cut-off for adding people to this event is 24 hours prior to event start. The only exception to this deadline is if a member has been waitlisted and the HAF COOP Office moves them from the waitlist to the actual event. Conducted monthly by the HAF COOP Office or by request.

4.3.2. Site Orientation visits. ERS and CAT members must be able to navigate on their own to relocation sites, check-in at the correct location, move directly to their workstation, log-on, and ensure they are able access their shared drives with the vital records and applications to conduct their DMEFs. Site orientations provide relocation site familiarity and allows members to ensure they have the requisite materials on-hand to conduct their MEF. Members must complete the HAF COOP Training prior to attending the Site Orientation. There are two locations for site visits for CAT personnel and each location conducts a monthly visit by bus. The cut-off for adding people to Site R orientations is 72 hours (3 duty days) prior to event start. The only exception to this deadline is if a member has been waitlisted and the HAF COOP Office moves them from the waitlist to the actual event. A JEEP mission to Site R can be requested for GO/SES members up to twice a month in addition to the monthly bus visit. Reference the HAF COOP OPORD for more information on JEEP.

4.3.3. EPC Training. Provides detailed instructions on how to use ERoSter and maintain a healthy COOP program. Conducted by the HAF COOP Office as needed when EPCs are replaced. Must be accomplished within 30 days of appointment.

4.3.4. HAF COOP Training for Service CAT Personnel. If CAT training representatives wish to combine their training with the HAF COOP Brief in order to receive credit, prior coordination must be made to build an Agency COOP Brief event in ERoSter. A minimum of 5 duty days notice is required. Once the event is built, CAT representatives are responsible for ensuring members are assigned to the event so their security clearance can be verified and receive credit.

4.3.5. CJCS Successor Training. Provides an overview of responsibilities for CJCS successors. The HAF COOP Office tracks members responsible for this role and will schedule training as needed.

4.3.6. Alert Mission Staff Training. Training for designated AF/A3, AF/A5, AF/A10, SF/COO and SF/CSRO AMS personnel will be coordinated through the HAF COOP Office and the Joint Staff.

**4.4. Scheduling.** EPCs must use ERoSter to schedule members for training events. If members are placed on a waitlist for an event, EPCs should contact the HAF COOP Office to have their waitlisted members added to the event, space permitting. If a Directorate wishes to schedule a training event outside the set schedule, they must contact the HAF COOP Office.

## Chapter 5

### EVENTS AND EVALUATIONS

#### 5.1. Objectives.

- 5.1.1. Evaluate Directorate readiness.
- 5.1.2. Test and validate COOP alert and relocation processes, facility support, and capabilities.
- 5.1.3. Support National Level Exercises, CJCS, and HAF.

**5.2. COOP Working Group.** This meeting is held monthly between EPCs and the HAF COOP Office. An EPC or alternate from each Directorate will attend the meeting to review the status of the HAF COOP program, identify areas of concern, and facilitate communication between Directors and the HAF COOP Office. Meeting minutes will be generated by the HAF COOP Office and made available for all Directorates on the HAF COOP SIPR SharePoint® site. Further information can be found in the CWG Charter.

**5.3. AtHoc Tests.** The HAF COOP Office tests the AtHoc alert notification system for EPCs, CRC, and ERS personnel monthly. Senior leaders are excluded from these tests except for those tests conducted prior to an exercise. These tests are announced in advance and require member response to ensure the accuracy of their contact information. Upon completion of the AtHoc test, a list of undeliverable, non-responses, and negative responses will be sent to EPCs. EPCs will have three duty days to correct contact information in AtHoc or provide reasons for non-responses.

**5.4. Rostering Tests.** At least twice a year, EPCs will be tested on their ability to roster personnel for a COOP event. One test will have a 72 hour notice and one will have a 24 hour notice. ERS and AFCAT personnel will not be notified or relocated, but EPCs will provide the roster of proposed personnel to the HAF COOP Office for evaluation. The purpose of this test is to ensure EPCs can determine the availability status of the primary personnel or identify available alternate personnel as required to fill all of their ERS positions and generate an accurate roster.

**5.5. BLUE RAVEN.** “BLUE RAVEN” events are approved by the HAF/DS and organized by the HAF COOP Office to practice and evaluate HAF COOP execution and identify areas for improvement. After Action Reports (AARs) are compiled and made available to HAF/DS. To the maximum extent possible, BLUE RAVEN will be accomplished in conjunction with a national-level exercise to enhance Service and Higher Headquarters coordination. Areas to be assessed are:

- 5.5.1. Personnel Training Readiness
- 5.5.2. Functionality of IT systems and critical information availability
- 5.5.3. Alert and notification capability
- 5.5.4. Effective policies and procedures
- 5.5.5. COOP specific functions
  - 5.5.5.1. Decision-making process
  - 5.5.5.2. Command and control
  - 5.5.5.3. Transportation



5.5.5.4. Communications connectivity with alternate relocation and reconstitution sites, and relocation site functions

5.5.5.5. Ability of ERS members to conduct their DMEF to support the DAF and CJCS MEFs or OSD Primary MEF

5.5.5.6. Reconstitution and recovery planning

5.5.5.7. Relocation site capabilities, capacity, and support

**5.6. Periodic Reviews.** Various aspects of the HAF COOP Program must be reviewed periodically to ensure accuracy. Components, timelines, and responsible parties are listed in the table below:

**Table 5.1. Periodic Review Matrix.**

	<b>Action officer</b>	<b>OPR</b>	<b>Frequency</b>
<b>HAF COOP OPORD</b>	HAF COOP Office	HAF/DS	Annual
<b>DMEFs</b>	Directorate appointed representatives	2-Letter Director	Biennial, alternating with Directorate COOP plans; or upon change of mission or reorganization
<b>Directorate COOP plans</b>	Directorate appointed representatives	2-Letter Director	Biennial, alternating with DMEF review

**5.7. Other Agency Exercises.** Periodically, other agencies (Federal Emergency Management Agency, Office of the Secretary of Defense (OSD), CJCS, etc.) may organize COOP exercise events requesting HAF participation that would benefit both the external agency and the HAF. If such an event is organized, the HAF COOP Office will brief the HAF/DS and SF/DS to determine expected level of participation and deadlines. This information will be passed either through the COOP Working Group or via the HAF/DS and SF/DS to their respective staff.

**5.8. Program Improvement Process.** In addition to using AARs from events and evaluations, HAF Directorates are encouraged to submit recommendations for improvements to the HAF COOP plan through their EPCs. This can be submitted formally through written request or at the COOP Working Group.

TIMOTHY G. FAY  
Lieutenant General, USAF  
Director of Staff, Headquarters Air Force

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

AFI 10-208, *Continuity of Operations (COOP) Program*, 10 October 2018.

AFI 32-9010 *Management and Reporting of Air Force Space and Building Services in OSD Assigned Facilities and in the Washington DC Area*, 6 June 2019.

DoD *Continuity Security Classification Guide*, with Change 1, August 16, 2006.

Air Force Policy Directive 10-2 *Readiness*, 6 November 2012.

Headquarters Air Force *Continuity of Operations Operation Order 3-18*.

HAF *COOP SIPR SharePoint*®

<https://intelshare.intelink.sgov.gov/sites/afdw-a3c/>

Headquarters Operation Instruction 10-2, *Headquarters Air Force Crisis Action Team Organization, Manning, and Operations*, 1 November 2017.

Privacy Act of 1974.

***Prescribed Forms***

None.

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**AAR**—After Action Report

**ADVON**—Advanced Liaison

**AFCAT**—Air Force Crisis Action Team

**AFDW**—Air Force District of Washington

**AFI**—Air Force Instruction

**AFOG**—Air Force Operations Group

**AFSWC**—Air Force Service Watch Cell

**AMS**—Alert Mission Staff

**CAT**—Crisis Action Team

**CG**—Communications Group

**CJCS**—Chairman of the Joint Chiefs of Staff

**COO**—Chief Operations Officer

**COOP**—Continuity of Operations

**CRC**—COOP Response Cell  
**CSRO**—Chief Strategy and Resourcing Officer  
**CSAF**—Chief of Staff of the Air Force  
**CSO**—Chief of Space Operations  
**CWG**—COOP Working Group  
**DAF**—Department of the Air Force  
**DMEF**—Directorate Mission Essential Function  
**DS**—Director of Staff  
**EPC**—Emergency Planning Coordinator  
**ERoSter**—Emergency Relocation Staff Roster  
**ERS**—Emergency Relocation Staff  
**HAF**—Headquarters Air Force  
**HOI**—Headquarters Operating Instruction  
**IT**—Information Technology  
**JEPP**—Joint Emergency Evacuation Plan  
**MEF**—Mission Essential Function  
**MTD**—Maximum Tolerable Downtime  
**OPORD**—Operations Order  
**OPR**—Office of Primary Responsibility  
**OSD**—Office of the Secretary of Defense  
**POC**—Point of Contact  
**SCI**—Sensitive Compartmented Information  
**SCIF**—Sensitive Compartmental Information Facilities  
**SecAF**—Secretary of the Air Force  
**SecDef**—Secretary of Defense  
**SFCAT**—Space Force Crisis Action Team  
**SIPR**—Secret Internet Protocol Router  
**SF**—United States Space Force

## Attachment 2

## RECOMMENDED GO BAG PACKING LIST

## A2.1. Recommended Go Bag Packing List.

Table A2.1. Recommended Go Bag Packing List.

- |                          |   |
|--------------------------|---|
| <input type="checkbox"/> | 1 set duty uniform (OCPs) (military)  |
| <input type="checkbox"/> | 2 sets civilian clothes (mil & civ)   |
| <input type="checkbox"/> | 4 pair socks/4 sets underwear   |
| <input type="checkbox"/> | Sleeping attire   |
| <input type="checkbox"/> | 1 jacket and/or sweatshirt  |
| <input type="checkbox"/> | 2 towels & washcloths   |
| <input type="checkbox"/> | Eyeglasses/contacts   |
| <input type="checkbox"/> | Padlock (key or combination)  |
| <input type="checkbox"/> | Flashlight w/ 2 sets of batteries   |
| <input type="checkbox"/> | Non-Perishable Snacks   |
| <input type="checkbox"/> | Laundry bag, detergent, & fabric softener/dryer sheets                          |
| <input type="checkbox"/> | PT/workout gear   |
| <input type="checkbox"/> | Alarm clock (battery operated)  |
| <input type="checkbox"/> | Personal grooming & hygiene items   |
| <input type="checkbox"/> | <input type="checkbox"/> Soap/shampoo/deodorant                                 |
| <input type="checkbox"/> | <input type="checkbox"/> Toothpaste/toothbrush/floss                            |
| <input type="checkbox"/> | <input type="checkbox"/> Shaving cream & razor                                  |
| <input type="checkbox"/> | <input type="checkbox"/> Feminine Hygiene items                                 |
| <input type="checkbox"/> | <input type="checkbox"/> Non-prescription medications                           |
| <input type="checkbox"/> | <input type="checkbox"/> Prescription medications (30 day supply)               |
| <input type="checkbox"/> | Prescribed medical devices (CPAP, hearing aid w/ batteries, insulin pump, etc.) |
| <input type="checkbox"/> | Cash (around \$100 in small bills)  |
| <input type="checkbox"/> | Bank card/credit card (ATM on site)   |
| <input type="checkbox"/> | Military ID/CAC   |
| <input type="checkbox"/> | SIPR Token  |
| <input type="checkbox"/> | ID tags and chain   |
| <input type="checkbox"/> | Shot records (medical and dental records if available)                          |
| <input type="checkbox"/> | Civilian (and military if issued) driver's license(s)                           |

Note: All items must fit into one bag. Personnel are limited to one duffel size bag for personal effects and one carried backpack/briefcase.