COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

Department of the Air Force Instruction (DAFI) 10-208 implements Department of the Air Force Policy Directive (DAFPD) 10-2, *Readiness* and is consistent with Readiness Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3411.01E, *Key Personnel Location Reports to the National Military Command Center*, *Department of Defense Continuity Programs*. DAFI 10-208 provides guidance for ensuring the continuity of mission essential operations and functions of the Department of the Air Force (DAF) across a wide range of potential emergencies. This DAFI provides guidance applicable to the entire DAF, including all civilian employees and uniformed members of the Regular Air Force, the United States Space Force (USSF), the Air Force Reserve (AFR), the Air National Guard (ANG), the Civil Air Patrol when conducting missions as the official Air Force Auxiliary, and those with a contractual obligation to abide by the terms of DAF issuances. This DAFI also establishes guidance and procedures for reporting the location and availability of DAF key personnel and Major Command (MAJCOM) and Field Command (FLDCOM) 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 51-5, *Administrative Law, Gifts, and Command Relationships* and DAFI 51-509, *Appointment to and Assumption of Command*. This DAFI may be supplemented at any level, but all supplements that directly implement this publication must be routed to USAF/Deputy Chief of Staff for Operations (AF/A3) and/or USSF/Deputy Chief of Space Operations for Operations, Cyber, and Nuclear (SF/COO) for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the DAF Form 847, *Recommendation for Change of*

Publication; route DAF Forms 847 from the field through the appropriate functional chain of command. The authorities to waive wing/delta/unit-level requirements in this publication are identified with a Tier ("T-0, T-1, T-2,") number following the compliance statement. See DAFMAN 90-161, *Publishing Processes and Procedures*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers via DAF Form 679, *Department of the Air Force Publication Compliance Item Waiver Request/Approval* through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. Compliance with attachments **1**, **2**, **3**, **4**, **5** and **6** in this publication is mandatory. 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.

SUMMARY OF CHANGES

This document has been revised as an Interim Change (IC) and should be reviewed accordingly. Changes include: (1) Clarified roles and responsibilities between Headquarters of the Department of the Air Force (HAF) and DAF regarding "HAF Key Personnel Locator (KPL)" and "DAF Top 8 and MAJCOM/FLDCOM/CC" KPL procedures, (2) Clarification of SAF/AA roles and responsibilities, (3) Added references to the document, specifically HAF COOP OPORD 3-18 (S) and HOI 10-3, *Headquarters Air Force Continuity of Operations Program* and (4) Other administrative changes. An asterisk (*) indicates newly revised material.

Chapter 1

OVERVIEW OF CONTINUITY OF OPERATIONS AND REPORTING OF KEY PERSONNEL

1.1. Overview. This DAFI provides guidance for ensuring the continuity of mission essential operations and functions of the DAF across a wide range of potential emergencies and establishes guidance and procedures for reporting the location and availability of Headquarters of the Department of the Air Force key personnel, MAJCOM and FLDCOM Commanders.

1.2. Department of the Air Force Continuity.

1.2.1. It is Department of Defense (DoD) and DAF policy to maintain a comprehensive and effective continuity capability to preserve DAF functions, missions and capabilities in support of DoD Primary Mission Essential Functions (PMEFs) and DAF Mission Essential Functions (MEFs) (see **Attachment 2**) under all hazards and threat conditions.

1.2.2. All MAJCOM, FLDCOM, Direct Reporting Units (DRUs), ANG, Field Operating Agency (FOAs), Numbered Air Forces (NAFs), Centers and Wings/Deltas/Units will plan, budget and be prepared to do their Mission Essential Functions (MEFs) in a COOP situation. **(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 and accidents, technological or attack-related emergencies.

1.2.4. DAF military, civilian and contract personnel with continuity responsibilities must know what actions to take with or without warning or communications 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 organizations maintaining the capability to perform their mission essential functions during any emergency for up to 30 days until normal operations can be resumed.

1.2.5.2. Continuity is best achieved through synchronization with other mission assurance (MA) related programs and activities 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 align efforts with MA, as MA seeks to prioritize DoD efforts and resources toward addressing the most critical strategic mission execution concerns. A list of Mission Assurance Related Programs and Activities (MARPA) are addressed in DoDI 3020.45, *Mission Assurance (MA) Construct* and AFPD 10-24, *Mission Assurance*.

1.2.5.3. Continuity planning will consider all disruptions that 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, information technology providers, and the installation leadership to establish priorities on an installation in support of essential functions, as appropriate.

1.2.7. Non-essential functions refer to functions that can be deferred for up to 30 days without mission impact. These functions, completed by non-emergency essential personnel, are conducted from dispersed locations, including telework locations. Non-essential functions must comply with military and civilian personnel policies**.** Examples include telework guidance established by Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) in DoDI 1035.01_DAFI 36-143, *Telework Program*, and computer system security requirements established by DAF, Chief Information Officer (SAF/CN).
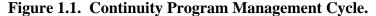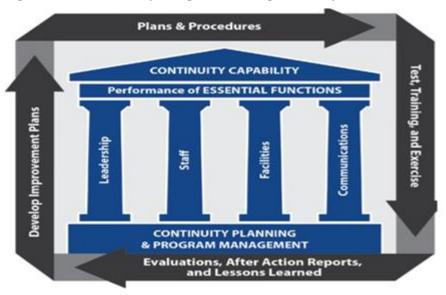
1.3. Continuity Guidance.

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. DAF units in Joint Basing situations, whether in the supporting or supported role, must continue to comply with DAF 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 DAF requirements through the agreements must coordinate with their MAJCOM, FLDCOM or DRU to alleviate discrepancies. **(T-1)** MAJCOM and FLDCOMs that cannot resolve discrepancies will coordinate with the appropriate Headquarters Air Force (HAF) office to determine a solution.

1.3.3. DAF tenant units on sister-service or other agency installations must implement a MOA to establish standards of support. **(T-1)** Units that cannot meet DAF requirements through MOAs must coordinate with their MAJCOM/FLDCOM/DRU/FOA/NAF to alleviate discrepancies. **(T-1)** MAJCOM and FLDCOMs that cannot resolve discrepancies will coordinate with the appropriate HAF office to determine a solution.

1.4. Continuity Preparedness Objective Requirements.

1.4.1. Ensure HAF and subordinate DAF units can continue 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 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 distributed operations (telework), relocation or reconstitution and return to normal operations upon termination of a continuity event to resume conducting non-essential functions.

1.4.5. Incorporate flexibility and responsiveness into planning in order to ensure ability to address emerging missions that 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. DAF Top 8 and MAJCOM/FLDCOM/CC Key Personnel Locator. The Air Force Operations Group (AFOG) manages the website **https://intelshare.intelink.sgov.gov/sites/afa3/O/O/SitePages/KPL.aspx**, and is also responsible for ensuring updates are made by the DAF Top 8 points of contact (POCs) daily no later than (NLT) 0800 Eastern Time. The MAJCOM/FLDCOM/CC will utilize the same website, and are responsible for updating their key personnel no earlier than 0500Z and no later than 0700Z daily regardless if there has been changes or not. This update provides a current as of date stamp (see **Attachment 5**).

1.7. HAF Key Personnel Locator. The Administrative Assistant to the Secretary of the Air Force (SAF/AA) is responsible for managing a separate HAF KPL website, and coordinating the location and availability of HAF Staff key personnel. This provides the Secretary of the Air Force (SecAF), the Chief of Staff, United States Air Force (CSAF), and the Chief of Space Operations (CSO) with a timely and accurate communication platform with HAF leadership. 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 leaderships' locations.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. HAF (Secretariat, Air Staff, and Office of the Chief of Space Operations (Space Staff)).

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

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

2.1.1.2. Publish DAF-wide COOP guidance, including this DAFI, and ensure this DAFI is reviewed and updated as required.

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

2.1.1.4. Establish guidance to maintain a comprehensive and effective continuity capability to support DoD and DAF essential functions, missions, capabilities and tasks in support of the DoD PMEFs.

2.1.1.5. Develop, coordinate and validate DAF COOP requirements.

2.1.1.6. Develop, maintain and validate DAF MEFs.

2.1.1.7. Submit an annual report to the Under Secretary of Defense for Policy certifying Component COOP Plans include the requirements delineated in DoDD 3020.26, *DoD Continuity Policy*.

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

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

2.1.1.10. Plan, execute and evaluate national and joint exercises with HAF continuity related events with assistance from the AFOG, SF/COO, Air Force Crisis Action Team, and Space Force Crisis Action Team offices.

2.1.1.11. Consolidate, develop, submit and coordinate IT requirements and implementation with AFDW/844th CS, Joint Service Provider (JSP) and other IT service providers.

2.1.1.12. Provide guidance to HAF Staff Offices on conducting a MEF Review every two years and the identification of requirements to conduct HAF MEF.

2.1.1.13. Provides HAF guidance through the HAF COOP OPORD and HOI 10-3.

2.1.1.14. Provide a representative to the HAF COOP Deputies' Committee to coordinate COOP activities across the HAF.

2.1.1.15. Manage the HAF KPL website and update the location and availability of HAF Staff key personnel.

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

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

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

2.1.4. The Inspector General of the Department of the Air Force (SAF/IG) will incorporate continuity of operations in the IG inspection program by including COOP inspection requirements provided by SAF/AA into DAFI 90-302, *The Inspection System of the Department of the Air Force*.

2.1.5. The Chief Information Officer for DAF (SAF/CN) will:

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

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

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

2.1.5.4. Support of identification and prioritization of information systems and networks the DAF is dependent upon to maintain continuity of operations (in concert with the Critical Asset Risk Management (CARM) program). This includes, but is not limited to, validating and testing requirements for data backups in cloud computing environments and ensuring data backups are completed for DAF information systems and accessing the data on backups is validated.

2.1.5.5. Synchronize COOP planning with information system contingency planning.

2.1.5.6. Advocate for resources to support COOP planning.

2.1.5.7. Provide guidance and oversight on Cyber Resilience initiatives.

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

2.1.6.1. Establish personnel accountability standards consistent with continuity guidance.

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

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

2.1.7. The Deputy Chief of Staff, Intelligence, Surveillance and Reconnaissance and Cyber Effects Operations (AF/A2/6) will:

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

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

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

2.1.7.4. Appoint an AF/A2/6 official as the central point of contact for the USAF Intelligence Community on continuity issues and to manage, oversee and ensure continuity readiness and compliance with the Defense Intelligence Enterprise.

2.1.7.5. Designate an Intelligence Community Exercise Forum POC to coordinate AF/A2/6 exercise activities with other intelligence community components.

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

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

2.1.8.1. Establish guidance to maintain a comprehensive and effective continuity capability to preserve execution of USAF essential functions, missions, capabilities, and tasks in support of the DoD PMEFs, Chairman of the Joint Chiefs of Staff (CJCS) MEFs, and DAF MEFs.

2.1.8.2. Develop, coordinate, and validate USAF COOP requirements.

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

2.1.9.1. Incorporate protection of MEFs in operations planning standards and vulnerability assessment requirements.

2.1.9.2. Incorporate continuity in emergency management standards.

2.1.9.3. Ensure units establish procedures for COOP requirements for incorporation into Emergency Management and Force Protection programs.

2.1.10. The Deputy Chief of Staff for Air Force Futures (AF/A5/7) will incorporate continuity in strategy, future force design, and capability development.

2.1.11. The Deputy Chief of Staff for Plans and Programs (AF/A8) will 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, *Air Force Medical Readiness Program.*

2.1.13. The Director of Operations (AF/A3O), DCS/Operations is responsible for USAF-wide COOP guidance and will:

2.1.13.1. Establish reporting requirements and/or metrics on organizational continuity readiness.

2.1.13.2. Ensure the AFOG, in coordination with the SAF/AA has continuity plans for dealing with national and National Capital Region localized emergency situations ensuring the continued performance of DAF MEFs.

2.1.13.3. Plan, execute and evaluate national and joint exercises with HAF continuity related events with assistance from the SAF/AA, AFOG, Space Force Deputy Chief of Space Operations for Operations, Cyber, and Nuclear (SF/COO), Air Force Crisis Action Team, and Space Force Crisis Action Team offices.

2.1.13.4. Develop and publish in MICT a COOP Self-Assessment Checklist with compliance requirements, in accordance with DAFI 90-302 applicable to all DAF organizations with essential functions.

2.1.14. The Air Force Service Watch Cell (AFSWC) will **(T-1):**

2.1.14.1. Maintain a 24/7 website to track the DAF Top 8 and MAJCOM/FLDCOM/CC KPL for current location of DAF Top 8 leadership: (SecAF, USecAF, CSAF, VCSAF, AF/DS, CMSAF, CSO, and VCSO) and MAJCOM/CC leadership (ACC, AETC, AFGSC, AFMC, AFRC, AFSOC, AMC, ANG, PACAF, USAFE-AFAFRICA)**.**

2.1.14.2. Ensure commanders' status is available to the CSAF and VCSAF Monday through Friday, covering a 24-hour period. Friday's report will include the weekend and holiday, as applicable. Only individuals with an active DAF Top 8 and MAJCOM/FLDCOM/CC KPL account may access the KPL**.**

2.1.14.3. Initiate commanders' availability checks when directed by CSAF, VCSAF, or AF/DS**.**

2.1.14.4. Manage the DAF Top 8 and MAJCOM/FLDCOM/CC KPL website, permissions for members, review KPL POCs, and coordinate website access and revocation, when applicable**.**

2.1.14.5. Establish quarterly DAF Top 8 and MAJCOM/FLDCOM/CC KPL reviews. Schedule and coordinate with DAF Top 8 Key Leadership, MAJCOM/FLDCOM/CC POCs for updates.

2.1.14.6. The AFSWC will provide access to the DAF Top 8 and MAJCOM/FLDCOM/CC KPL to Administrative Assistant to the Secretary of the Air Force COOP (SAF/AAC).

2.1.15. USSF Chief of Current Operations (SF/COO/O) is the USSF OPR for USSF-wide COOP guidance and will:

2.1.15.1. Establish guidance to maintain a comprehensive and effective continuity capability to preserve execution of essential functions, missions, capabilities and tasks in support of the DoD PMEFs, CJCS MEF, and DAF MEFs.

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

2.1.16. HAF Staff Offices, will:

2.1.16.1. Conduct a MEF review as per guidance of SAF/AA. If MEFs are identified, provide personnel, communications, and information technology (IT) requirements to SAF/AA.

2.1.16.2. HAF 2-letter offices who have identified MEFs, will develop and update a COOP Plan every two years to complement the HAF COOP OPORD to provide details on the execution and devolution of their MEF, Business Continuity Plan, and guidance to all personnel during continuity events.

2.1.16.3. HAF 2-letter offices who have not identified any MEFs will develop a Business Continuity Plan.

2.1.16.4. Ensure the Principal's data in the HAF KPL is correct and up to date, as of the current duty day as required by HOI 10-03. This includes information for the individual appointed in a successor/acting capacity and Joint Emergency Evacuation Plan (JEEP) primary and alternate personnel. URL: **https://usaf.dps.mil/:f:/r/sites/saf-aa/AAC/Shared%20Documents/KPL%20Resources/Tracker?csf=1&web=1&e=stljBT**

2.1.16.5. The Executive Staffs for DAF Top 8 (SecAF, USecAF, CSAF, VCSAF, AF/DS, CMSAF, CSO, and VCSO) will provide DAF Top 8 and MAJCOM/FLDCOM/CC KPL updates NLT 0800 Eastern Time, Monday through Friday (except holidays).

2.1.16.6. Attach the Principal's itinerary to the DAF Top 8 and MAJCOM/FLDCOM/CC KPL.

2.1.16.7. Update the DAF Top 8 and MAJCOM/FLDCOM/CC KPL with itinerary changes, as soon as possible.

2.1.16.8. Provide immediate telephone/verbal/IM notification to AFSWC upon updating DAF Top 8 and MAJCOM/FLDCOM/CC mid-day itinerary changes within the KPL.

2.2. Air Force District of Washington (AFDW). The Commander, Air Force District of Washington (AFDW/CC) will support the execution of the HAF COOP OPORD.

2.3. DAF COOP Program. MAJCOM/FLDCOM/DRU/FOA/NAF, and the ANG Readiness Centers will establish command-wide COOP programs to include:

2.3.1. Supplementing DAFI 10-208 (this DAFI) with MAJCOM/FLDCOM/DRU/FOA/NAF and ANG specific continuity guidance as applicable. This guidance, unless specifically permitted, shall not be less restrictive than this instruction. **Note:** All ANG units must follow the guidance provided by their gaining MAJCOM, FLDCOM, and the ANG supplement to this DAFI. If the MAJCOM and FLDCOM guidance conflicts with the ANG supplement, the gaining MAJCOM and FLDCOM guidance will prevail. In the absence of MAJCOM and FLDCOM 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 and FLDCOM. In the case where an Air Force Commander is in charge of an AOC; MAJCOMs, through the Commander, Air Force Forces (COMAFFOR), are responsible to provide oversight to ensure AOCs follow DAF guidance to maintain current COOP plans that are exercised and documented annually with appropriate supporting memorandums of agreement/memorandums of understanding.

2.3.2. Ensuring continuity requirements for MEF capabilities 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.

2.3.3. Ensuring all DAF military, civilian and contract personnel know what actions they should take with or 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, Chemical, Biological, Radiological, and Nuclear (CBRN) Protection, and Physical Security Programs to enhance mission assurance. Integrating continuity efforts to build Cyber Resilience, to include:

　　2.3.4.1. Identifying the criticality and priority of information systems required to perform essential functions as identified in the DoD Component COOP plan.

　　2.3.4.2. Identifying the primary and alternate systems for performing essential functions as identified in the DoD Component COOP plan.

　　2.3.4.3. Coordinating with command, control, communications, and computer experts to test information systems necessary to perform essential functions and develop their information systems contingency plans to support the restoration of information systems to meet the Maximum Tolerable Downtime of Mission Essential Functions.

　　2.3.4.4. Ensuring that exercises include operating essential functions during command, control, communications, and computer system degradation or failure.

　　2.3.4.5. Integrating continuity efforts to build energy resilience, to include:

　　　　2.3.4.5.1. Identifying the criticality and priority of energy systems required to perform essential functions as identified in the DoD Component COOP plan.

　　　　2.3.4.5.2. Identifying the primary and alternate systems for performing essential functions as identified in the DoD Component COOP plan. Plans will consider the possibility of catastrophic conditions preventing adequate resupply operations.

　　2.3.4.6. 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. May utilize the Inspector General Evaluation Management System (IGEMS) to facilitate scheduling, planning, inspecting, reporting, and tracking of exercises. Provide Headquarters (HQ)-level exercise findings and lessons learned to Air Force Mission Assurance COOP Branch (AF/A3OB).

2.3.6. Appointing an overall COOP Program Office and/or Program Manager (PM), in writing, and provide a copy to AF/A3OB. The PM should understand the organization's mission and functions.

2.3.7. Appointing 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.

2.3.8. Developing, validating, prioritizing MAJCOM/FLDCOM/DRU/FOA/NAF/ANG-wide MEFs.

2.3.9. Reporting COOP Metrics to AF/A3OB. Reportable metrics, determined by AF/A3OB, will include the annual review of the MAJCOM and FLDCOM HQ COOP Plan and annual COOP exercises. MAJCOM HQ, FLDCOM HQ, DRUs, and ANG COOP offices will keep similar metrics on their subordinate units.

2.3.10. MAJCOM HQ, FLDCOM HQ, DRU, FOA, NAFs will submit COOP plans to AF/A3OB annually NLT 1 December.

2.3.11. Annually conduct COOP program review of subordinate units utilizing, at a minimum, the MICT SAC and provide feedback on discrepancies.

2.3.12. MAJCOMs and FLDCOMs monitor and assess HQ and subordinate MICT data and COOP plans to ensure compliance with DAFI 90-302

2.4. DAF COOP Planning. MAJCOM and FLDCOM HQs, DRUs, ANG, FOAs, NAFs, Centers/Wings/Deltas will develop COOP plans by:

2.4.1. Appointing a COOP PM responsible to the organizations' Commander for COOP.

2.4.2. Developing and publishing a viable and executable COOP plan (or plans) using approved template in **Attachment 4** and on Air Force COOP SharePoint™ Page at **https://usaf.dps.mil/:f:/t/A3OB-COOP/EhwNBo_2lkVIjvPUEShpbL4BiU6dRTz64D9Gmh6CKcecjA?e=K6DzU**. 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. 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. Functional commanders will include requirements for emergency operations in the contract Performance Work Statement (PWS) for contractors, if necessary.

2.4.4. Ensuring civilians who support COOP Plan MEFs accept COOP responsibilities and that position descriptions reflect COOP requirements, to include necessary security clearances. Officials must establish primary and alternate "by name" personnel rosters to fill positions identified. In order to accommodate COOP staff turnover, COOP responsibilities may be incorporated into position description addendums and associated with core position descriptions as appropriate.

2.4.5. Exercising COOP plans in accordance with DAFI 90-302. 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. If feasible, organizations should incorporate COOP plans in established DAF or Joint exercises. Report lessons learned and updates to COOP plans to assigned MAJCOM/FLDCOM/DRU/FOA/NAFs to AF/A3OB within 90 days of end of exerices. See CJCS Guide 3501 and AFI 10-204, *Air Force Service Exercise Program and Support to Joint and National Exercise Program* for further guidance.

2.4.6. Using COOP Self-Assessment Checklist in MICT in accordance with DAFI 90-302 Chapter 12.

2.4.7. Ensuring that continuity programs are adequately planned, programmed and budgeted to meet the requirements set forth in this DAFI. Organizations will report COOP expenditures and budget information for planned COOP requirements and operations/exercises as requested by MAJCOM/FLDCOM/DRU/FOA/NAFs. MAJCOM/FLDCOM/DRU/FOA/NAFs will then report these expenditures to AF/A3OB NLT 1 December.

2.4.8. 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. The COOP working group can be combined with other appropriate working groups.

2.5. MAJCOM and FLDCOM Staff Offices and Command Centers.

2.5.1. The Executive Staff for the MAJCOM and FLDCOM Commanders listed will provide their MAJCOM and FLDCOM 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 and FLDCOM KPL POCs will:

2.5.2.1. Update the MAJCOM and FLDCOM Commander's status in the DAF Top 8 and MAJCOM/FLDCOM/CC KPL daily, no earlier than 0500Z and NLT 0700Z, 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 have access to the DAF Top 8 and MAJCOM/FLDCOM/CC KPL SharePoint^{TM} site 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 DAF Top 8 and MAJCOM/FLDCOM/CC KPL with itinerary changes in accordance with this instruction.

2.5.2.7. Attach commanders' availability reports (CAR) to the DAF Top 8 and MAJCOM/FLDCOM/CC KPL when available.

2.5.2.8. Provide immediate telephone/verbal notification to AFSWC upon updating Principal's mid-day itinerary changes within the DAF Top 8 and MAJCOM/FLDCOM/CC KPL.

Chapter 3

COOP PLAN DEVELOPMENT

3.1. Writing COOP Plans. COOP plans may use planning factors contained in this instruction and the War and Mobilization Plan, Volume 1 (WMP-1*), Basic Plan*. 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)." Organizations can adopt any format that best achieves their planning goals or as directed by the MAJCOM/FLDCOM/DRU/FOA/NAF.

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 DAF is the tenant, ensure the host's Emergency Management Plan reflects COOP information to satisfy DAF 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 Controlled Unclassified Information (CUI).

3.2.1. Use the Department of Defense Continuity 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 Continuity of Operations Branch (AF/A3OB) via email **AF.A3OB.Workflow@us.af.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:

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.

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

3.3.1.3. Assess, prioritize, and identify MEF interdependencies with other organizations.

3.3.1.4. Integrate Operations Security (OPSEC) into all aspects of the plan.

3.3.2. Orders of Succession and 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. See DAFI 51-509, *Appointment to and Assumption of Command*, for specific guidance.

3.3.2.2. Commanders will establish, promulgate, and maintain orders of succession for key leadership and management 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 to make policy determination must be documented in COOP plans and will indicate the extent and limits of the delegated authority. Address how pre-determined delegations of authority take effect when normal channels of directions have been disrupted and lapse when channels have been reestablished.

3.3.3. Personnel Considerations.

3.3.3.1. Identify key military, civilian and contractor positions with COOP responsibilities under normal and emergency procedures.

3.3.3.2. Establish alert and notification procedures for continuity personnel. Ensure others are available through recall procedures to augment continuity personnel. Develop accountability procedures for all DAF personnel.

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. 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 **2.1.16.4 – 2.1.16.8, 2.5.1 – 2.5.2.8**, 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.

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. 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 MEFs at 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, and video 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) and internal/external access (e.g., commercial website, SharePoint™ sites) and test for military, civilians or contractors to perform work as required.

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 GETS and WPS websites.

3.3.4.3. Organizations will annually review their continuity communications to ensure they are fully capable of supporting their MEFs. **(T-2)**

3.3.4.4. Personnel will be trained on and exercise all continuity communications systems under all conditions bi-annually. **(T-2)**

3.3.4.5. COOP plans will include tactics, techniques and procedures for performing MEFs under conditions of degraded communications and network support.

3.3.4.6. Organizations should utilize the Primary, Alternate, Contingency, Emergency (PACE) planning methodology when developing communications requirements and options pertaining to COOP. Planners should identify and prioritize communication options within their respective COOP plans ensuring multiple levels of redundancy. Ideally each communication method should be completely separate and independent of the other systems of communication.

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

3.3.6. Facilities. Although MEFs are most efficiently executed from the primary operating location, the use of relocation sites enhances 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, or alternate means of continuing operations that does not require a dedicated facility (e.g., virtual operations), is mandatory. Telework options may be considered based on the nature of the COOP event when the MEF requirements can be met.

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. Consideration should be given to the site's ability to support operations 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. Establish memorandum of agreement/understanding, as required. 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 are available at relocation sites. Ensure power, life support and network connectivity at relocation sites are not provided through the same pathways and systems as the primary location. 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 readiness state to be fully operational no later than 12 hours after activation with pre-positioned unique equipment and supplies, as necessary. Maintaining relocation sites should include keeping areas free of storage items and hazards. Installation Commanders, Space Base Delta 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.

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. 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.

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 workspace or to relocation sites.

3.3.6.7. Review site suitability and functionality annually, validate continuity requirements. Document the date and names of personnel conducting the review/validation.

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. Essential records are those records needed to support essential functions during a continuity event.

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. Prepositioning and storage procedures should be endurable, survivable and redundant.

3.3.7.2. Test and update essential records programs and capabilities, as required.

3.3.7.3. Continuity personnel will be trained and exercised on essential records access and programs bi-annually. **(T-2)**

3.3.7.4. Establish procedures for fly-away kits which contain critical office items/records that cannot be pre-positioned. Ensure compliance with Personally Identifiable Information (PII), Public Law 104-191, *Health Insurance Portability and Accountability Act* as amended; 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.

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. IGEMS will be used to document these exercises. Evaluate plan and program readiness at least twice annually utilizing MICT to document these evaluations.

3.3.8.1. Demonstrate, assess and improve the capabilities of units to execute their COOP plans through the use of comprehensive test/training/execution plans 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 will ensure a knowledgeable individual provide specialized and in-depth COOP training for MEF/plan responsible individuals, program   office/developers,   and MAJCOM/FLDCOM/DRU/FOA/NAF/wing/delta/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 statutory authority and responsibilities for performance of essential functions from the organization's primary operating staff to other employees internal or external to the organization at a geographically dispersed location unaffected by the incident.

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

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. 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. Non-essential functions 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 (RM).

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. Applying the RM principles during the Readiness and Preparedness/Normal Operations Phase to mitigate risk to MEF execution. 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 Department of the Air Force Pamphlet (DAFPAM) 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 1.1**.)

3.5.1. Readiness and Preparedness (Normal Operations) Phase. During normal daily operations, COOP readiness should ensure identification and protection of mission essential assets, 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 includes the activation of plans, procedures, and schedules for the continuation of essential functions. Continuity personnel must be fully operational at the alternate facility as soon as possible but no later than 12 hours after continuity activation. The activation and implementation of a continuity plan and its associated procedures may require the use of alternate locations, depending upon the incident and its effect on normal operations.

3.5.3. Continuity Operations Phase. Activities in this phase includes MEF execution, with a focus on military operations, communications, transportation, accountability of personnel in the affected areas, and reconstitution of the organization. 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, accountability of personnel in the affected areas, and reconstitution of the organization. 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

DAF TOP 8 AND MAJCOM/FLDCOM/CC KEY PERSONNEL LOCATOR

4.1. DAF Top 8 and MAJCOM/FLDCOM/CC KPL. The DAF Top 8 and MAJCOM/FLDCOM/CC KPL is a web-based application hosted on the SIPRNET designated to provide users with current status and location information of key DAF personnel, MAJCOM/FLDCOM Commanders, their alternates or successors, and how to contact these personnel. Designated users can enter and modify specific data for the personnel in their organizations. Additionally, travel itineraries and other relevant scheduling information can be uploaded to the system as additional references and attachments. The DAF Top 8 and MAJCOM/FLDCOM/CC KPL is located on the SIPRNET at intelshare.intelink.sgov.gov/sites/afa3/O/O/SitePages/KPL.aspx. Users must be permissioned to access this system.

4.2. DAF Top 8 and MAJCOM/FLDCOM/CC KPL Accounts.

4.2.1. DAF Top 8 and MAJCOM/FLDCOM/CC KPL site access will be requested by sending an email on SIPRNET to AFSWC at **usaf.pentagon.af-a3.mbx.afwatch@mail.smil.mil**. Questions regarding permissions will be directed to AFSWC, DSN 312-227-6103 or commercial 703-697-6103, 24/7. Requests for accounts should include the following information:

4.2.1.1. First and Last name of requesting individual.

4.2.1.2. SIPRNET email account of requesting individual.

4.2.1.3. Office Symbol of Principal (e.g., "CSAF," etc.).

4.2.2. Additions and deletions to the DAF Top 8 and MAJCOM/FLDCOM/CC KPL (Principals). Will be added or deleted from the DAF Top 8 and MAJCOM/FLDCOM/CC KPL using the following criteria:

4.2.2.1. Additions. AFSWC will add principals to the list as required to track key personnel and provide up-to-date information for DAF continuity programs. 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 DAF Top 8 and MAJCOM/FLDCOM/CC KPL operating procedures. **(T-1)**

4.2.2.2. Deletions. AFSWC will delete principals based on change of duty station, retirement etc. If deletion is being requested from a principal's office for another reason, an email will be sent the AFSWC via SIPR with this request.

4.2.2.3. AFSWC will establish and conduct DAF Top 8 and MAJCOM/FLDCOM/CC KPL quarterly reviews of all DAF Top 8 key personnel, MAJCOM/FLDCOM/CC principals, and will provide updates to the SAF/AAC for HAF's JEEP primary and alternate updates. **(T-1)**

4.2.3. Permissions to the DAF Top 8 and MAJCOM/FLDCOM/CC KPL for POCs responsible for tracking their principal will be granted or revoked when members arrive or depart that office. If these movements occur before the quarterly reviews, offices may send an email to the AFSWC SIPR box stating either "DAF Top 8 and MAJCOM/FLDCOM/CC KPL Site Access Request" or "DAF Top 8 and MAJCOM/FLDCOM/CC KPL Site Access Revocation."

4.3. DAF Top 8 and MAJCOM/FLDCOM/CC KPL Reporting Procedures. The DAF Top 8 and MAJCOM/FLDCOM/CC KPL will be updated using the procedures in **Attachment 6, paragraph A6.1**.

EDWIN H. OSHIBA, SES, DAF
Administrative Assistant

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

Title 10 USC § 151, *Joint Chiefs of Staff*

Title 10 USC §§ 9011-9842, *Organization*

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

Public Law 104-191, *Health Insurance Portability and Accountability Act*

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

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CJCS Guide 3501, *The Joint Training System: A Guide For Senior Leaders*, 5 May 2015

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AFPD 51-5, *Administrative Law, Gifts, and Command Relationships*, 31 August 2018

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DAFMAN 90-161, *Publishing Processes and Procedures*, 15 April 2022

AFI 10-204, *Air Force Service Exercise Program and Support to Joint and National Exercise Program,* 6 September 2023

AFI 10-2519, *Public Health Emergencies and Incidents of Public Health Concern,* 10 December 2019

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

AFI 33-322, *Record Management and Information Governance Program*, 23 March 2020

AFI 41-106, *Air Force Medical Readiness Program*, 29 July 2020

DAFI 51-509, *Appointment to and Assumption of Command*, 10 February 2023

DAFI 90-302, *The Inspection System of the Department of the Air Force,* 15 March 2023

AFI 90-802, *Risk Management*, 1 April 2019

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

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

DAFPAM 90-803, *Risk Management (RM) Guidelines and Tools*, 23 March 2022

HAF COOP OPORD 3-18 (S), *Headquarters United States Air Force Continuity of Operations,* 24 September 2021

HOI 10-3, *Headquarters Air Force Continuity of Operations Program*, 17 June 2021

Office of the Assistant *Secretary for Defense for Homeland Defense and Hemispheric Affairs (ASD (HD&HA)),* 01 September 2022

WMP-1, *Basic Plan,* 10 February 2012

Prescribed Forms

None

Adopted Forms

DAF Form 679, *Department of the Air Force Publication Compliance Item Waiver Request/Approval*

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

ACC—Air Combat Command

AETC—Air Education and Training Command

AFDW—Air Force District of Washington

AFGSC—Air Force Global Strike 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

AFSWC—Air Force Service Watch Cell

AMC—Air Mobility Command

ANG—Air National Guard

CAP—Corrective Action Plan

CAR—Commander's Availability Report

CARM—Critical Asset Risk Management

CBRN—Chemical, Biological, Radiological, and Nuclear

CJCS—Chairman of the Joint Chiefs of Staff

CJCSI—Chairman of the Joint Chiefs of Staff Instruction

CONPLAN—Concept Plans

CONUS—Continental United States

COO—Chief Operations Officer

COOP—Continuity of Operations

CUI—Controlled Unclassified Information

DAF—Department of the Air Force

DAFPAM—Department of the Air Force Pamphlet

DCP—Disease Containment Plan, Defense Continuity Program, or Defense Continuity Plan

DCS—Deputy Chief of Staff

DoD—Department of Defense

DoDD—Department of Defense Directive

DoDI—Department of Defense Instruction

DRRS—Defense Readiness and Reporting System

DRU—Direct Reporting Unit

FLDCOM—Field Command

FOA—Field Operating Agency

GETS—Government Emergency Telecommunications Service

HAF—Headquarters of the Department of the Air Force

HSPD—Homeland Security Presidential Directive

HQ—Headquarters

HAF COOP OPORD—Headquarters Air Force COOP Operations Order

HOI—Headquarters Office Instruction

IGEMS—Inspector General Evaluation Management System

JCS—Joint Chiefs of Staff

JEEP—Joint Emergency Evacuation Plan

JSP—Joint Service Provider

KPL—Key Personnel Locator

MA—Mission Assurance

MAAP—Mission Assurance Assessment Program

MARPA—Mission Assurance Related Programs and Activities

MAJCOM—Major Command

MCOOP—Medical Continuity of Operations

MEF—Mission Essential Function

MICT—Management Internal Control Toolset

MOA—Memorandum of Agreement

MOU—Memorandum of Understanding

MTD—Maximum Tolerable Downtime

NAF—Numbered Air Forces

NEF—National Essential Functions

NCR—National Capital Region

NLT—Not Later Than

NMCC—National Military Command Center

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

PACE—Primary, Alternate, Contingency, and Emergency

PII—Personally Identifiable Information

PMEF—Primary Mission Essential Function

POC—Point of Contact

PWS—Performance Work Statement

RM—Risk management

SecAF—Secretary of the Air Force

SecDef—Secretary of Defense

SFSWC—Space Force Service Watch Cell

TDY—Temporary Duty Travel

USAF—United States Air Force

USAFE-AFRICA—United States Air Forces Europe –Air Forces Africa

USecAF—Under Secretary of the Air Force

USSF—U.S. Space Force

WPS—Wireless Priority Service

Office symbols

AF/A1—The Deputy Chief of Staff, Manpower, Personnel and Services

AF/A1P—Director of Military Force Management

AF/A2/6—Deputy Chief of Staff, Intelligence, Surveillance and Reconnaissance and Cyber Effects Operations

AF/A3—Deputy Chief of Staff for Operations

AF/A3O—Director of Operations

AF/A3OB—Air Force Mission Assurance COOP Branch

AF/A3T—Director of Readiness and Training

AF/A4—Deputy Chief of Staff for Logistics, Engineering and Force Protection

AF/A4C—Director of Civil Engineers

AF/A4L—Director of Logistics

AF/A4P—Director of Resource Integration

AF/A4S—Director of Security Forces

AF/A5/7—Air Force Futures

AF/A5R—Director of Operational Capability Requirements

AF/A8—Deputy Chief of Staff for Plans and Programs

AF/A8X—Director of Strategic Plans

AF/A9—Director of Studies and Analysis

AF/A10—Deputy Chief of Staff for Strategic Deterrence and Nuclear Integration

AF/CC—Chief of Staff of the Air Force

AF/CCC—Chief Master Sergeant of the Air Force

AF/CV—Vice Chief of Staff of the Air Force

AF/DA3—Assistant DCS, Operations

AF/DS—Air Force Director of Staff

AF/HC—Chief of Chaplains

AF/HO—Director of Air Force History and Museums Policies and Programs

AF/JA—Judge Advocate General

AF/RE—Chief of Air Force Reserve

AF/SE—Chief of Safety

AF/SG—Air Force Surgeon General

AF/TE—Director of Test and Evaluation

AFOG/CC—Commander, Air Force Operations Group

CMSAF—Chief Master Sergeant of the Air Force

CMSSF—Chief Master Sergeant of the Space Force

CSAF—Chief of Staff, United States Air Force

CSO—Chief of Space Operations

NGB/CF—Director, Air National Guard

SAF/AA—Administrative Assistant to the Secretary of the Air Force

SAF/AAC—Administrative Assistant to the Secretary of the Air Force COOP

SAF/AG—Auditor General of the Air Force

SAF/AQ—Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics

SAF/CN—Chief Information Officer for DAF

SAF/DS—Secretary of the Air Force Director of Staff

SAF/FM—Assistant Secretary of the Air Force for Financial Management and Comptroller

SAF/GC—General Counsel

SAF/IA—Deputy Under Secretary of the Air Force, International Affairs

SAF/IE—Assistant Secretary of Air Force for Installations, Environment and Logistics

SAF/IG—Inspector General of the Department of the Air Force

SAF/MR—Assistant Secretary of Air Force for Manpower and Reserve Affairs

SAF/OS—Secretary of the Air Force

SAF/SQ—Assistant Secretary of the Air Force for Space Acquisition and Integration

SAF/US—Under Secretary of the Air Force

SF/COO—Space Force Deputy Chief of Space Operations for Operations, Cyber, and Nuclear

SF/COO/O—Deputy Chief of Space Operations for Operations, Cyber, and Nuclear

SF/CTIO—Chief Technology and Innovation Officer for the Space Force

SF/DS—Space Force Director of Staff

SF/S1—Deputy Chief of Space Operations for Human Capital

SF/S2—Deputy Chief of Space Operations for Intelligence

SF/S5/8—Deputy Chief of Space Operations for Strategy, Plans, Programs, Requirements, and Analysis

VCSAF—Vice Chief of the Air Force

VCSO—Vice Chief of Space Operations

Terms

Department of the—**Air Force Top 8 and MAJCOM/FLDCOM/CC Key Personnel Locator** This KPL is a web-based application hosted on the SIPRNET and is designed to maintain the current location, status, and relevant contact information of the DAF Top 8 and MAJCOM/CC Commanders. Travel itineraries and other relevant scheduling information can be uploaded to the system as additional references and attachments.

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.

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 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 DAF 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 and FLDCOM 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 and FLDCOM 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 another designated staff and one or more facilities for the purpose of sustaining essential functions. i.e., A devolution site is located outside the primary region, and is capable of assuming the statutory and legal authority and responsibilities of the primary operating staff and facilities to sustain essential functions when necessary.

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.

Headquarters of the Department of the Air Force (HAF)—Represents the executive part of the DAF consisting of the Office of the Secretary of the Air Force (known as the Secretariat), Air Staff, and the Office of the Chief of Space Operations (known as the Space Staff).

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.

Mission Assurance—A process to protect or ensure the continued function and resilience of capabilities and assets, including personnel, equipment, facilities, networks, information and information systems, infrastructure, and supply chains, critical to the execution of DoD mission-essential functions in any operating environment or condition.

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.

Non-Essential Functions—Organizations can suspend non-essential functions for up to 30 days without impacting the organization's mission and not significantly impact DoD's ability to provide vital services or exercise authority, direction, and control.

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, FLDCOM, DRU or Wing/Delta/Unit 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.

PRIORITY	BRIEF NARRATIVE	TIME	ASSOCIATION
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/deltas/unit 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.

PRIORITY	BRIEF NARRATIVE	TIME	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 Worldwide 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. DAF MEFs. There are six DAF MEFs. All support DoD PMEFs and must be performed without interruption.

Table A2.3. DAF Mission Essential Functions.

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

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

A2.4.2. **DAF MEF 2.** Maintain continuous connectivity between the SecAF and the SecDef, CSAF, and CSO with the CJCS and other members of the JCS and between SecAF, CSAF and CSO through the MAJCOM, FLDCOM and the Department of the Air Force.

A2.4.3. **DAF MEF 3.** Provide timely and reliable situational awareness and monitoring on worldwide DAF operations and issues impacting operations.

A2.4.4. **DAF 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. **DAF MEF 5.** Execute Title 10 of the US Code (Title 10 USC D – Air Force, §§ 9011 - 9842) requirements to organize, train and equip forces for joint operations and other duties.

A2.4.6. **DAF MEF 6.** Support effective and timely SecAF, CSAF and CSO 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. **(T-0)** MEFs are the basis for sustained continuity of operations and lack thereof constitutes mission failure. Time is an important MEF consideration. MAJCOM, FLDCOM, DRU, ANG Readiness Center, Wing/Delta/Unit etc., MEFs should be relevant to DAF 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.

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, Service policy directives or instruction, MAJCOM, FLDCOM, DRU Mission Directives, MAJCOM, FLDCOM, DRU 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 DAF 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 DAF 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. 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. Some additional supporting elements may include situational awareness, computer and information support staff and administrative management. Identify any service, equipment, leaders and staff, facilities, communication capability, data/information or other supporting infrastructure and agencies necessary to perform the function. Areas to consider, but not limited to, include command and control, command decisions and strategies, crisis communications (including alerts and notifications), crisis data storage, retrieval and security, legal obligations, fiscal and contractual obligations and personnel.

A3.7. MEF Impacts. Identify the impact and consequences over time should these functions not be performed. This should establish the acceptable degree of interruption in the MEF execution during a crisis.

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 Tolerable Downtime (MTD) a MEF can be disrupted or degraded without disruption or degradation.

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/Delta/Unit Plans office for response requirements outlined in OPLANS. MAJCOM, FLDCOM, and DRUs should provide guidance to subordinate organizations on OPLAN response requirements.

A3.8. Organizational MEFs. Prioritize organizational MEFs based on the information above.

A3.9. Higher HQ MEFs. Identify the higher headquarters MEFs this organization's MEF supports.

Attachment 4

DAF UNIT CONTINUITY OF OPERATIONS (COOP) PLAN TEMPLATE

A4.1. Unit COOP Plan. This template serves as a guide for developing organizational COOP Plans. For planning purposes template can be found on the Air Force COOP SharePoint™ Page at **https://usaf.dps.mil/:f:/t/A3OB-COOP/EhwNBo_2lkVIjvPUEShpbL4BiU6dRTz64D9Gmh6CKcecjA?e=K6DzU**   **Note**: COOP Plans will be classified in accordance with the Department of Defense Continuity Security Classification Guide.

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 their respective directorates to the HAF KPL. The order of listing does not imply order of precedence or seniority. Administrative personnel in the Principal's office will update their respective KPL: either the HAF KPL or DAF Top 8 and MAJCOM/FLDCOM/CC KPL following the individual KPL policies. **Note:** Those Principal's designated with an asterisk (*) will have their status updated by their respective Command Center.

Table A5.1. HAF Key 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 Space Acquisition and Integration (SAF/SQ)
Assistant Secretary of the Air Force for Financial Management & Comptroller (SAF/FM)
Chief Information Officer for the Department of the Air Force (SAF/CN)
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 Department 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)
Chief of Space Operations (CSO)
Vice Chief of Staff of the Air Force (AF/CV)
Vice Chief of Space Operations (VCSO)
Secretary of the Air Force Director of Staff (SAF/DS)
Air Force Director of Staff (AF/DS)
Space Force Director of Staff (SF/DS)

Chief Master Sergeant of the Air Force (AF/CCC)
Chief Master Sergeant of the Space Force (CMSSF)
Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1)
Deputy Chief of Space Operations for Human Capital (SF/S1)
Director of Military Force Management (AF/A1P)
Deputy Chief of Staff, Intelligence, Surveillance and Reconnaissance and Cyber Effects Operations (AF/A2/6)
Deputy Chief of Space Operations for Intelligence (SF/S2)
Deputy Chief of Staff for Operations (AF/A3)
Assistant DCS, Operations (AF/DA3)
Director of Current Operations (AF/A3O)
Deputy Chief of Space Operations for Operations, Cyber, and Nuclear (SF/COO)
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 Air Force Futures (AF/A5/7)
Deputy Chief of Space Operations for Strategy, Plans, Programs, Requirements, and Analysis (SF/S5/8)
Director of Operational Capability Requirements (AF/A5R)
Deputy Chief of Staff, Intelligence, Surveillance and Reconnaissance and Cyber Effects Operations (AF/A2/6)
Deputy Chief of Staff for Plans and Programs (AF/A8)
Director of Strategic Plans (AF/A8X)
Director of Studies and Analysis (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 (NGB/CF)
* 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, Air Force Operations Group (AFOG/CC)
Deputy Chief of Space Operations for Operations, Cyber, and Nuclear (SF/COO/O)
Chief Technology and Innovation Officer for the Space Force (SF/CTIO)

Attachment 6

DAF TOP 8 AND MAJCOM/FLDCOM/CC KPL AND AVAILABILITY REPORTING

A6.1. DAF Top 8 and MAJCOM/FLDCOM KPL Reporting. The DAF Top 8 and MAJCOM/FLDCOM/CC KPL will be updated using the following procedures:

A6.1.1. Update Time.

A6.1.1.1. DAF 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/FLDCOM Commander status will be updated by MAJCOM/FLDCOM Command Centers daily no earlier than 0500Z and no later than 0700Z.

Table A6.1. MAJCOM/FLDCOM.

Air Combat Command (ACC)
Air Education and Training Command (AETC)
Air Force Global Strike Command (AFGSC)
Air Force Material Command (AFMC)
Air Force Reserve Command (AFRC)
Air Force Special Operations Command (AFSOC)
Air Mobility Command (AMC)
Air National Guard (ANG)
Pacific Air Forces (PACAF)
US Air Forces Europe – Air Forces Africa (USAFE-AFRICA)
Space Operations Command (SpOC)
Space Systems Command (SSC)
Space Training and Readiness Command (STARCOM)

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 are no changes from the previous status (e.g., the Principal is still on station and available; or the Principal is still TDY or on leave), verify and click save, to ensure the status shows verify as of the current duty day.

A6.1.2.2. Changes. If there are changes to the Principal's status the following measures must be taken to update the DAF Top 8 and MAJCOM/FLDCOM/CC KPL:

A6.1.2.2.1. Click on the "Jump to" icon/shield on the top of the page for the required office and perform updates as follows:

A6.1.2.2.2. Update the "Status" box by including "Leave, TDY or On Station".

A6.1.2.2.3. Update the "Location" box based on the location of the principal when on-station, TDY or on leave.

A6.1.2.2.4. Update the "TDY/Leave Dates" box with the departure and return of the principal.

A6.1.2.2.5. If a Commander's Availability Report (CAR) is available, select "Attach File" on the top of the update screen and attach the file. Do not include entire itinerary in any of the other fields.

A6.1.2.2.6. Update the "Successor" box by inputting or removing the name, rank, contact number and dates in which the individual will be acting for the Principal.

A6.1.2.2.7. When the MAJCOM/FLDCOM Commander is not designating a successor, insert the phrase, "No Designated Alternate" in the successor box.

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

CLASSIFICATION

1. RANK AND NAME OF MAJCOM/FLDCOM COMMANDER OR HAF KEY PERSONNEL

2. **PURPOSE**: (EXPLANATION OF ABSENCE, TDY OR LEAVE, ETC)

3. **ITINERARY**:

ARRIVAL TIME	LOCATION	DEPARTURE TIME
DDHHMMMONYY	DESTINATION	DDHHMMMONYY

4. **DESIGNATED ALTERNATE**: RANK AND NAME, DUTY TITLE, COMMERCIAL AND DSN PHONE NUMBER

5. **CONTACT INFORMATION**: CONTACT INFO FOR THE MAJCOM/FLDCOM COMMAND CENTER OR HAF STAFF ORGANIZATION
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	301800ZMAY2009
310230ZMAY2009	WASHINGTON, DC	041700ZJUN2009
050500ZJUN2009	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.

A6.2. Commander's Availability Report. The CAR is used by DAF and MAJCOM/FLDCOM 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 KPLs, the CAR will be used to provide the additional detail needed to allow the SecAF and CSAF/CSO to maintain command and control of forces and run the DAF. The CAR will be attached to DAF Key Personnel (as designated in **Table A6.2**.), MAJCOM and FLDCOM Commander's (as designated in **Table A6.1**) profiles outlining his/her itinerary during the period of absence. See **Figure A6.1** for template and example.

A6.3. MAJCOM/FLDCOM Commander and Alternates Concurrent Absences. Keep MAJCOM and FLDCOM 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 A6.2** will submit travel itineraries to the agencies indicated. Tracking agency contact information for the agencies is located in **Table A6.3**.

Table A6.2. DAF Key Personnel Itinerary Reporting Requirements.

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

Table A6.3. Tracking Agency Contact Information.

AGENCY	UNCLAS PHONE	SECURE PHONE	SECURE EMAIL
AFSWC	703-697-6103	302-221-0089	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
SFSWC	703-693-4003	302-221-4384	usaf.pentagon.haf.mbx.ussf-s3-space-force-watch@mail.smil.mil
OSD-ESC	Use established courier procedures		

A6.5. Minimize. Submission of CAR will not be affected by the imposition of MINIMIZE.

A6.6. MAJCOM/FLDCOM Commander's Availability Checks. MAJCOM/FLDCOM Commanders or their designated alternate must be telephonically available to the AFSWC within fifteen (15) minutes of the AFSWC initial attempt to make 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.