



CHIEF NATIONAL GUARD BUREAU INSTRUCTION

NG-J3/7
DISTRIBUTION: A

CNGBI 3302.01
31 October 2014

CONTINUITY OF OPERATIONS (COOP) PROGRAM POLICY

References: See Enclosure B.

1. Purpose. This instruction establishes National Guard Bureau (NGB) Continuity of Operations (COOP) Program policy and assigns responsibilities to the National Guard Joint Staff (NGJS), and the Army National Guard (ARNG) and Air National Guard (ANG) directorates to enhance emergency readiness in accordance with (IAW) reference a.
2. Cancellation. This instruction cancels NGB Memorandum 500-1/10-6, dated 31 January 2011, "National Guard Bureau Continuity of Operations Program Policy."
3. Applicability. This instruction applies to all elements of the NGB.
4. Policy. It is NGB policy that all NGB COOP planning and programming:
 - a. Assumes little or no notice of an attack or event.
 - b. Is based on risk-management assessments to ensure that appropriate operational readiness decisions consider the probability of an attack or incident and its consequences.
 - c. Emphasizes the permanent and routine geographic distribution of leadership, staff, and infrastructure to optimize survivability and maintain uninterrupted capability when performing NGB mission-essential functions (MEF) and meeting requirements for the Department of Defense (DoD) and Chairman of the Joint Chiefs of Staff (CJCS).
 - d. Maximizes the use of technology to inform leaders and other users, facilitate decision-making, and maintain situational awareness, and issue

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orders and direction. Telephony, information systems, and networks will be interoperable, robust, reliable, and resilient.

e. Includes dedicated access to critical and redundant communications capabilities at the Pentagon and alternate operating facilities to support alternate facilities and distributed operations. It also must include dedicated access to mobile communications capabilities during transit between operating locations.

f. Complies with the requirement for annual continuity training and exercises.

5. Definitions. See Glossary.

6. Responsibilities. See Enclosure A.

7. Summary of Changes. This is the initial publication of CNGBI 3302.01.

8. Releasability. This instruction is approved for public release; distribution is unlimited. Copies are available through <<http://www.ngbpdc.ngb.army.mil>>.

9. Effective Date. This instruction is effective upon publication and must be reissued, cancelled, or certified as current within five years of its publication.


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General, USA
Chief, National Guard Bureau

Enclosures:

- A -- Continuity of Operations Program Responsibilities
- B -- References
- GL -- Glossary

ENCLOSURE A

CONTINUITY OF OPERATIONS PROGRAM RESPONSIBILITIES

1. CNGB. The CNGB will maintain a comprehensive and effective COOP Program that sustains and enhances NGB's emergency readiness IAW reference a.

2. Director of Domestic Operations and Force Development Directorate (NG-J3/7). The Director of NG-J3/7 will:

a. Establish a COOP Program Management Office (CPMO).

b. Maintain overall program oversight of COOP-related matters by serving as the NGB Continuity Coordinator. The NGB Continuity Coordinator is directly responsible to the CNGB for management and oversight of the NGB COOP Program. The NGB Continuity Coordinator will:

(1) Serve as the primary point of contact (POC) between NGB and the Under Secretary of Defense for Policy (USD (P)).

(2) Ensure that NGB has the appropriate operational plans and standard operating procedures to comply with DoD guidance.

(3) Provide policy, procedural guidance, and overall direction to NGJS, ARNG, and ANG for sustaining an effective and ready NGB COOP Program to complement existing Service continuity guidance.

(4) Serve as the single POC between NGB and other Federal agencies for all NGB COOP matters. The Director of the ARNG (DARNG) and the Director of the ANG (DANG) will coordinate directly with their respective Services.

(5) Ensure that the offices within the Office of the Chief of the National Guard Bureau (OCNGB) and each NGJS, ARNG, and ANG directorate appoint a qualified COOP POC to respond accurately and timely to CPMO requests to fulfill COOP requirements.

(6) Ensure that the OCNGB, NGJS, ARNG, and ANG adequately plan, program, and budget to meet both the Service and NGB continuity requirements as defined in references a, c, and d. Specifically identify the unique continuity requirements in budgets.

(7) Provide guidance and direction to all elements of the NGB to annually test and exercise continuity plans, and then use the results to evaluate the NGB COOP Program, in addition to existing Service Component guidance.

(8) Serve as the lead for NGB COOP Plan execution, training, and exercises with the overall responsibility to ensure that NGJS, ARNG, and ANG integrate the objectives. DARNG and DANG may execute, train, and exercise their COOP plans independently.

(9) Participate in development and revision of operational and exercise elements of the NGB COOP Plan.

(10) Conduct, test, and assess the NGB COOP Plan at least annually and in conjunction with other scheduled exercises. These exercises may be a Table-Top, functional, or full-scale exercise as determined by the NGB Continuity Coordinator, or a higher authority.

(11) Exercise and test the NGB COOP Plan with the Office of the Secretary of Defense (OSD), the CJCS, the Service Secretaries, the ARNG, the ANG, The Adjutants General, and the Commanding General of the District of Columbia.

(12) Develop, maintain, and test all NGB alert and notification procedures and rosters, as specified in the NGB COOP Plan.

(13) Continually seek opportunities for appropriate venues to develop, exercise, and assess the NGB COOP Plan.

(14) Establish a CPMO consisting of at least a Program Manager, an Assistant Program Manager, and action officers who report directly to the Continuity Coordinator.

3. CPMO Program Manager. CPMO Program Manager reports directly to the Continuity Coordinator (NG-J3/7) and will:

a. Ensure the NGB Components have a unified, robust, and ready NGB COOP Program and Plan.

b. Coordinate with the ARNG, ANG, NGJS Civilian Policy Division (NG-J1-T5), NG-J3/7, NGJS Communications Directorate (NG-J6), ARNG Communication and Automation Directorate (ARNG-G6), and NGJS Resource Management Directorate (NG-J8) to ensure continuity programs are adequately planned, programmed, and budgeted to meet policy and planning requirements.

c. Develop and maintain a comprehensive continuity plan to support the OCNGB, as well as the NGJS, ARNG, and ANG, to address the requirements defined in reference a. All NGB continuity planning, training, and execution will focus on the continuous and successful execution of the NGB Component

mission-essential functions (CMEF), in addition to ARNG and ANG respective Service-directed MEFs.

d. Coordinate with The Special Assistant to the Chief of the National Guard Bureau (TSA); the Director of NG-J3/7; the Strategic Plans, Policy, and International Affairs Directorate (NG-J5); NG-J6; ARNG-G6; and the National Capital Region Directorate of Information Management (NCR-DOIM) to develop a comprehensive, multi-year continuity test and exercise program to evaluate the readiness of NGB continuity capabilities, plans, procedures, facilities, communications, and execution.

e. Capture lessons learned after COOP exercises and activations to determine the corrective actions necessary to improve the overall COOP Program, then work with affected directorates and offices to implement the changes.

f. Submit the following reports to the USD (P):

(1) Continuity readiness reports IAW reporting requirements in reference a.

(2) An annual report certifying that the NGB COOP Plan meets all DoD reporting requirements.

g. Develop and disseminate NGB guidance that explains how to build and maintain an effective continuity program, as directed by and in coordination with the NGB Continuity Coordinator.

h. Coordinate with all NGB elements to establish and manage formal working groups for developing, maintaining, and updating continuity plans.

4. VCNGB. The VCNGB will:

a. Integrate specific COOP activities and plans for offices within the Office of the OCNGB into the overall NGB COOP Program to the greatest extent possible.

b. Incorporate continuity requirements into the daily activities and operations of each OCNGB office.

c. Designate a COOP Point of Contact (POC) for each OCNGB office and notify the CPMO Program Manager in writing.

5. DARNG, DANG, and TSA. The DARNG, DANG, and TSA will:

- a. Integrate specific COOP activities and plans into the overall NGB COOP Program to the greatest extent possible.
 - b. Incorporate continuity requirements into the daily activities and operations of each NGB Component and directorate.
 - c. Require Components and directorates to integrate continuity related functions and activities into their regular tasks to prepare them to execute their MEFs continually under all conditions and threats.
 - d. Identify and prioritize MEFs to support the CNGB MEFs. The NGB Component and directorate MEFs are the basis for COOP planning, training, and execution. The directorate MEFs will directly support the NGB CMEFs in addition to ARNG and ANG MEFs per references c and d.
 - e. Assign staff to develop, validate, and coordinate their respective COOP plans, then maintain, update, and reissue them annually, or more frequently if changes warrant.
 - f. Adequately plan, program, and budget continuity programs to meet the continuity requirements defined in reference a, which includes specifically identifying requirements in the Component and directorate budgets. This will include multi-year planning for all assets and resources, and the development, operation, and maintenance of facilities, interoperable communications, and transportation capabilities.
 - g. Test and exercise continuity plans at least annually, or as otherwise directed, to evaluate program readiness.
 - h. Submit annual reports to the NGB Continuity Coordinator certifying that the Component or directorate continuity plan includes the requirements defined in reference a.
 - i. Submit continuity readiness reports to the NGB Continuity Coordinator as required by reference a.
 - j. Execute ARNG and ANG COOP plans.
 - k. Designate a COOP POC for each Component and directorate, and notify the CPMO Program Manager in writing.
6. COOP POC. The COOP POC for each Service Component, NGJS directorate, and OCNGB office will:
- a. Oversee the COOP Program for his or her Component, directorate, or office.

b. Be the primary POC responsible for continuity matters within his or her Component, directorate, or office.

c. Develop plans that support the NGB COOP Plan.

b. Support coordination between alternate relocation sites and other emergency relocation facilities (ERF).

d. Verify that the MEFs within their direct responsibility can be performed no later than 12 hours after COOP activation, and for a period of at least 30 days.

h. Comply with requirements for critical infrastructure protection, information assurance, operations security, and defense-crisis management.

7. Director of Manpower and Personnel Directorate (NG-J1). The Director of NG-J1 will:

a. Provide oversight, in coordination with the NGJS leadership, to ensure NGB personnel policies and practices support NGB COOP Programs.

b. Serve as the lead for NGB COOP Plan personnel issues.

8. Director of Joint Intelligence Directorate (NG-J2). The Director of NG-J2 will:

a. Establish, in coordination with the NGJS leadership, continuity requirements and tasking for intelligence analysis and programs to support the NGB COOP Program.

b. Serve as the lead for NGB COOP Plan intelligence issues.

c. Participate in developing and revising all intelligence elements of the NGB COOP Plan, ensuring integration among all NGB Components.

9. Director of Logistics and Engineering Directorate (NG-J4). The Director of NG-J4 will:

a. Serve as the lead for all logistics regarding the NGB COOP Plan and conduct periodic reviews.

b. Verify and coordinate all logistics requirements and movement plans for equipment and personnel, ensuring integration among all NGB Components.

c. Coordinate with ARNG-G4 and Arlington Hall Station Facilities Management Office (AHS-FMO) to establish plans for reconstitution and recovery to the primary work location.

d. Establish monitoring procedures for procuring supplies and services.

10. Director of ARNG-G4. The Director of ARNG-G4 will:

a. Coordinate with the NG-J3/7, NG-J4, NG-J6, ARNG-G6, AHS-FMO, ARNG-G3, and the Principal Assistant Responsible for Contracting (NGB-PARC) to establish ERFs and temporary facilities for alternate work sites, including a damage-assessment process.

b. Provide AHS-FMO a reconstitution process that includes Geographical Information System support.

11. AHS-FMO. AHS-FMO will:

a. Develop a damage-assessment process and reconstitution plan to return Arlington Hall Station to full operations following a catastrophic event.

b. Coordinate with management of ERF sites and temporary facilities used for alternate work sites to:

(1) Plan use and occupancy of the space.

(2) Confirm the infrastructure operates correctly.

(3) Identify necessary renovation.

(4) Schedule and complete required capital improvements.

(5) Verify the common information technology infrastructure and services are adequate and in good working order.

c. Be prepared to provide transportation to ERFs, such as using a Government fleet or contracted services to shuttle staff.

12. ARNG-G3 Operations Division (OD). The ARNG-G3 OD will plan and coordinate force protection and any other identified security measures at ERFs and temporary facilities used for alternate work sites.

13. Director of NG-J5. The Director of NG-J5 will, upon request:

a. Provide strategic guidance and policy direction to execute the NGB COOP Plan.

- b. Provide recommendations to the CPMO regarding portions of the NGB COOP Plan that pertain to policy and international affairs.
- c. Fully integrate changes to policy and plan elements into the NGB COOP Plan.
- d. Verify that NGB COOP guidance, policies, plans, and procedures are consistent with directives and guidance from the President of the United States, Department of Homeland Security (DHS), OSD, CJCS, and the Service Secretaries.
- e. Maintain compatibility between the NGB COOP Plan and those of the OSD; CJCS; Headquarters Department of the Army; Headquarters Department of the Air Force; Services; and all States, Territories, and the District of Columbia.
- f. Provide policy guidance, as requested, to the individual States for developing their COOP and Continuity of Government (COG) plans.

14. Director of NG-J6 and Chief Information Officer. The Director of NG-J6 and Chief Information Officer, in conjunction with ARNG-G6, will:

- a. Serve as the lead for NGB COOP command, control, communications, and computer (C4) issues.
- b. Participate in developing and revising C4 elements of the NGB COOP Plan, ensuring integration among all NGB components.
- c. Establish policy and provide guidance for identifying, storing, protecting, and maintaining automated COOP emergency files, vital records, communications equipment, and databases required to execute CMEFs and ensure they are accessible at any ERF.
- d. Provide primary and alternate POCs for the COOP with individually assigned Secure Internet Protocol Router Network (SIPRNet) access and connectivity along with Non-secure Internet Protocol Router Network (NIPRNet) terminals, depending upon their organization's mission.

15. ARNG-G6 and ANG Readiness Center/Operational Support and Compliance Directorate, Communication Division (ANGRC/CCYC). The ARNG-G6 and the ANGR/CCYC will:

- a. Provide secure and integrated NGB COOP communications support, as required by reference a, in collaboration with the NG-J6, the NGB Continuity Coordinator, the AHS-FMO, and each other.

b. Design, develop, implement, and maintain the secure integrated COOP communications required by reference a through the NGJS leadership and in coordination with NG-J3/7, NG-J6, AHS-FMO, and each other.

c. Provide command and control communication access at all ERFs upon activation and certain other designated alternate work facilities in support of the NGB Emergency Response Group and Emergency Relocation Staff IAW reference a.

d. Provide a trained and capable staff at all ERFs upon activation, IAW reference a, to deliver:

- (1) Unclassified and classified data communications and support.
- (2) Unclassified and classified voice communications and support.
- (3) Unclassified and classified video tele-conferencing and support.
- (4) High-frequency radio communications and support.

e. Coordinate with NG-J6, NGJS leadership, and each other IAW reference a to:

(1) Provide oversight, direction, and guidance to NGB Components regarding information systems and networks necessary to support NGB CMEFs under all circumstances.

(a) Oversee the identified information systems and networks.

(b) Report quarterly to the NGB Continuity Coordinator on the status of those information systems and network capabilities.

(2) The ARNG-G6, in its capacity as the NCR-DOIM, provides NIPRNet and SIPRNet connectivity for the ARNG and NGJS during continuity events. The NCR-DOIM provides the information assurance requirements for the U.S. Army and the NGJS to the system owner, which is the State, to support the accreditation.

(3) The ANGRC/CCYC provides information assurance requirements IAW ANG and U.S. Air Force standards. On the SIPRNet, the NCR-DOIM is responsible for providing the transport layer for switching and routing the ANG traffic.

(4) Incorporate NGB COOP capabilities into the integrated command and control enterprise.

(5) Ensure NGB compliance with DoD and DHS quarterly assessments of continuity communications capabilities per reference a.

16. NG-J8. The Director of NG-J8 and Comptroller will:

a. Assist the NGB Continuity Coordinator for NGB COOP budget and life-cycle management issues.

b. Assist the CPMO in ensuring continuity programs are adequately planned, programmed, and budgeted, and meet policy and planning requirements in reference a.

c. Provide fiscal recommendations in developing and revising program and budget elements of the NGB COOP Plan.

d. Guide and oversee funding arrangements, in coordination with the CPMO, between NGB and State organizations that own or manage the respective COOP sites by ensuring that memorandums of agreement are implemented as required. COOP site names and locations are classified as "Secret" information.

ENCLOSURE B

REFERENCES

PART I. REQUIRED

- a. DoD Directive 3020.26, 09 January 2009, “Department of Defense Continuity Programs”
- b. DoD Directive 5105.77, 21 May 2008, “National Guard Bureau (NGB)”
- c. AF Instruction 10-208, 15 December 2011, “Air Force Continuity of Operations (COOP) Program”
- d. AR 500-3, 18 April 2008, “U.S. Army Continuity of Operations Program Policy and Planning”

PART II. RELATED

- e. DoD Instruction 3020.42, 17 February 2006, Certified as current 27 April 2011, “Defense Continuity Plan Development”
- f. NSPD-51/HSPD-20, 09 May 2007, “National Continuity Policy”
- g. DHS FCD 1, October 2012, “Federal Continuity Directive 1, Federal Executive Branch National Continuity Programs and Requirements”
- h. DHS FCD 2, July 2013, “Federal Continuity Directive 2, Federal Executive Branch Mission Essential Functions and Candidate Primary Mission Essential Functions Identification and Submission Process”
- i. DoD Instruction 5025.01, 06 June 2014, “DoD Issuances Program”
- j. CNGB Instruction 5000.01, 30 November 2011, “Chief, National Guard Bureau Issuances and National Guard Bureau Publications Guidance”

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

AHS-FMO	Arlington Hall Station – Facilities Management Office
ANG	Air National Guard
ANGRC/CCYC	Air National Guard Readiness Center/ Operational Support and Compliance Directorate, Communication Division
ARNG	Army National Guard
ARNG-G6	Army National Guard Communication and Automation Directorate
C4	Command, control, communications, and computer
CAC	Common Access Card
CJCS	Chairman of the Joint Chiefs of Staff
CMEF	Component Mission Essential Function
CNGB	Chief of the National Guard Bureau
COG	Continuity of Government
COOP	Continuity of Operations
CPMO	Continuity of Operations Program Management Office
DANG	Director of the Air National Guard
DARNG	Director of the Army National Guard
DHS	Department of Homeland Security
DoD	Department of Defense
ERF	Emergency Relocation Facility
ERG	Emergence Response Group
GKO	Guard Knowledge Online
IAW	In accordance with
JCS	Joint Chiefs of Staff
MEF	Mission Essential Function
NCR	National Capital Region
NCR-DOIM	National Capital Region Directorate of Information Management
NG	National Guard
NGB	National Guard Bureau
NG-J1	Manpower and Personnel Directorate
NG-J1-T5	National Guard Joint Staff Civilian Policy Division
NG-J2	Joint Intelligence Directorate
NG-J3/7	Domestic Operations and Force Development Directorate
NG-J4	Logistics and Engineering Directorate
NG-J5	Strategic Plans, Policy, and International Affairs Directorate
NG-J6	National Guard Joint Staff Communications Directorate
NG-J8	National Guard Joint Staff Resource Management Directorate
NGJS	National Guard Joint Staff
NIPRNET	Non-Secure Internet Protocol Router Network
OCNGB	Office of Chief of the National Guard Bureau

OSD	Office of the Secretary of Defense
PMEF	Primary Mission Essential Function
POC	Point of contact
SIPRNET	Secure Internet Protocol Router Network
TSA	The Special Assistant to the Chief of the National Guard Bureau
USD(P)	Under Secretary of Defense for Policy
VCNGB	Vice Chief of the National Guard Bureau

PART II. DEFINITIONS

Continuity of Operations -- An effort within individual organizations, such as the National Guard Bureau, to ensure that Component 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.

Continuity of Operations Program -- The policies, plans, procedures, and capabilities that allow the continued execution of mission-essential functions across a wide range of potential emergencies, including localized acts of nature, accidents, technological, and attack-related emergencies.

Component Mission-Essential Function -- A mission-essential function that directly supports one of the Department of Defense's primary mission-essential functions. The word "component" refers to an organizational entity of the Department of Defense, such as the Office of the Secretary of Defense, the Military Departments, or the National Guard Bureau.

Continuity of Government -- A coordinated effort among each branch of Federal, State, and local governments to continue mission-essential responsibilities in a catastrophic crisis. The Continuity of Government activities involve ensuring the continuity of mission-essential functions by creating plans and procedures to govern succession to office and emergency delegation of authority, safekeeping of vital records and databases, improvisation or emergency acquisition of vital resources necessary to perform mission-essential functions, developing the capacity to relocate essential personnel and functions to alternate facilities, and sustaining performance of mission-essential functions until normal operations can be resumed. The Continuity of Government depends on effective Continuity of Operations plans and capabilities.

Continuity of Operations Event -- Any event causing the National Guard Bureau to activate its Continuity of Operations Plan and either relocate operations to an alternate facility to assure continuance of its essential functions or to shelter in place. A distinction is made between a situation requiring evacuation only and one dictating the need to implement Continuity

of Operations plans. An example of a non-Continuity of Operations event is a fire or hazardous-materials incident that may require the evacuation of an organization's building, but only for a short duration. Alternately, an emergency so severe that the National Guard Bureau facilities are rendered unusable or inaccessible for a period long enough to significantly impact normal operations may require Continuity of Operations Plan implementation.

Emergency Relocation Facility -- A facility located, when possible, outside an affected area to which all or part of a civilian or military headquarters may be moved in specified crises or emergencies. An Emergency Relocation Facility has the minimum essential communications and information systems to enable the organization to continue performing essential missions and functions, and can be hardened against the effects of weapons of mass destruction.

Emergency Response Group -- Selected individuals of an organization's staff prepared to move to designated relocation facilities and perform mission-essential functions in response to emergencies or contingencies that threaten the organization's operations.

Mission-Essential Function -- Any function that is vital to the National Guard Bureau's continuity of operations. These functions include those required by statute or Executive Order, and other functions deemed essential by the Chief of the National Guard Bureau. The mission-essential functions are those continuing activities that must be performed without interruption to execute critical missions. The mission-essential functions may be prioritized to allow for a graduated response and relocation to Emergency Relocation Facilities with minimum interruptions to operations.

Temporary Facilities Reconstitution -- Establishing an alternate work site; the process of returning to full operations at temporary, and possibly distributed, facilities with the expectation of moving to new or repaired facilities when they are available.