



UNITED STATES MARINE CORPS  
MARINE CORPS AIR STATION  
POSTAL SERVICE CENTER BOX 8003  
CHERRY POINT, NORTH CAROLINA 28533-0003

ASO 3030.1  
OPS

17 MAR 2020

From: Commanding Officer, Marine Corps Air Station Cherry Point  
To: Distribution List

Subj: MCAS CHERRY POINT CONTINUITY OF OPERATIONS

Ref: (a) DoDD 3020.26  
(b) MCO 3030.1  
(c) MCO 3500.26A  
(d) MCICOMO 3030.1  
(e) ASO 3058.1  
(f) ASO 3440.1  
(g) MCAS Cherry Point Mission Statement, 4 June 2018  
(h) MCAS Cherry Point Priority of Response and Restoration Memorandum  
(i) MCAS Cherry Point Continuity of Operations Standard Operating Procedures (SOP)  
(j) MCAS Cherry Point Commanding Officer's Policy Letter 02-19

Encl: (1) Acronyms & Definitions

1. Situation

a. General

(1) As stated within ref (b), Continuity of Operations (COOP) is defined as an organization's ability to continue its Mission Essential Functions (MEFs) with little or no interruption during and after an emergency. In accordance with ref (d), the initial priority of COOP is to restore Command and Control (C2) as well as essential functions and critical installation services as soon as possible, with 12 hours being the goal. Essential functions and critical installation services are to be supportable in a continuity situation under all circumstances for up to 30 days or until normal operations can be resumed.

(2) In accordance with ref (d), installations may use commander requirements, the 39 installation services, the Marine Corps Task List (MCTL), and mission statements to develop and prioritize a list of MEFs. The Marine Corps Tasks (MCTs) designated for MCAS Cherry Point per ref (g) served as the foundation for the designation of Station Mission Essential Tasks (MET). For purposes of understanding COOP, it is important to explain the following:

(a) Per ref (c), a MCT becomes a MET when designated by a command for an operation. Thus, a MET is simply a designated MCT. A MET becomes a MEF when it is designated to be a critical function during or after an emergency in support of the installation, tenant commands, and potentially, support to civil authorities. Thus:

***MCT = MET (when designated by command) = MEF (when critical during/after an emergency)***

(3) MCAS Cherry Point METs are identified per ref (d) and reported within the Defense Readiness Reporting System (DRRS). These METs are:

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- (a) MCT 1.7 Support Maneuver Through the Provision of Training Areas
- (b) MCT 4.1 Conduct Supply Operations
- (c) MCT 4.3 Conduct Transportation Operations
- (d) MCT 4.6 Provide Services (Nonmateriel and Support Activities)
- (e) MCT 4.6.3 Provide Airfield Operation Services
- (f) MCT 4.6.6 Provide Community Services
- (g) MCT 4.9 Provide Base and Station Facilities and Related Infrastructure
- (h) MCT 6.0 Protect the Force

(4) The METs listed above that are critical for COOP purposes have been designated as MEFs. Additionally, other MCTs from the MCTL were reviewed that are critical during and after an emergency incident, yet not DRRS-reportable. When combined, the prioritized list of MCAS Cherry Point MEFs for COOP are below. It must be noted that if the MEF is a core MCT (e.g. MCT 4.6), not all associated sub-MCTs within ref (c) must be satisfied to ensure COOP. Enclosure (2) includes those particular MCTs that are critical for the core MCT during a COOP event.

PRIORITIZATION	MCT	TITLE
MEF 1	5	Exercise Command & Control
MEF 2	5.1.1	Provide and Maintain Communication
MEF 3	5.3.2.1.1	Provide Base Ops Center to Plan, Coordinate, Communicate, and Execute Installation Support to National Response Plans
MEF 4	6	Protect the Force
MEF 5	4.6.3	Provide Airfield Operation Services
MEF 6	4.9	Provide Base and Station Facilities and Related Infrastructure
MEF 7	4.1	Conduct Supply Operations
MEF 8	4.3	Conduct Transportation Operations
MEF 9	4.6	Provide Services (Nonmateriel and Support Activities)
MEF 10	4.6.6	Provide Community Services
MEF 11	4.8	Man the Forces

(5) This Order provides a ready resource that outlines priorities, responsibilities, and delegations of authority during a COOP event. Additionally, ref (i) identifies directorate and departmental contingency and emergency response plans critical for ensuring COOP. These internal plans map functional processes, workflows, and activities per ref (a).

b. Enemy/Threats. Threat and hazards to installation assets and personnel can come from a variety of sources. These include, yet are not limited to terrorism, traditional physical attacks, cyber intrusions, as well as natural hazards such as destructive weather. The MCAS Cherry Point All-Hazard Threat Assessment (AHTA) serves as the analytical tool utilized by installation planners in order to compare possible threats and hazards in relation to likelihood.

c. Terrain. In regards to this Order, any reference to MCAS Cherry Point also includes the additional properties that fall under the command and control of MCAS Cherry Point leadership, which include

Auxiliary Landing Field (ALF) Bogue, Outlying Landing Field (OLF) Atlantic, OLF Oak Grove, BT-11, and BT-9.

d. Friendly Forces

(1) Higher

- (a) Marine Corps Installations East (MCIEAST)
- (b) Marine Corps Installations Command (MCICOM)
- (c) U.S. Marine Corps Forces North (MARFORNORTH)

(2) Tenant Commands/Agencies

- (a) 2<sup>nd</sup> Marine Aircraft Wing (2d MAW)
- (b) Fleet Readiness Center East (FRCEAST)
- (c) Naval Health Clinic Cherry Point (NHCCP)
- (d) Center for Naval Aviation Technical Training (CNATT)
- (e) Combat Logistics Company (CLC) 21
- (f) Defense Commissary Agency (DeCA)
- (g) Defense Logistics Agency (DLA)
- (h) U.S. Army Veterinary Services

(3) External Agencies

- (a) Civil Authorities/Government Agencies
- (b) Non-Governmental Organizations

2. Mission. During or after an emergency event, ensure the ability to establish C2, as well as MEFs, as soon as possible, with the goal being within 12 hours. Sustain these capabilities until normal operations can resume. The goal for normal operational reconstitution is within 30 days. Plan for and forecast services that may be necessary to support installation operations, regional emergency operations, and local community support, if MCAS Cherry Point would be cut off from external support and replenishment for a two week period.

3. Execution

a. Commander's Intent. MCAS Cherry Point will maintain a robust COOP plan in order to maintain C2, protect the force, restore MEFs vital to supporting the operating forces and tenant commands/agencies aboard the installation, and assist the local community as necessary.

b. Concept of Operations

(1) Plan Construct

Subj: MCAS CHERRY POINT CONTINUITY OF OPERATIONS (COOP)

(a) Base Order. This Order lays out the framework for how COOP is planned, coordinated, and executed at MCAS Cherry Point. It also assigns the necessary responsibilities to ensure all COOP requirements are satisfied and the intent of the command is established.

(b) COOP Standard Operating Procedures (SOP). It is essential that MEF-specific information remain current to ensure effective preparedness, response, and recovery. To maintain this critical requirement, ref (i) serves as a companion document to ensure those most affiliated with MEF performance ideally capture COOP requirements, to include linkages to internal contingency plans and processes. Ref (i) provides the ability to directly map functional processes, workflows, and activities to the MEFs. The SOP shall be treated as a living document and appropriately updated when a change is warranted. Respective directorates/commands are responsible for expediently updating affiliated portions of the SOP via Mission Assurance.

(2) COOP Scenarios

(a) Scenario 1: Limited or no-warning events; such as a fire, destructive weather, or earthquake affecting the installation or surrounding communities, requiring reconstitution of MEFs.

(b) Scenario 2: Facility-centered events with prior warning, such as the planned loss or use of facilities, which require relocation to an alternate Critical Mission Facility (CMF) aboard the installation. This scenario is not in relation to long-term facility construction planning efforts, yet near term planning based on a new requirement to relocate.

(c) Scenario 3: Personnel loss. An event effecting local roadways, infrastructure, or infectious disease could cause short or long term mass absence of personnel.

(d) Scenario 4: Any of the above scenarios in addition to above normal support to the local community. This support may include, yet is not limited to: response assets, search and rescue operations, billeting, feeding, and sheltering. Forecasting this scenario is critical to ensuring adequate services and resources to maintain installation MEFs and local community needs.

(3) COOP Phases. MCAS Cherry Point executes a three-phased COOP Plan in order to Prepare, Respond, and Recover from any hazard, natural or man-made, that impacts the installation. The primary focus of effort is to restore MEFs that support flight operations.

(a) COOP Phase I - Prepare. This phase is continuous and concludes when an emergency event or threat requires execution of this Order. Managed by the Operations Directorate, Phase I is based on a risk management strategy used to identify and assess potential hazards, and to prioritize and allocate resources to ensure mission accomplishment. Phase I consists of the following steps used to identify the personnel and resources necessary to execute MEFs.

1. Identify the functional processes, workflows, and activities vital to supporting the reportable MET (MCT) that in turn supports the operational forces and tenant commands/agencies aboard MCAS Cherry Point. Prioritize those functions that can be deferred until time and resources permit restoration.

2. Identify the billets that support each MEF. Establish orders of succession to ensure continuity and a smooth transition of succession.

3. Provide guidance to personnel on individual preparedness measures to ensure rapid response to any emergency that impacts the installation.

4. Update rosters of personnel categorized per ref (f). Ensure personnel critical for functional processes, workflows, and activities impacting COOP are included.

Subj: MCAS CHERRY POINT CONTINUITY OF OPERATIONS (COOP)

5. On order, execute accountability procedures for Marines, DOD civilians, contractors, and families living or stationed at MCAS Cherry Point.

6. Identify resources and equipment that may be necessary to support COOP plans. Ensure that Station and tenant command/agency plans do not conflict in relation to resource alignment.

7. Identify the Vital Records and Databases needed to support this Order. Develop procedures to ensure that these records are stored, protected, and comply with Personally Identifiable Information (PII) requirements.

8. Develop immediate action plans, contingency plans and/or directorate-specific SOPs in order to execute MEFs following an emergency.

9. Designate Emergency Relocation Sites (ERS) or Alternate Operating Facilities.

10. Train designated personnel to execute the COOP Plan. Ensure personnel critical for functional processes, workflows, and activities impacting COOP are included.

11. Develop, update, and execute COOP training and exercises annually.

a. COOP training will address:

(1) Roles and responsibilities

(2) Work options

(3) Notification procedures

(4) Evacuation procedures

(5) Security considerations

(6) Delegation of Authority

(7) Personnel designation

b. COOP exercises will include:

(1) Subordinate & Tenant Commands/Agencies

(2) Local, State, Federal partners

(3) Information systems

(4) Essential records protection

(5) Operations from continuity sites

c. Publish an After-Action Report (AAR) following each exercise and submit to the Marine Corps Center for Lessons Learned (MCCLL). Revise the COOP Plan as required based on lessons learned from exercises and actual events.

12. Capture the costs associated with COOP and submit via appropriate funding mechanisms.

(b) COOP Phase II – Respond. The purpose of Phase II is to maintain C2 of the installation, and to restore degraded MEFs as required. The COOP Plan transitions from Phase I to Phase II anytime a MEF has been degraded due to an emergency event. The Director of Operations is the staff lead for COOP execution. See ref (f) for response procedures to an emergency event. Once the event has ended and it is safe to resume operations, MCAS Cherry Point will take the following steps to re-establish any lost functionality:

1. Prioritize restoration based on the situation and available resources.
2. Recall necessary personnel, as categorized within ref (f).
3. Assign damage assessment teams to identify assets and infrastructure that may have been damaged or degraded.
4. Identify the MEFs that may have been degraded or rendered non-operational.
5. Transfer MEFs to an alternate CMF, if feasible, to restore functionality within the specified Recovery Timeline Objective (RTO) of 1-12 hours.
6. Coordinate with 2d MAW to request tactical assets to temporarily replace systems critical to executing MEFs.

(c) COOP Phase III – Recover (Post-Event). The purpose of Phase III is to reconstitute capabilities lost or degraded following an emergency event. The focus of effort is on replacing/repairing equipment and facilities so that impacted MEFs can return to their primary CMF in order to restore normal operations.

1. Upon activation of the Emergency Operations Center (EOC) and per the guidance established by the Commanding Officer (CO), the Director of Operations will lead the staff and the Crisis Action Team (CAT) in developing post-event reconstitution procedures.
2. Develop a restoration plan to repair or refurbish CMFs following completion of damage assessments.
3. Develop procedures for expending funds, executing contingency contracts, and providing emergency procurement during COOP events.
4. Document and report all costs required to acquire, operate, and maintain COOP-related capabilities and facilities for the three COOP phases.
5. When facilities supporting MEFs and affiliated functional processes, workflows, and activities are operational, coordinate the transition or transfer (as applicable), of these functions back to their assigned CMF and pre-event production status.

c. Tasks

(1) Operations Directorate

- (a) Serve as the Office of Primary Responsibility (OPR) for COOP management and coordination.
- (b) Activate the EOC during a COOP event in order to maintain C2. Be prepared to plan, coordinate, communicate, and execute installation support to local and National Response Plans.
- (c) Be prepared to transfer operations to the alternate EOC, or a tertiary site, if necessary.
- (d) Coordinate COOP execution with higher headquarters, tenant commands/agencies, and local/state emergency management agencies.

Subj: MCAS CHERRY POINT CONTINUITY OF OPERATIONS (COOP)

(e) Execute response/reconstitution procedures to provide airfield operation services and support during COOP.

(f) Execute response/reconstitution procedures to provide aviation electronic maintenance equipment during COOP.

(g) Develop and execute annual COOP training and exercise.

(2) Manpower Directorate

(a) Maintain essential personnel rosters in accordance with this Order.

(b) Provide guidance on pay, leave, staff, and other human resource issues to managers and personnel to help continue essential functions during any emergency event.

(c) Coordinate with the Human Resources Office (HRO), the Comptroller, and Contracting, as required, to expedite emergency or limited term hiring to fill Task or Mission Critical billets.

(d) Be prepared to initiate telework contracts or agreements if needed, during or after an emergency for authorized personnel.

(e) Adjutant. Instruct the Command Duty Officer (CDO) to make appropriate notifications to MCAS Cherry Point leadership based on CDO procedures to report an event per the Commander's Critical Information Requirements (CCIR) that may require this plan to be actioned.

(3) Security & Emergency Services (SES)

(a) Execute response in accordance with ref (h).

(b) Conduct response/reconstitution procedures to provide security and protect the force in support of this Order.

(c) Coordinate deployment of the Security Augmentation Force (SAF) during periods of heightened Force Protection Conditions (FPCON) following an emergency event, or in support of this Order.

(d) Coordinate with local/state/federal law enforcement to provide escort, transport or convoy security for critical supplies or VIPS under special circumstances.

(4) Facilities Directorate

(a) Serve as the OPR for all infrastructure and utility restoration, as well as billeting issues.

(b) Execute response/reconstitution procedures during COOP per ref (i). Utilize ref (h) for restoration guidance.

(c) Develop plans to service back-up generators at CMFs and alternate sites used during COOP.

(d) After command approval, if needs are identified and supportable, coordinate the use of deemed office spaces and parking for those in need of relocation.

(e) Provide information on available space for emergency relocation or alternate operating facilities.

(5) Telecommunication and Information Systems (TISD)

Subj: MCAS CHERRY POINT CONTINUITY OF OPERATIONS (COOP)

- (a) Serve as the OPR for all communication related issues.
- (b) Identify and maintain critical support requirements for Voice and Data services.
- (c) Execute response/reconstitution procedures to provide and maintain secure and non-secure communications, including voice and data services, during COOP per ref (i).
- (d) Coordinate maintenance support with the Marine Corps Enterprise Network (MCEN) help desk to respond to unclassified NIPRNET issues.
- (e) Facilitate completion of voice/data requirements for commands relocating to MCAS Cherry Point for COOP purposes.
- (f) Coordinate voice/data requirements for relocation of mission or task critical assets aboard MCAS Cherry Point for COOP purposes.
- (g) Upon approval, identify IT solutions to support telework.

(6) Comptroller

- (a) Promulgate fiscal guidance during contingency operations and capture all expenditures in excess of normal operating costs (i.e. civilian overtime pay and contract fees). Document and report all costs required to acquire, operate, and support COOP-related capabilities and facilities.
- (b) As appropriate, request fiscal support from higher headquarters via MCIEAST.
- (c) Develop procedures for expending funds during COOP.
- (d) Maintain funding documents and reimbursement costs incurred as a result of supporting other commands that may utilize MCAS Cherry Point as a COOP site.
- (e) Provide fiscal advisement to the command if immediate manning for specialized skills is required.
- (f) Assist directorates and agencies with guidance, contracts, support agreements, and funding, if required, to meet unique requirements during an emergency situation. All options should be examined and exhausted.

(7) Legal Service Support Team

- (a) Coordinate legal issues with MCIEAST.
- (b) Ensure public notices are in accordance with state and higher headquarters requirements.
- (c) Assist Contracting in the preparation of sole source justification/expedited procedures developed to contract for supplies/services.
- (d) Assist and advise the CO, Manpower, and the Human Resources Office (HRO) regarding employee conduct and rights during an emergency.
- (e) Assist with emergent issues regarding Non-Affiliated Civilians living in Atlantic Marine Corps Communities (AMCC) housing.

(8) Communication Strategy & Operations (COMMSTRAT). Establish a support plan based on potential



Subj: MCAS CHERRY POINT CONTINUITY OF OPERATIONS (COOP)

emergency situations and current CO guidance.

(9) Marine Corps Community Services

(a) In coordination with EOC staff and the sheltering officer, be prepared to activate emergency evacuation shelters.

(b) Maintain, modify or re-open selected or specific food and/or retail services during or following an emergency event.

(10) Commanding Officer, Headquarters and Headquarters Squadron (H&HS).

(a) On order, activate the SAF during emergency situations in coordination with SES.

(b) Monitor the status of H&HS-specific infrastructure and workspaces, as well as personnel accountability.

(11) All Directorates

(a) Maintain and update respective information contained in ref (i).

(b) Provide essential personnel rosters to the EOC in order to perform mission-critical work during a COOP event.

(c) Map respective functional processes, workflows, and activities that support COOP.

(d) Create and maintain the necessary COOP support plans and procedures for each department responsible for the execution and restoration of a MEF. These include contingency plans and standard operating procedures.

(e) Forecast services and resources necessary if MCAS Cherry Point was to operate as a strategic hub for local community support/response during and/or after a catastrophic incident without potential replenishment for a 2 week period.

(12) Tenant Commands/Agencies

(a) Provide essential personnel rosters to the EOC in order to perform mission-critical work during a COOP event.

(b) Notify the EOC of command/agency-specific priorities of response & restoration before or after an emergency event to assist the Station with holistic prioritizations.

(c) Coordinate services and support that may be available during a COOP event in order to assist: restoring C2, reestablishing operations, as well as civil authorities.

(d) Synchronize internal COOP requirements with the Station prior to a COOP event to ensure appropriate needs are forecasted and supportable.

d. Coordinating Instructions

(1) COOP planning will be conducted in conjunction with the Mission Assurance Working Group (MAWG). Mission Assurance will ensure that all COOP requirements are reviewed adequately. A separate COOP Working Group may be conducted, if necessary.

(2) All requests for 2d MAW support during COOP or recovery operations will be coordinated through

Subj: MCAS CHERRY POINT CONTINUITY OF OPERATIONS (COOP)

MCIEAST and II Marine Expeditionary Force (II MEF), as necessary.

(3) All directorates and H&HS shall capture COOP-related costs and report them to the Comptroller.

4. Administration and Logistics

a. Administration

(1) This Order will be maintained by the Operations Directorate. Internal plans and procedures that support COOP will be retained by the respective authoring entity and assessable to CAT representatives.

(2) Recommendations for changes to this Order and ref (i) should be submitted to the MCAS Cherry Point Operations Directorate (Attn: Mission Assurance Department) via the appropriate chain of command.

(3) This document and associated internal plans will be reviewed annually, at a minimum.

b. Logistics. Refer to tasks for logistical requirements necessary or projected during designated phases.

5. Command and Signal

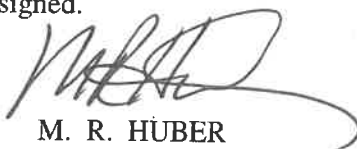
a. Command.

(1) Only the Commanding Officer, or in order of succession: Executive Officer, Director of Operations, Deputy Director of Operation, or Senior Watch Officer, can authorize execution of this Order in part or its entirety.

(2) This Order is applicable to MCAS Cherry Point and subordinate and tenant commands, and all civilians and contractors assigned or attached to the Installation.

(3) The COOP plans of subordinate and tenant commands are to be coordinated and synchronized with this Order.

b. Signal. This Order is effective the date signed.



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## Acronyms & Definitions

Marine Corps Task (MCT). Tasks captured within the Marine Corps Task List (MCTL), the authoritative Marine Corps task list that provides the standardized, doctrinally based lexicon of common language tasks for use by units and installations, that defines Marine Corps capabilities used in development of Core, and Assigned OPLAN and Named Operation METs to report operational readiness of combat missions, contingency operations and support to the war fighter.

Mission Essential Tasks (MET). An externally focused action, process, or activity (task) deemed critical to mission accomplishment. Essential task characteristics are standard terminology (derived from the Universal Joint Task List (UJTL) or the Marine Corps Task List (MCTL)), essentiality (absolutely necessary, indispensable, and critical), and external focus (action focused outside of the unit and supporting another unit or directly affecting the enemy).

Mission Essential Functions (MEF). Activities/tasks that must continue to be performed in a continuity event and defines mission success of the incident response and must be maintained for 30 days or until normal functions are reconstituted. (i.e.; many functions/tasks may be important, but not all are essential for mission success during the continuity event).

Functional Processes, Workflows, Activities. Per reference (a), procedures that directly support or maintain a specific MEF.

Critical Mission Facility (CMF). A CMF is the specific facility, or space within a facility, where a Mission Essential Function is executed.

Emergency Relocation Site (ERS). A site where a Mission Essential Function can be relocated if the CMF can no longer be used.

Recovery Timeframe Objective (RTO). The permissible timeframe that a specific Mission Essential Function may be suspended without incurring significant and documentable degradation to ongoing combat operations, or supporting command and control operations.