



**DEPARTMENT OF THE NAVY**  
HEADQUARTERS UNITED STATES MARINE CORPS  
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POC/F  
14 AUG 2020

MARINE CORPS ORDER 3030.1A

From: Commandant of the Marine Corps  
To: Distribution List

Subj: MARINE CORPS CONTINUITY OF OPERATIONS (COOP) PROGRAM

Ref: (a) Presidential Policy Directive (PPD) 40, National Continuity Policy, Jul 15, 2016  
(b) DoD Directive 3020.26, "Defense Continuity Programs," Feb 14, 2018  
(c) DoD Instruction 3020.42, "Continuity Plan Development," Feb 17, 2006  
(d) SECNAVINST 3030.4E, "DON Policy for COOP Programs," May 1, 2019  
(e) Defense Continuity Program (DCP), "Security Classification Guide," Dec 2005 (NOTAL)  
(f) SECNAV M-5214.1  
(g) National Institute of Standards and Technology Special Publication (NIST) 800-39, Mar 2011  
(h) NIST SP 800-34 Rev 1, "Contingency Planning Guide for Federal Information Systems," May 2010  
(i) MCO 5210.11F  
(j) SECNAVINST M-5210.1 CH-1  
(k) 5 U.S.C. 552a

Reports Required: I. After Action Report (AAR) (Report Control Symbol EXEMPT). Par 4.a.(2) (p) 4  
II. Corrective Action Plan (CAP) (Report Control Symbol EXEMPT). Par 4.a.(2) (p) 4  
III. Continuity Readiness Report (Report Control Symbol EXEMPT). Par 4.b.(2) (d) 1

1. Situation. Per reference (a), it is the policy of the United States to maintain a comprehensive, effective, continuity capability at all levels of government to meet the essential defense and domestic needs of the nation during periods of national emergency. COOP is defined as an organization's ability to continue its mission essential functions without unacceptable interruption before, during, and in the aftermath of a catastrophic event or an emergency. In an increasingly complex global threat environment, the Marine Corps must plan and prepare to continue its mission essential functions under all circumstances and across the competition continuum.

2. Cancellation. MCO 3030.1

3. Mission. References (b) and (c) delineate Department of Defense (DoD) continuity policy and planning guidance for the military components and all other elements of the DoD. In accordance with DoD policy and reference (d), every command and organization within the Marine Corps will develop and implement a COOP and plan unless they are included in the COOP planning of their next higher authority in the chain of command. This mission will be

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accomplished through a comprehensive, integrated process that is synchronized within the Marine Corps and with appropriate military and civilian organizations.

#### 4. Execution

##### a. Commander's Intent and Concept of Operations

(1) Commander's Intent. Per the references and the mission statement above, the Marine Corps Total Force will establish and implement a COOP program that:

(a) Supports and is in compliance with Headquarters Marine Corps (HQMC), Department of the Navy (DON), Chairman of the Joint Chiefs of Staff (CJCS), DoD, and applicable Federal Continuity Program requirements.

(b) Identifies and prioritizes organizational mission essential functions, particularly those that must be performed under all circumstances and those that support the mission essential functions of higher headquarters and HQMC.

(c) Includes the development and publication of continuity plans that ensure the continuation of organizational mission essential functions under all circumstances for up to 30 days or until normal operations can be resumed. COOP planning includes preparatory measures, response actions, and restoration activities planned or taken to ensure the continuation of mission essential functions and to maintain military effectiveness, readiness, and survivability - a fundamental mission of the Marine Corps. The elements of COOP planning are "good business practices," and as such, should be incorporated into daily operations and activities.

(d) Leverages and integrates continuity planning with existing mission assurance plans and programs focused on the protection of critical resources and infrastructure, most notably Antiterrorism/Force Protection; Critical Infrastructure Protection; Chemical, Biological, Radiological, Nuclear, and High Yield Explosives (CBRNE); Installation Emergency Management; Information Assurance; and Operations, Physical, Electronic and Information Security.

(e) Ensures continuity programs are adequately planned, programmed, and resourced to meet HQMC, DON, and DoD continuity requirements. COOP programming will incorporate a multi-year strategic planning effort to ensure all assets and resources required to execute COOP plans are addressed and COOP capabilities are developed in a timely fashion.

(2) Concept of Operations. All USMC commands and organizations will develop continuity and devolution plans in accordance with the guidance and direction provided in reference (c) and associated federal directives. Actions taken to ensure continuity, including the following core planning elements, will be incorporated into plans and daily operations:

(a) Continuity Operational Phases and Implementation. A continuity plan is implemented to ensure the continuation or rapid resumption of essential functions during a continuity event. A command's continuity implementation process will incorporate the following four phases: readiness and preparedness, activation, continuity operations, and reconstitution.

1. Readiness and Preparedness. This phase includes all individual and organizational continuity readiness and preparedness activities including the development, review, and revision of plans; implementation of a Test, Training, and Exercise (TT&E) program; and risk management.

2. Activation. This phase includes the activation of plans, procedures, checklists, and schedules for the continuation of mission essential functions at alternate or devolution sites, as well as for the personnel, vital records and databases, and equipment involved with these functions. This may include activation of supporting mission assurance plans such as emergency response and disaster recovery plans, information system contingency plans, and building occupant emergency plans.

3. Continuity Operations. This phase includes the following activities to continue essential functions:

- a. Accounting for all organization personnel
- b. Reporting on operational capabilities to higher headquarters
- c. Performing mission essential functions
- d. Establishing communications with supporting and supported organizations, customers, and stakeholders
- e. Preparing for the reconstitution of the organization

4. Reconstitution. This phase includes the personnel and facility-related actions required to resume full normal operations at the primary facility, another temporary facility, or a new permanent facility with the required staff and resources.

(b) Identify and prioritize organizational mission essential functions. Organizational mission essential functions will align with and support the mission essential functions of the next higher headquarters of the Marine Corps chain-of-command, up to and including the mission essential functions of HQMC. The HQMC mission essential functions shall, in order of priority:

- 1. Support the Commandant of the Marine Corps (CMC) as a member of the JCS.
- 2. Maintain continuous connectivity between the CMC and the Secretary of the Navy (SECNAV), Chairman of the Joint Chiefs of Staff (CJCS), Secretary of Defense, other members of the JCS, Fleet Marine Forces/Navy-Marine Corps Component Commands, and the Marine Expeditionary Forces.
- 3. Provide timely and reliable situational awareness and monitoring of Marine Corps operations worldwide to the CMC and SECNAV, to include those issues impacting operations.
- 4. Provide effective and timely information to support decision-making by the CMC and SECNAV.

5. Assist the CMC in the execution of his Title 10 U.S.C. responsibilities during emergencies with a focus on force direction and management.

(c) Ensure routine and emergency geographic dispersion of leadership, staff, and infrastructure in order to increase survivability and maintain uninterrupted capability to accomplish organizational mission essential functions.

(d) Maintain capability to shelter-in-place both essential and non-essential personnel.

(e) Designate alternate operating facilities and establish capabilities at alternate facilities to execute mission essential functions during a continuity event, pending reconstitution to normal operations. Alternate facilities must provide adequate geographical dispersion, physical security, and the connectivity, hardware, software, and related infrastructure to assure access to the communications and information systems necessary to support the execution of mission essential functions.

(f) Appoint primary and alternate Emergency Relocation Staff (ERS) in writing and maintain personnel rosters to ensure reliability. ERS are the primary staff designated to deploy to alternate facilities to execute mission essential functions during a continuity event. Determining ERS composition involves several considerations including, but not limited to: key leadership roles, subject matter expertise, special skills, and continuous 24/7 staffing.

(g) Develop multiple activation scenarios to ensure continuity plans are responsive and executable with or without warning. Plans should reflect the capability to assume mission essential function performance from alternate facilities as soon as possible following an emergency, but no later than 12 hours following plan activation.

(h) Establish pre-planned and emergency procedures for delegations of authority, orders of succession, and devolutions of authority for essential command and control functions and key positions.

(i) Plan for Devolution. Devolution is a component of continuity planning that establishes procedures to transfer statutory authority and responsibilities from primary operating staff to another designated staff for the purpose of sustaining mission essential functions. Devolution may be temporary, or may endure for an extended period. A devolution plan is activated upon the threat of, or in response to, a catastrophic emergency that renders primary leadership and operating staff incapable of sustaining mission essential functions from primary facilities.

(j) Establish procedures to provide alert/notification, evacuation, and movement of essential personnel and equipment to relocation sites. Transportation and logistics requirements for movement of personnel and equipment shall be included in continuity plans.

(k) Identify and prioritize continuity communications and information systems. COOP plans must prioritize the communications and information services required to perform each mission essential function. COOP plans will:

1. Identify communications and network information systems, control systems, secure/non-secure voice, data, video, and other services that support essential functions and vital records. These capabilities must be available in-transit and at alternate sites.

2. Ensure essential systems/records at alternate sites are accessible and operational to support mission essential functions within required timeframes.

3. Identify emergency communications systems. COOP plans must identify the emergency communications systems and services used by key leaders and other select continuity personnel while in transit and at the alternate sites. Systems to consider include: Government Emergency Telecommunications Service (GETS) and Wireless Priority Service (WPS). COOP plans should identify continuity positions that require GETS and WPS, as well as residential and mobile secure communications (e.g., DoD Mobility Classified Capability or other approved device) for senior leadership.

4. Adhere to the Cyber - COOP Framework. COOP plans must identify the criticality and priority of information systems required to perform mission essential functions. They must also recognize cyber resiliency as an integral component of contingency planning. Furthermore, COOP plans must address the use of primary and alternate systems for the performance of mission essential functions. As described in reference (g), national COOP policy directs DoD to apply resilience to these resources and to implement a multi-tiered cybersecurity risk management process. It must develop Information System Contingency Plans (ISCPs) and conduct exercises to recover local IS services following an emergency or disruption using guidance found in reference (h). ISCPs provide key information needed for system recovery, including roles and responsibilities, inventory information, assessment procedures, detailed recovery procedures, and testing procedures for a system.

5. Identify alternate communications systems and processes. These should include other methods, such as the use of voice instead of data, and the use of data instead of video. Alternate methods not dependent on internet protocol (IP) based IT systems should be identified for the performance of essential functions in the event of a degraded cyberspace environment. Planning must consider the use of alternate networks, e.g., classified network, should an unclassified network become disrupted.

(l) Utilize established USMC risk management processes across all continuity planning efforts to identify and assess potential hazards, including the probability of an attack or incident and its consequences; this will assist in determining what levels of risk are acceptable and to prioritize the allocation of resources.

(m) Identify vital records that support mission essential function execution and ensuring their storage, protection, and availability during a continuity event. Organizations should refer to reference (i) for guidance and direction on USMC vital records.

(n) Plan for reliable service agreements and commitments from commercial vendors and contractors necessary for successful mission essential function performance. Modify statements of work, as necessary, to ensure availability of contractor and vendor support personnel at alternate locations on a continuous basis during continuity operations.

(o) Establish procedures for the improvisation or emergency acquisition of resources necessary to execute mission essential functions and address contingency procurement/contracting requirements and procedures during COOP events.

(p) Establish procedures to address personnel considerations during COOP events. Personnel considerations include:

1. Implementation of a process to communicate the organization's operating status during emergencies to all personnel.

2. Implementation of a process to contact and account for all assigned personnel in an emergency event, including family members. This process will include provisions for collection of a needs assessment for personnel who are disaster victims.

3. Implementation of a process to communicate guidance on pay, leave, staffing, and other human resource issues.

(q) Develop and implement a COOP TT&E program that:

1. Provides COOP training to both essential and non-essential personnel to ensure all staff understand their roles and responsibilities during emergencies.

2. Maintains readiness of all individuals assigned to continuity positions and demonstrates their ability to perform mission essential functions under any conditions from alternate operating locations.

3. Tests the unit's alert, notification, and activation procedures, as well as operations and support requirements at designated alternate facilities. Communications and information systems will be tested on a regular basis.

4. Includes development and publication of an After-Action Report (AAR) and Corrective Action Plan (CAP) following each real event and exercise. Issues will be entered into a Lessons Learned (LL) database for resolution and incorporation into COOP plans as appropriate. Reporting requirements I and II are exempt from reports control per reference (f), Part IV, paragraph 7.c.

(r) Incorporates appropriate security considerations and classification(s) into COOP plans. Depending on the military mission, the identification of mission-critical assets, personnel, facilities, communications, dependencies, and vulnerabilities are classified. Organizations will utilize reference (e) in constructing and publishing COOP plans.

b. Subordinate Element Missions

(1) The Deputy Commandant for Plans, Policies, and Operations (DC PP&O) is designated the senior accountable official for management and oversight of the Marine Corps COOP Program and will maintain overall responsibility for planning, policy and implementation. DC PP&O also serves as the appointing authority for USMC General Officers and Senior Civilians to HQMC COOP Plan billets directed by the DOD or CJCS.

(2) The Branch Head, Current & Future Operations (POC/F), will serve as the USMC Continuity Coordinator for DC PP&O and shall:

(a) Serve as the Office of Primary Responsibility (OPR) for the Marine Corps COOP Program and provide oversight of all associated Service-level planning, programming, budgeting, and execution actions.

(b) Ensure the Marine Corps COOP Program attains and maintains compliance with continuity policy and guidance issued by the Executive Branch, the DoD, CJCS, and DON.

(c) Serve as the Marine Corps representative to the DoD Continuity Executive Steering Group and as the single point of contact for COOP to agencies internal and external to the DoD.

(d) Designate the HQMC COOP Program Manager. The HQMC COOP Program Manager will represent HQMC on all COOP-related working groups and at associated meetings and conferences. The HQMC COOP Program Manager will also:

1. Submit Continuity Readiness Reports on USMC COOP compliance to the DoD Continuity Manager as required. Reporting requirement (III) is exempt from reports control per reference (f), Part IV, paragraph 7.c.

2. Serve as the validating official for COOP plans developed by commands designated as devolution agents for HQMC.

3. Coordinate with the Joint Staff, other DoD components, and federal COOP planners as appropriate to ensure the Marine Corps COOP Program is efficiently maintained and meets current and emerging requirements.

4. Serve as the liaison to the Inspector General Marine Corps (IGMC) on issues of COOP compliance within the Marine Corps Total Force.

5. Provide guidance, direction, and assistance to the Marine Corps Total Force as required to ensure the establishment, implementation, and execution of COOP plans, policies, and programs as defined in this Order.

(3) Fleet Marine Forces Indo-Pacific , Fleet Marine Forces Atlantic , and Marine Forces Reserve are designated Devolution Sites for HQMC. Subordinate Marine Expeditionary Forces are designated Devolution Agents for these commands. Devolution Agents will develop COOP plans in alignment with the mission essential functions of HQMC and devolution plans to assume higher headquarters mission essential functions if required. HQMC Devolution Agents will:

(a) Designate an OPR for COOP and devolution planning within their organizations.

(b) The OPR will appoint a Continuity Planning Officer (CPO) to oversee the development and implementation of COOP plans and programs and serve as the point of contact (POC) for HQMC. Contact information for the command's CPO will be provided to the HQMC COOP Program Manager within 30 days of appointment.

(4) Training and Education Command (TECOM) and Marine Corps Installations Command (MCICOM) are responsible for the development of COOP and

devolution plans and programs for Marine Corps installations, bases, and stations under their jurisdictions. TECOM and MCICOM will:

(a) Designate an OPR for COOP and devolution planning within their organizations.

(b) The OPR will appoint a CPO to oversee the development and implementation of COOP plans and programs and serve as the POC for HQMC. Contact information for the command's CPO will be provided to the HQMC COOP Program Manager within 30 days of appointment.

(c) Installation CPOs will coordinate and de-conflict COOP plans and programs with tenant and supported organizations as appropriate.

(5) The Higher Headquarters for all Operating Forces on Marine Corps installations, bases, and stations is responsible for the development and oversight of COOP plans and programs for their organizations. The Higher Headquarters for Operating Forces will:

(a) Designate an OPR for COOP and devolution planning within their organizations.

(b) The OPR will appoint a CPO to oversee the development and implementation of COOP plans and programs and serve as the POC for HQMC. Contact information for the command's CPO will be provided to the HQMC COOP Program Manager within 30 days of appointment.

(c) Higher Headquarters CPOs will coordinate and de-conflict COOP plans and programs with installation and host CPOs as appropriate.

(6) Geographically separated Marine Corps units and activities are responsible for developing COOP plans and programs for their organizations. These units and activities will:

(a) Designate an OPR for COOP and devolution planning within their organizations.

(b) Appoint a CPO to oversee the development and implementation of COOP plans and programs and serve as the COOP POC. Contact information for the CPO will be provided to the respective parent command within 30 days of appointment.

(c) Geographically separated units and activities will coordinate and de-conflict COOP plans and programs with parent command and host CPOs, as appropriate.

(7) Marine Corps Commands organized in support of and co-located with Combatant/Unified Commands will follow the COOP policies and planning directives of the supported command.

## 5. Administration and Logistics

a. Marine Corps COOP planners will utilize plan templates and products provided by the HQMC COOP Program Manager to develop localized plans; ensure uniformity of effort and overall program compliance. Templates can be adjusted as necessary to fit local planning considerations and can be accessed on both classified and unclassified networks (MCEN-S and MCEN-N). Contact the HQMC COOP Program Manager for assistance.



b. Recommendations. Recommendations for changes to this Order should be submitted to DC PP&O via the appropriate chain of command.

c. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The Department of the Navy (DON) recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities shall be balanced against the individuals' right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII shall be in accordance with the Privacy Act of 1974, as amended (5 U.S.C. 552a) and implemented per SECNAVINST 5211.5F.

d. Records Management. Records created as a result of this directive shall be managed according to National Archives and Records Administration (NARA)-approved dispositions per SECNAV M-5210.1 CH-1 to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium. Records disposition schedules are located on the Department of Navy/Assistant for Administration (DON/AA), Directives and Records Management Division (DRMD) portal page at:  
<https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>. Refer to MCO 5210.11F for Marine Corps records management policy and procedures.

6. Command and Signal

- a. This Order is applicable to the Marine Corps Total Force.
- b. This Order is effective the date signed.



G. W. SMITH JR.  
Deputy Commandant for  
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