



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
3000 MARINE CORPS PENTAGON  
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MARINE CORPS ORDER 3030.1

From: Commandant of the Marine Corps  
To: Distribution List

Subj: MARINE CORPS CONTINUITY OF OPERATIONS (COOP) PROGRAM

Ref: (a) National Security Presidential Directive -51/Homeland Security Presidential Directive-20, "National Continuity Policy," May 9, 2007  
(b) National Continuity Policy Implementation Plan, August 2007  
(c) National Communication System Directive 3-10, "Telecommunications Operations," July, 2007  
(d) 10 U.S.C. 151; 152  
(e) DOD Directive 3020.26, "Department of Defense Continuity Programs," January 9, 2009  
(f) DOD Instruction 3020.42, "Defense Continuity Plan Development," February 17, 2006  
(g) DOD 8910.1-M, "DOD Procedures for Management of Information Requirements," June 30, 1998  
(h) SECNAVINST 3030.4C  
(i) SECNAV M-5210.1

1. Situation

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 our nation's citizens during periods of national emergency. 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 in the aftermath of an emergency. In today's asymmetric threat environment, the Marine Corps must plan and prepare to continue its MEFs under all circumstances and across the spectrum of threats, including natural disasters, technological, and man-made emergencies.

b. Headquarters Marine Corps (HQMC) has identified the following MEFs that directly support or impact the performance of the Department of the Navy (DON) and Chairman of the Joint Chiefs of Staff (CJCS) MEFs, the Department of Defense (DOD) Primary Mission Essential Functions (PMEFs), and the correlative National Essential Functions (NEFs). The MEFs of HQMC are:

(1) Support the Commandant of the Marine Corps (CMC) as a member of the Joint Chiefs of Staff.

(2) Maintain continuous connectivity between the CMC and the Secretary of Navy (SECNAV), Chairman of the Joint Chiefs of Staff (CJCS), Secretary of Defense (SECDEF), other members of the Joint Chiefs of Staff (JCS), Marine Forces Component Commands, and the Marine Expeditionary Forces.

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(3) Provide timely and reliable situational awareness and monitoring of United States 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. These MEFs are interdependent and contribute, in their entirety, to the accomplishment of the Title 10 U.S.C. responsibilities of the Commandant and the Headquarters. The nature of the crisis and the direction received through the National Military Command System (NMCS) will determine the order and extent to which these MEFs are accomplished during continuity events.

d. This Order administers policy and guidance for the establishment of Continuity of Operations (COOP) Programs and Plans within the Marine Corps Total Force.

2. Mission. Headquarters Marine Corps, the Marine Operating Forces (through the Marine Expeditionary Force level), and the Marine Corps Reserve will establish a COOP Program that incorporates continuity requirements into daily operations. As an integral part of this program, the Marine Corps will develop, coordinate, validate, and maintain continuity plans and update plans every year or more frequently as changes warrant. This mission will be accomplished through a comprehensive, integrated process that is synchronized within the Marine Corps and with appropriate military and civilian organizations.

### 3. Execution

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

(1) Commander's Intent. Per references (a) through (i) and the mission statement above, the Marine Corps will establish and implement a COOP Program that shall:

(a) Support HQMC, DON, CJCS, and DOD Continuity Program requirements.

(b) Identify and prioritize organizational MEFs, particularly those that must be performed under all circumstances to support the MEFs of HQMC.

(c) Ensure continuity-related policies, plans, and programs support the continuation of organizational MEFs under all circumstances for up to 30 days or until normal operations can be resumed. Planning should also consider the challenges posed by extended events (pandemic influenza) that occur in a repetitious manner and cannot be addressed by traditional COOP responses.

(d) Leverage and integrate Marine Corps COOP requirements delineated in this Marine Corps Order (MCO) with existing mission assurance policies and programs focused on the protection of critical resources and infrastructure and continuation of mission essential functions, most notably Antiterrorism/Force Protection; Critical Infrastructure Protection; Chemical, Biological, Radiological, Nuclear, and High Yield Explosives (CBRNE);

Emergency Management Operations; Information Assurance; and Operations, Physical, Electronic and Information Security.

(e) Ensure continuity programs are adequately planned, programmed, and resourced to meet Marine Corps, 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. The Commander's intent will be accomplished through the establishment of Marine Corps COOP plans and programs that shall at a minimum address:

(a) Identification and prioritization of organizational MEFs. Organizational MEFs will align with and support the MEFs of the Marine Corps chain-of-command.

(b) The routine and emergency geographic dispersion of leadership, staff, and infrastructure in order to increase survivability and maintain uninterrupted capability to accomplish organization MEFs.

(c) Establishing the capability to shelter-in-place both essential and non-essential personnel.

(d) Maximizing the use of technological solutions to provide situational awareness and timely information to leaders to facilitate decision-making and issuance of orders and direction. Communications and information systems and networks must be interoperable, robust, reliable, and resilient.

(e) Designation of alternate operating facilities and establishing capabilities at alternate facilities to execute MEFs 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 MEFs.

(f) Appointment of primary and alternate Emergency Relocation Staffs (ERS) and maintenance of ERS personnel rosters. ERS will proceed to alternate facilities to continue MEFs 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) Ensure continuity plans are responsive and executable with or without warning. Plans should reflect the capability to assume MEF performance from alternate facilities as soon as possible following an emergency, but no later than 12 hours following plan activation.

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

(j) Be based on a risk management process to ensure that appropriate operational readiness decisions consider the probability of an attack or incident and its consequences.

(k) Address COOP actions in four basic phases: Readiness & Preparedness; Activation & Relocation; Continuity Operations; and Reconstitution.

1. Readiness & Preparedness. Only preparation for military operations will take priority over actions to coordinate and implement readiness measures to protect personnel, infrastructures, and vital resources through dispersal or relocation for reasons of survival. This phase also addresses measures to attain and maintain personal and organizational readiness for continuity operations.

2. Activation & Relocation. Giving priority to military operations, relocation of leadership and ERS personnel are primary concerns during this phase. Key actions include alert and notification of the ERS, ERS deployment, site activation, communications, and devolution of command and control if necessary.

3. Continuity Operations. During this phase, focus is on military operations, MEF performance, communications, transportation, and resource recovery to regain operational stability. Key activities include: sustaining functions that allow the ERS to conduct their MEFs; accounting for and managing personnel, ERS augmentation; and coordinating alternate site activities.

4. Reconstitution. During reconstitution, focus remains on military operations while planning for the return of staff and MEF performance to the primary operating facility or a permanent replacement facility. Reconstitution planning normally begins at the onset of a continuity event.

(l) Identifying vital records and ensuring their storage, protection, and availability to support performance of MEFs during a continuity event. Vital records are those documents, databases, records, references, and information systems needed to support the continuation of MEFs, and include those records and information systems necessary for reconstitution to normal operations after an event.

(m) The reliability of service agreements and commitments from commercial vendors and contractors necessary for successful MEF 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.

(n) Developing post-event recovery and reconstitution procedures and requirements. Continuity plans shall incorporate information that will be critical to recovery and reconstitution efforts.

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

(p) Human Capital considerations. Human Capital considerations will incorporate:

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

2. Development and 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. Development and implementation of a process to communicate guidance on pay, leave, staffing, and other human resource issues to managers and personnel to help continue essential functions during any national emergency.

(q) Development and implementation of a COOP Test, Training, and Exercise (TT&E) program that:

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

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

3. Tests the unit's alert, notification, and deployment procedures as well as operations and support requirements at designated alternate facilities. Communications and information systems necessary for MEF performance at alternate facilities 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 with issues entered into a Lessons Learned (LL) database for resolution and incorporation into COOP plans as appropriate.

b. Subordinate Element Missions

(1) The Deputy Commandant for Plans, Policies and Operations, (D/C, 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.

(2) The Head, Current Operations Branch (PPO/PO/POC), will serve as the COOP executive agent for D/C, PP&O, and shall:

(a) Serve as the Office of Primary Responsibility (OPR) for the Marine Corps COOP program.

(b) Ensure the Marine Corps COOP Program is in compliance with continuity policy and guidance issued by the Executive Branch, the DOD, and the DON.

(c) Ensure the Marine Corps is represented on the DOD Continuity Executive Steering Group (ESG) in accordance with the Continuity ESG Charter.

(d) Provide guidance and direction for the establishment, implementation, and execution of COOP plans and policies within the Marine Corps. Oversee planning, programming, budgeting, and execution of Marine Corps COOP Programs.

(e) Serve as the senior accountable official to the Under Secretary of Defense (Policy) (USD(P)), as the USMC Continuity Coordinator who is responsible for management oversight of the COOP Program and is the single point of contact for continuity matters.

(f) Submit a report annually to USD(P) certifying that the HQMC COOP Plan incorporates requirements delineated in DOD COOP policy.

(g) Submit continuity readiness reports to USD(P), as required, to support DOD continuity readiness reporting requirements.

(h) Designate the HQMC COOP Program Manager. The Program Manager will coordinate COOP efforts for HQMC and represent HQMC at all COOP-related meetings, working groups, and conferences.

(i) 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 requirements.

(j) Serve as the validating official for COOP Plans developed by commands designated as devolution agents for HQMC and specialized commands attached to HQMC.

(3) MARFOR Commanders are responsible for the management, implementation, and validation of COOP plans and programs for all Marine Corps installations, units, and activities within their assigned areas of responsibility.

(4) MARFORCOM, MARFORPAC, and MARFORRES are designated as devolution agents for HQMC and will develop continuity plans to assume HQMC MEFs in the event HQMC is unable to do so. These devolution plans will be developed in addition to the organization-specific continuity plans defined in this order.

#### 4. Administration and Logistics

a. Recommendations for changes to this Order should be submitted to D/C, PP&O via the appropriate chain-of-command.

b. Amplifying guidance for this MCO will be disseminated via appropriate directorates and divisions within the HQMC as required.

c. A DOD/Department of Homeland Security-compliant COOP Plan template will be distributed by PPO/PO/POC to assist units and organizations in developing continuity plans. Marine Corps field commands will utilize this template to ensure uniformity of effort and to ensure the continuity requirements defined in this MCO are addressed in their plans.

d. Records created as a result of this directive shall include records management requirements to ensure proper maintenance and use of records, regardless of format or medium, to promote accessibility and authorized retention per the approved records schedule and reference (i).

5. Command and Signal

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



T.D. WALDHAUSER  
Deputy Commandant for  
Plans, Policies and Operations

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