



# CHIEF NATIONAL GUARD BUREAU INSTRUCTION

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NGB-J3/7  
DISTRIBUTION: A

CNGBI 3202.01A  
22 April 2019

## NATIONAL GUARD CONTINUITY PROGRAM

References: See Enclosure B.

1. Purpose. This instruction establishes policy and assigns responsibilities for the National Guard (NG) Continuity Program in accordance with (IAW) references a and b.
2. Cancellation. This instruction supersedes Chief of the National Guard Bureau (CNGB) Instruction 3302.01, 31 October 2014, "Continuity of Operations (COOP) Program Policy."
3. Applicability. This instruction applies to all NG elements.
4. Policy. It is NG policy to enhance emergency readiness through continuity of operations by maintaining an integrated NG Continuity Program that supports the Department of Defense (DoD) and enables the execution of CNGB Mission Essential Functions (MEFs). To this end, the National Guard Bureau (NGB) will:
  - a. Incorporate continuity requirements into daily operations, assuming an all-hazards and all-threats environment and that adequate warning may not be available. Risk-management assessments will ensure operational readiness to consider the probability of an attack or incident and its consequences.
  - b. Execute CNGB MEFs upon direction for a minimum of 30 days or until normal operations can be resumed using alternate and telework sites, which must be fully operational within 12 hours of COOP activation.
  - c. Emphasize that the geographic distribution of leadership, staff, and infrastructure to optimize survivability by maximizing the use of technology to inform leaders and other users, facilitate decision-making, maintain situational awareness, and issue orders and direction is essential.

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d. Ensure that information and communication technology (ICT) are interoperable, redundant, and available to support alternate sites and distributed operations. Dedicated access to ICT capabilities during transit between operating locations is optimal.

e. Ensure that mission assurance, cybersecurity, and operations security (OPSEC) requirements are an integral part of continuity plans and programs.

f. Ensure all NGB personnel comply with requirements for annual continuity training and exercises.

g. Program, plan, budget, and execute continuity requirements within the base budgets of the Army National Guard of the United States and the Air National Guard of the United States.

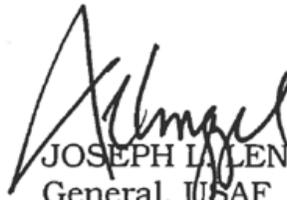
5. Definitions. See Glossary.

6. Responsibilities. See Enclosure A.

7. Summary of Changes. This instruction has been extensively revised and has been renumbered as 3202.01. Users are encouraged to read it entirely.

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

9. Effective Date. This instruction is effective upon publication and must be revised, reissued, canceled, or certified as current every five years.

  
JOSEPH L. LENGYEL  
General, USAF  
Chief, National Guard Bureau

Enclosures:

- A -- Responsibilities
- B -- References
- GL -- Glossary

ENCLOSURE A

RESPONSIBILITIES

1. CNGB. The CNGB will:

a. Develop, coordinate, and maintain an NG Continuity Program to ensure the continuation of CNGB MEFs across the spectrum of threats IAW reference a.

b. Designate the Director of Domestic Operations and Force Development (NGB-J3/7) as the NG Continuity Coordinator and delegate to the individual the authority to enter into memoranda of agreement.

c. Designate the Chief of the Continuity Program Management Office as the NG Continuity Program Manager (NG CPM).

2. Vice Chief of the NGB (VCNGB). The VCNGB will:

a. Integrate continuity activities and plans for offices within the Office of the CNGB (OCNGB) into the overall NG Continuity Program.

b. Ensure each OCNGB office designates a COOP point of contact (POC) in writing and notify the NG CPM.

3. Director of the ARNG (DARNG), Director of the ANG (DANG), and Director of Staff of the NGB. The DARNG, DANG, and Director of Staff of the NGB will:

a. Integrate continuity functions, activities, and plans into daily operations to ensure execution of MEFs under all conditions and threats.

b. Designate a COOP POC in writing for their respective staff and notify the NG CPM.

c. Identify and prioritize directorate subordinate MEFs to support the CNGB MEFs.

d. Execute NG Continuity Plans.

4. Additional DARNG Responsibilities. In addition to the responsibilities listed in paragraph 3 above, the DARNG will:

a. Develop a damage-assessment process and a plan for temporary facilities.

b. Develop a reconstitution plan to return the Herbert R. Temple, Jr., ARNG Readiness Center to full operations following a catastrophic event.

c. Provide Non-classified Internet Protocol Router and Secret Internet Protocol Router connectivity for the ARNG Directorate Staff and NGB Joint Staff (NGBJS) during continuity events.

d. Provide secure and integrated ICT capabilities and support to the NG Continuity Program IAW references e, f, and g.

e. Establish ICT standards, life-cycle management, and support requirements for network and equipment installation of ICT at Emergency Relocation Sites (ERSs) and alternate sites.

5. NGBJS Directorates. NGBJS Directorates will designate a COOP POC in writing and notify the NG CPM.

6. NG Continuity Coordinator. The NG Continuity Coordinator will:

a. Serve as the primary POC between the NG and the Under Secretary of Defense for Policy for all DoD continuity initiatives.

b. Serve as the NG representative to the continuity advisory committee and the primary POC for Federal Emergency Management Agency National Continuity Programs.

c. Serve as the principal advisor to the CNGB for COOP of national command and control and the national military command structure.

d. Establish continuity capabilities for the NGB IAW reference e.

e. Serve as the primary POC between the NG and other Federal agencies for all NG continuity matters.

f. Provide the CNGB with subject matter experts to directly support Chairman of the Joint Chiefs of Staff (CJCS) MEFs.

g. Establish policy, plans, and procedures that support NG continuity programs.

h. Serve as the CNGB signature authority for memoranda of understanding and memoranda of agreement for continuity initiatives.

i. Present continuity communications or National Military Command System information technology requirements directly to the Chief Information Officer Executive Council for review and consideration prior to their submission to the VCNGB.

j. Capture lessons learned and maintain the corrective action plan from continuity exercises and activations to determine the corrective actions required to improve the overall NG Continuity Program.

k. Work with directorates and offices to implement changes.

7. NG CPM. The NG CPM will:

a. Report directly to the NG Continuity Coordinator and manage the NG Continuity Program.

b. Manage the CNGB Successor Program.

c. Integrate the CNGB Devolution Plan with CJCS participation IAW reference e.

d. Coordinate security functions IAW references e, f, g, and h.

e. Ensure the NG has established operational plans and procedures to comply with DoD COOP guidance.

f. Develop, maintain, and test all the NGB's alert and notification procedures and rosters.

g. Plan for the partial and full reconstitution of the NGB.

h. Exercise overall management responsibility for the NGB ERS and alternate sites.

i. Coordinate with the NGBJS, ARNG, and ANG Directorates to ensure continuity programs are adequately planned, programmed, and budgeted to meet policy and planning requirements.

j. Develop and maintain a comprehensive continuity plan to support the NGB IAW references a through i.

k. Develop a comprehensive, multiyear continuity test and exercise program that evaluates the readiness of NG continuity capabilities, plans, procedures, facilities, communications, and execution.

l. Develop and disseminate NG guidance on how to build and maintain an effective continuity program, as directed by the NG Continuity Coordinator.

m. Coordinate with NGB elements and the NG Joint Force Headquarters–States to establish and manage working groups to develop, maintain, and update COOP plans.

n. Exercise and test the NGB COOP Plan with the Office of the Secretary of Defense, CJCS, Service Secretaries, combatant commanders, The Adjutants General, and the Commanding General of the District of Columbia.

o. Serve as the lead for continuity planning, training, and exercises to ensure the NGB supporting staffs integrate their objectives. The NGB staff supporting the DARNG and DANG may also execute, train, and exercise their COOP plans independently.

p. Test and assess the NGB COOP Plan at least annually in conjunction with scheduled exercises.

q. Incorporate cyber security, OPSEC, and telework into tabletop, functional, or full-scale exercises as determined by the NG Continuity Coordinator or higher authority.

r. Continually seek opportunities for venues to develop, exercise, and assess the NGB COOP Plan.

s. Collect reports annually in October from the COOP POCs certifying that their program meets requirements listed in paragraphs 6.t(1) through 6.t(5).

t. Review the NG Continuity Program annually in November, and certify in writing through the Deputy Assistant Secretary of Defense for Defense Continuity and Mission Assurance to the DoD Continuity Coordinator, IAW references a and i, that:

(1) The NG Continuity Program and NGB COOP Plan satisfy the requirements of references a and i.

(2) The CNGBI MEFs were reviewed and validated, including the date of the review; update or reissue if changed.

(3) The NGB COOP Plan was reviewed and validated, including the date of the review; update or reissue if changed.

(4) The NGB COOP Plan was tested or exercised, including the date of the exercise, and that it entailed the movement of continuity personnel to alternate site(s).

(5) Training on COOP relocation requirements has occurred at least annually. Emergency Relocation Group (ERG) personnel are trained and have conducted a relocation to their relocation site(s).

8. DANG and DARNG COOP POCs. ANG and ARNG COOP POCs will:

a. Oversee the continuity program for their directorates.

b. Serve as the primary POC responsible for continuity matters within their directorates.

- c. Develop, maintain, update, validate, and reissue plans annually, or more often as warranted. Plans will support the NGB COOP Plan and Service COOP plans.
- d. Support coordination with ERS(s).
- e. Verify ability to perform assigned MEFs within 12 hours after COOP activation and for at least 30 days.
- f. Comply with requirements for critical infrastructure protection, information assurance, OPSEC, and defense crisis management.
- g. Plan, program, and budget continuity programs in their directorate budgets to meet COOP-specific requirements IAW references a through j.
- h. Integrate, coordinate, and parallel plan whenever feasible for combined training and exercises.
- i. Ensure COOP plans are tested and exercised annually to evaluate program readiness.
- j. Attend continuity working groups.
- k. Annually, in October, certify in writing to the NG Continuity Coordinator through the NG CPM that the NGB Continuity Program meets requirements listed in paragraphs 6.t(1) through 6.t(5).

9. NGBJS COOP POCs. NGBJS POCs will:

- a. Ensure ERG members are assigned, in writing, review assignments monthly, and submit the list to the NG CPM.
- b. Attend continuity working groups.
- c. Develop continuity standard operation procedures.

10. Director of Manpower and Personnel (NGB-J1). The Director of NGB-J1 will:

- a. Ensure NGB personnel policies and practices support the NG Continuity Program.
- b. Provide guidance and assistance with developing family care plans as requested.
- c. Lead NGBJS planning for disaster accountability.
- d. Serve as the lead for personnel issues in the NGB COOP Plan.

11. Director of Joint Intelligence (NGB-J2). The Director of NGB-J2 will:

- a. Establish continuity requirements and taskings for intelligence and counterintelligence programs and analysis to support the NG Continuity Program and ensure integration among all directorates.
- b. Serve as the lead for intelligence and counterintelligence, information, and personnel security in the NGB COOP Plan.

12. Director of Logistics (NGB-J4). The Director of NGB-J4 will:

- a. Serve as the office of coordinating responsibility for NGB COOP logistics.
- b. Provide logistics, engineering, and sustainment recommendations to the NG CPM for the NGB COOP Plan.

13. Director of Strategic Policy, Plans and International Affairs (NGB-J5). The Director of NGB-J5 will:

- a. Fully integrate changes to strategy, policy, and planning into the NG Continuity Program.
- b. Provide strategy, policy, plans, and international affairs recommendations to the NG CPM for the NGB COOP Plan.

14. Director of C4 and CIO (NGB-J6). The Director of NGB-J6 will:

- a. Provide the CNGB with classified deployable communications capability.
- b. Provide the CNGB with command, control, communications, and computer systems (C4) situational awareness for all aspects of NGB-J6 operations and taskings.
- c. Advise the CNGB on operations and management of all C4 systems used for communications across NG, including all State operations and operations with NG mission partners.
- d. Sustain the Joint Incident Site Communications Capability deployment capability and joint communications control center C4 coordination capability and ensure Joint Information Exchange Environment capability to facilitate standard and systematic flow of required requests for information and requests for assistance, missions, events, and situational awareness of all C4 resources.

15. Director of Programs and Resources/Comptroller (NGB-J8). The Director of NGB-J8 will:

- a. Assist the NG Continuity Coordinator with NG Continuity budget and life-cycle management.

b. Assist the NG CPM with ensuring that continuity programs are adequately planned, programmed, and budgeted and that they meet policy and planning requirements in references a through i.

c. Provide fiscal recommendations in developing and revising programming and budget elements of the NG Continuity Program.

d. Verify funding arrangements, in coordination with the NGB Office of the Principal Assistant Responsible for Contracting and CPM, between NGB and organizations that own or manage the ERS(s) by ensuring that memoranda of agreement are implemented as required.

16. Director of Public Affairs (NGB-PA). The Director of NGB-PA will:

a. Provide policy guidance to support strategic communications during a continuity event.

b. Serve as the lead for public affairs support in the NGB COOP Plan.

17. Chief Counsel (NGB-JA). The NGB-JA will:

a. Provide legal guidance to CNGB, NGBJS, and ARNG and ANG Directorates.

b. Coordinate with State Staff Judge Advocates, designated Combatant Commands, and interagency partners on all legal matters as appropriate.

18. The Adjutants General. The Adjutants General, under the authority, direction, and control of their Governors, are encouraged to develop continuity plans that address continuity capability elements outlined in references a through d.

ENCLOSURE B

REFERENCES

PART I. REQUIRED

- a. DoD Directive 3020.26, 14 February 2018, "DoD Continuity Policy"
- b. Federal Emergency Management Agency, 17 January 2017, "Federal Continuity Directive 1"
- c. Air Force Instruction 10-208, 15 December 2011, "Air Force Continuity of Operations (COOP) Program"
- d. Army Regulation 500-3, 18 April 2008, "U.S. Army Continuity of Operations Program Policy and Planning"
- e. CJCS Memorandum, 01 October 2016, "Emergency Action Procedures of the Chairman of the Joint Chiefs of Staff, Volume VI: Emergency Conferences"
- f. CJCS Instruction 3231.01B, 06 June 2007, "Safeguarding Nuclear Command and Control Extremely Sensitive Information"
- g. Office of Science and Technology Policy (OSTP)/Office of Management and Budget (OMB) Directive 16-1, 15 December 2016, "Issuance of OSTP/OMB Directive D-16-1, Minimum Requirements for Federal Executive Branch Continuity Communications Capabilities"
- h. Presidential Policy Directive 40, 15 July 2016, "National Continuity Policy"
- i. DoD Instruction 3020.42, 17 February 2006, "Defense Continuity Plan Development," certified current as of 27 April 2011
- j. DoD Directive 5105.77, 30 October 2015, "National Guard Bureau (NGB)," Incorporating Change 1, 10 October 2017

PART II. RELATED

- k. CNGB Instruction 1101.01, 20 October 2017, "National Guard Bureau Telework Program"
- l. CJCS Operation Order 3-14, 24 September 2014, "Continuity of Operations Plan for the Chairman of the Joint Chiefs of Staff"
- m. CNGB Instruction 5000.01A, 26 April 2017, "Chief of the National Guard Bureau Issuances"

- n. CNGB Instruction 6000.01A, 26 September 2016, “National Guard Bureau Joint Information Technology Portfolio Management”
- o. DoD Directive S-3710.01, 27 May 2015, “National Leadership Command Capability (NLCC)”
- p. DoD Instruction 5025.01, 01 April 2016, “DoD Issuances Program,” Change 2, 22 December 2017
- q. Executive Order 12656, 18 November 1988, “Assignment of Emergency Preparedness Responsibilities”
- r. Federal Emergency Management Agency, 13 June 2017, “Federal Continuity Directive 2”
- s. DoD Directive 5105.83, 05 January 2011, “National Guard Joint Force Headquarters–State (NG JFHQs-State),” Incorporating Change 1, 30 September 2014
- t. CNGB Manual 5051.01A, 24 May 2018, “National Guard Bureau Correspondence Manual”

## GLOSSARY

### PART I. ACRONYMS

ANG	Air National Guard
ARNG	Army National Guard
CJCS	Chairman of the Joint Chiefs of Staff
CNGB	Chief of the National Guard Bureau
COOP	Continuity of operations
CPM	Continuity Program Manager
DANG	Director of the Air National Guard
DARNG	Director of the Army National Guard
DoD	Department of Defense
ERG	Emergency Relocation Group
ERS	Emergency Relocation Site
ICT	Information and communication technology
MEF	Mission Essential Function
NG	National Guard
NGB	National Guard Bureau
NGB-J1	Manpower and Personnel Directorate
NGB-J2	Joint Intelligence Directorate
NGB-J3/7	Domestic Operations and Force Development Directorate
NGB-J4	Logistics Directorate
NGB-J5	Strategic Plans, Policy, and International Affairs Directorate
NGB-J6	Command, Control, Communications, and Computers and Chief Information Officer Directorate
NGB-J8	Programs and Resources/Comptroller Directorate
NGBJS	National Guard Bureau Joint Staff
OCNGB	Office of the Chief of the National Guard Bureau
OPSEC	Operations security
POC	Point of contact
VCNGB	Vice Chief of the National Guard Bureau

### PART II. DEFINITIONS

Army National Guard Communication and Automation Directorate -- The National Capital Region Directorate of Information Management, which provides the information assurance requirements for the Army National Guard Directorate and National Guard Bureau Joint Staff to the system owners (the States) to support accreditation.

Army National Guard Directorate -- Composed of the Director of the Army National Guard; Deputy Director of the Army National Guard; the Herbert R. Temple, Jr., Army National Guard Readiness Center; and such operating

divisions as may be prescribed by the Chief of the National Guard Bureau, for those matters pertaining to the Army National Guard and the Army National Guard of the United States.

Chief of the National Guard Bureau Successor Program -- A process to ensure that a surviving successor to the Chief of the National Guard Bureau is available in the case of a catastrophic event.

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.

Devolution Plan -- A plan for the transfer of statutory authority and responsibilities for performance of essential functions from an organization's primary operating staff to other employees internal or external to the organization in order to sustain essential functions for an extended period.

Emergency Relocation 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.

Emergency Relocation Site -- A site that 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.

Mission Essential Function -- A function that directly supports a Department of Defense Primary Mission Essential Function, which in turn is directly related to mission accomplishment of the National Guard Bureau and cannot be deferred.

National Guard Bureau Joint Staff -- Composed of operating offices for joint matters as may be prescribed by the Chief of the National Guard Bureau. National Guard Bureau manpower is managed by the Chief of the National Guard Bureau, under a joint manpower document in the same manner as manpower for other joint activities.

Office of the Chief National Guard Bureau -- Includes the Chief of the National Guard Bureau and the Vice Chief of the National Guard Bureau, who is under the authority, direction, and control of the Chief of the National Guard Bureau and who performs duties as may be prescribed by the Chief of the National Guard Bureau. The Office of the Chief of the National Guard Bureau also includes the senior enlisted advisor, the U.S. Property and Fiscal Officers, and

the separate personal and special staff offices as are prescribed in statute or required by the Chief of the National Guard Bureau.

Reconstitution Plan -- Actions to reestablish an organization or the capabilities of an organization that have been destroyed or severely damaged. Also, the period in the post-attack environment when military activities reestablish noncritical missions, functions, organizations, resources, and services as they existed before the crisis.

Telework -- A workplace arrangement that provides an employee the opportunity to perform duties at an alternate work site.