



CHIEF MANAGEMENT OFFICER
9010 DEFENSE PENTAGON
WASHINGTON, DC 20301-9010

MAY 26 2020

MEMORANDUM FOR CHIEF MANAGEMENT OFFICE OF THE DEPARTMENT OF
DEFENSE
SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
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DIRECTOR OF COST ASSESSMENT AND PROGRAM
EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF OPERATIONAL TEST AND EVALUATION
CHIEF INFORMATION OFFICER OF THE DEPARTMENT OF
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AFFAIRS
ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC
AFFAIRS
DIRECTOR OF NET ASSESSMENT
DIRECTORS OF DEFENSE AGENCIES
DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: Pentagon Reservation Plan for Resilience and Aligning with National Guidelines for
Opening Up America Again

The Department of Defense and the Federal Government's aggressive approach to stop the spread and defeat the threat of the coronavirus disease 2019 (COVID-19) has saved thousands of lives and mitigated the potential disruption and damage caused by the virus to our Nation's defense and economy. We remain strong, unified, and united in the Secretary of Defense goals to protect our workforce, continue the mission to defend the United States, and support the whole-of-government response to protect and respond to the needs of our fellow citizens and neighbors. Nearly 59,000 DoD personnel are currently deployed supporting COVID-19 relief efforts. DoD will also continue to safeguard U.S. national interests and those of our allies and partners throughout this crisis. The mission continues as DoD develops a phased plan for the workforce to return to Pentagon Reservation office spaces. Protection of our workforce, including military, government civilians, contractors, and partner personnel is our number one priority as we prepare to return to normal operations.

For the Pentagon Reservation, the Secretary of Defense has delegated decision authority to the Chief Management Officer to move from one Health Protection Condition (HPCON) to another, as outlined in Secretary of Defense Memorandum, "*Guidance for Commanders on Risk-Based Changing of Health Protection Condition Levels During the Coronavirus Disease 2019 Pandemic*," dated May 19, 2020. Decisions concerning HPCON/phase changes will be made with input from the Under Secretary of Defense (Personnel & Readiness). Regardless of phase,

Commanders and supervisors at all levels are responsible for balancing mission requirements with the safety of the workforce and, taking into consideration the phase determinations, independently determining when it is safe and appropriate for Service members and DoD civilian employees to return to work spaces.

Pentagon Reservation Plan Summary:

The Pentagon Reservation Resilience Plan is provided at Attachments 1 & 2. The purpose of the plan is to provide guidance to commanders, supervisors, and employees to safely and effectively return to Pentagon Reservation offices. The plan has five phases, with phases after Phase Zero to start once gating criteria established in the national guidelines for *Opening Up America Again*, have been met. Phases 1 through 3 directly align with the White House and OMB/OPM plans. The Five Phases are as follows:

- Phase Zero (Now)
- Phase One (Restricted)
- Phase Two (Moderate)
- Phase Three (Normal)
- Phase Four (Resilience)

Attachment 1 provides background and alignment with the White House and other agencies. It also provides the guiding principles for returning the Pentagon Reservation to normal operating conditions. Lastly, it provides measures that all personnel should take during all phases of the plan. Attachment 2 provides recommendations for commanders and supervisors for each phase as we return the workforce to office spaces in the Pentagon Reservation. The attached plan also identifies three mandatory actions to be taken regarding face coverings, social distancing, and actions for symptomatic personnel.

Should the Department of Defense, working collaboratively with State, regional and local leaders, and public health experts, detect a resurgence in the spread of COVID-19, we will reassess our Force Health Protection measures as well as workforce phase and HPCON status, and respond appropriately to protect the workforce. Force Health Protection Guidance and HPCON-related guidance will continue to be implemented to ensure protection for the workforce, including those who are most vulnerable to serious complications from the virus. It focuses on geographically-based decisions by Governors and mayors of the NCR and includes additional factors such as school and daycare closures, mass transit availability, parking availability, and Pentagon Reservation facility requirements. The plan ensures alignment with other military installations and facilities within the National Capital Region (Army Military District of Washington, Naval District Washington, and Air Force District of Washington). Finally, the plan applies to all DoD-owned or leased facilities in the Pentagon Building area, including the Pentagon, the Mark Center, leased office facilities in the NCR, the Raven Rock Mountain Complex, the Armed Forces Retirement Homes in Washington, D.C. and Gulfport, Mississippi, and the U.S. Court of Appeals for the Armed Forces in Washington, D.C.

My point of contact for the Pentagon Reservation Reopening Plan is Tom Muir, Director, Washington Headquarters Services (WHS). He may be reached at thomas.m.muir.civ@mail.mil and (703) 693-7995. An alternate point of contact is Darren Irvine at darren.l.irvine.civ@mail.mil and (571) 256-4416.



Lisa W. Hershman

Attachments:

As stated

Attachment 1 – Background & Alignment

White House Guidelines for *Opening Up America Again* provide a three-phased approach to help State and local authorities reopen our economy, get people back to work, and continue to protect American lives. The April 20, 2020 Office of Management and Budget (OMB) and Office of Personnel Management (OPM) memorandum 20-23, “Aligning Federal Agency Operations with the National Guidelines for *Opening Up America Again*,” provides a plan to ramp back up Federal Government operations to the maximum extent possible, and, as local conditions warrant, to resume normal operations. The plan for the Pentagon Reservation is nested within the White House, OMB, and OPM guidelines and plans, and enables the workforce to return to the Pentagon Reservation in a controlled and steady manner.

The White House’s three-phased plan is based upon State, regional, and local medical data and readiness, focused on mitigating the risk of resurgence of COVID-19 while protecting the most vulnerable from serious consequences of this disease. It is implementable on a statewide or county-by-county basis at the governor’s discretion. The plan focuses on three gates that must be met prior to proceeding beyond Phase Zero, the current phase. Each of these gates, identified below, must be satisfied before proceeding to the next phase in the plan. For example, the criteria must be met before transitioning from Phase Zero to Phase One, before moving from Phase One to Phase Two, and before moving from Phase Two to Phase Three. For the National Capital Region (NCR), transition between phases is also dependent on there being no evidence of a rebound or resurgence in COVID-19 cases in the NCR. The gates are as follows:

White House Gating Criteria Entering Phase 1 and Between Each Phase

SYMPTOMS	CASES	HOSPITALS
<p>Downward trajectory of influenza-like illnesses reported within a 14-day period</p> <p style="text-align: center;">AND</p> <p>Downward trajectory of COVID-like symptoms reported within a 14-day period</p>	<p>Downward trajectory of documented COVID-19 cases within a 14-day period</p> <p style="text-align: center;">OR</p> <p>Downward trajectory of positive COVID-19 tests as a percentage of total tests within a 14-day period (flat or increasing volume of tests)</p>	<p>Treat all patients without crisis care</p> <p style="text-align: center;">AND</p> <p>Robust testing program in place for at-risk healthcare workers, including emerging antibody testing</p>

Guiding Principles for Returning the Pentagon Reservation to Normal Operating Conditions:

- Safety and health of the workforce remains our number one priority.
- DoD guidance to protect the workforce is captured in Force Health Protection Guidance and supplemental instructions. DoD military, government civilian, and contractor personnel should read and comply with appropriate guidance.
- HPCON measures provide baseline measures to protect the workforce while enabling the Pentagon Reservation to continue its mission. HPCON measures align with plan phases (see matrix). HPCON measures will be implemented in accordance with Secretary of Defense Memorandum, “Guidance for Commanders on Risk-Based Changing of Health Protection Condition Levels During the Coronavirus Disease 2019 Pandemic,” dated May 19, 2020.
- Travel restrictions remain in place for most government-funded travel and, for Service members, personal travel in accordance with the Secretary of Defense’s April 20, 2020 memorandum, “Modification and Reissuance of DoD Response to Coronavirus Disease 2019 Travel Restrictions,” or superseding direction.
- Gates for moving from one phase to another are conditions based – focused on State, regional and local public health conditions, availability of hospitals and testing capacity, and monitoring for influenza-like and COVID-like illness in DoD’s Electronic Surveillance System for Early Notification of Community-based Epidemics (ESSENCE), as well as surveillance laboratory testing, as appropriate. The Chief Management Officer will consider these and other information sources when making decisions to move appropriately to the next phase. The plan may be adjusted for different locations in the Pentagon Reservation depending upon conditions.
- DoD Service members and civilian employees should talk with their commanders or supervisors to determine when it is appropriate to return to office spaces in the Pentagon Reservation.
- With respect to the return of their employees, contractors should take direction from government contracting officers and contracting officers’ representatives.

During all phases of the plan, all Pentagon Reservation Personnel should:

Guidance	Adhere to Force Health Protection Guidance; comply with HPCON related guidance.
Travel	Adhere to DoD travel restrictions; waivers may be approved for 1) travel that is mission essential; 2) humanitarian reasons; or 3) undue hardship.
Symptoms	If you are sick or ill, stay home, contact your supervisor and seek medical attention. Throughout phased reopening, take your temperature before coming to the office even if you feel well. Stay home if your temperature is greater than 100.0° F or 37.8° C.

Exposure	If you live with someone who has contracted COVID-19, stay home and self-quarantine; if you have been otherwise exposed to someone who has contracted COVID-19, stay home and self-quarantine.
Social Distancing	Continue to maintain social distancing – no closer than 6 feet until Phase 3; continue to practice good hand hygiene and sneeze/cough etiquette.
Face Coverings	Mandatory use on the Pentagon Reservation if you cannot maintain social distancing until Phase 3. Commanders may require or prohibit use for Service members in Phase 3 of this plan. DoD civilian employees may continue to wear cloth face coverings through all phases. Supervisors may require continued use for certain categories of employees (e.g., food service, Pentagon Force Protection Agency)
Cleaning and Disinfecting	Agencies will clean and disinfect office spaces in accordance with CDC guidance. Coordinate cleaning of office spaces with Washington Headquarters Services or building managers. See http://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/disinfecting-your-home.html ; Agencies will ensure cleaning and disinfection of rooms or areas occupied by those suspected to have or confirmed to have contracted COVID-19. Coordinate cleaning office spaces with Washington Headquarters Services or building managers. See https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/cleaning-disinfection.html .
Vulnerable Population and High Risk Employees	Commanders and supervisors should maximize telework for those DoD personnel who self-identify as being at higher risk in duty locations in States or regions that remain in the gating period, Phase 1, or Phase 2. This includes populations that the CDC has identified as being at higher risk for serious complications from COVID-19 (CDC High Risk Populations), such as older adults and people of any age who have serious underlying medical conditions and to other CDC-identified special populations, including pregnant women (CDC Special Populations). See https://www.cdc.gov/coronavirus/2019-ncov/need-extra-precautions/people-at-higher-risk.html .

Pentagon Reservation Resilience Plan

PHASE/ HPCON	DC, MD, and VA Conditions	Public Health Readiness	Mass Transit	Hygiene Supplies	Workforce (recommended)	Telework (recommended)	Vulnerable Populations ⁽¹⁾ (recommended)	Cloth Face Coverings (mandatory)	Social Distancing (mandatory)	Symptoms ⁽²⁾ (mandatory)	Entrance Screening (recommended)	Facilities ⁽³⁾ (recommended)
ZERO (Now)/ CHARLIE	Stay at home orders in place Schools, daycare, and camps closed Essential businesses only Social distancing	Testing is available for symptomatic and those at risk Hospital surge is available in region PPE is available for health care workers Tracing is available to track positive cases	Reduced mass transit schedules Metro rail every 15-20 minutes Metro bus every 30 min Increased Pentagon parking available	Limited cleaning supplies available (disinfectant and wipes) THEN Limited hygiene supplies available (hand sanitizer, hand soap, paper towels, and toilet paper)	Minimal workforce in office spaces Goal of no more than 20% in office spaces	Maximum telework flexibilities 80% or more telework goal	Stay at home (Telework or Weather Safety Leave) Mandatory on reservations if you cannot maintain 6 feet social distance	6 feet No gatherings	If you have symptoms, notify supervisor and stay home Stay home for 3 days if temperature is 100.0 degrees F or 37.8 degrees C or display symptoms	No screening for employees and contractors 100% screen of Pentagon visitors and temporary badges; implement screen for temperature and questions	Increased cleaning and disinfecting of common and high-traffic areas Closed common areas Limited food court choices PAC and gyms closed	
												14 day period downward trajectory of influenza-like illness AND COVID-like symptoms; AND 14 day period downward trajectory of COVID cases OR percent positive tests; AND health care available with robust testing
AFTER FIRST GATE	Stay at home orders lifted Schools opened or out of session; daycare available Some businesses reopen Continued social distancing	Increased testing Adequate hospital beds and ICU capacity Increasing and sustainable supply of PPE Increased tracing	Reduced mass transit schedules Metro rail every 12-20 minutes Metro bus every 30 minutes Increased Pentagon parking available	Appropriate cleaning supplies available (disinfectant and wipes) THEN Appropriate hygiene supplies available (hand sanitizer, hand soap, paper towels, and toilet paper)	Mission essential; consider cohort or alternating schedules Goal of no more than 40% in office spaces	Encourage telework; maximize for vulnerable populations 60% or more telework goal	Stay at home (Telework or Weather Safety Leave) Individuals who return to work and individuals should take precautions to isolate themselves from the vulnerable individuals	6 feet Gatherings < 10 people	If you have symptoms, notify supervisor and stay home. Take temperature before reporting to office space even if well. Stay home for 3 days if temperature is 100.0 degrees F or 37.8 degrees C or display symptoms	Random (20%-50%) screen of employees and contractors for temperature and questions 100% screen of Pentagon visitors and temporary badges; implement screen for temperature and questions	Increased cleaning and disinfecting of common and high-traffic areas Enforce social distancing in common areas Limited food court choices PAC and gyms closed	
												No evidence of rebound; AND 14 day period downward trajectory of influenza-like illness AND COVID-like symptoms; AND 14 day period downward trajectory of COVID cases OR percent positive tests; AND health care available with robust testing
AFTER SECOND GATE	Stay at home orders lifted Schools opened or out of session; daycare available Some businesses reopen Continued social distancing	Increased testing Adequate hospital beds and ICU capacity Increasing and sustainable supply of PPE Increased tracing	Reduced mass transit schedules Metro rail every 12-15 minutes Metro bus every 20-30 minutes Increased Pentagon parking available on care-by-case basis	Appropriate cleaning supplies available (disinfectant and wipes) THEN Appropriate hygiene supplies available (hand sanitizer, hand soap, paper towels, and toilet paper)	Mission and non mission essential; consider cohort or alternating schedules Goal of no more than 60% in office spaces	Encourage telework 20% or more telework goal	Stay at home (Telework or Weather Safety Leave) Individuals who return to work and live with vulnerable individuals should take precautions to isolate themselves from the vulnerable individuals	6 feet Gatherings < 50 people	If you have symptoms, notify supervisor and stay home. Take temperature before reporting to office space even if well. Stay home for 3 days if temperature is 100.0 degrees F or 37.8 degrees C or display symptoms	Random (10%-20%) screen of employees and contractors for temperature and questions 100% screen of Pentagon visitors and temporary badges; implement screen for temperature and questions	Increased cleaning and disinfecting of common and high-traffic areas Social distancing in common areas More food court choices PAC and gyms open with social distancing and increased cleaning	
												No evidence of rebound; AND 14 day period downward trajectory of influenza-like illness AND COVID-like symptoms; AND 14 day period downward trajectory of COVID cases OR percent positive tests; AND health care available with robust testing
AFTER THIRD GATE	No stay at home orders Schools opened or out of session; daycare available Most businesses reopened Social distancing as appropriate	Increased testing Adequate hospital beds and ICU capacity Increasing and sustainable supply of PPE Increased tracing	Normal mass transit schedules Metro rail every 6-15 minutes Metro bus every 15-20 minutes Normal Pentagon parking	Appropriate cleaning supplies available (disinfectant and wipes) THEN Appropriate hygiene supplies available (hand sanitizer, hand soap, paper towels, and toilet paper)	Mission and non mission essential; consider cohort or alternating schedules Normal office space availability	Normal telework; vulnerable populations may need to continue to telework As determined by leadership and supervisors	Return to office spaces but should continue social distancing protocols and other mitigation measures On hand but not mandatory to wear on reservation	Encourage physical distancing Gatherings not restricted but all should consider minimizing time spent in crowded environments; tours are limited	If you have symptoms, notify supervisor and stay home. Take temperature before reporting to office space even if well. Stay home for 3 days if temperature is 100.0 degrees F or 37.8 degrees C or display symptoms	Random (5%) screen of employees and contractors for questions 100% screen of Pentagon visitors and temporary badges; implement screen for temperature and questions	Increased cleaning and disinfecting of common and high-traffic areas Common areas open Normal food court choices PAC and gyms open with increased cleaning	
												Continue to monitor for resurgence of influenza or COVID-19; increased medical surveillance and tracing; incorporate lessons learned and prepare for next epidemic
AFTER RETURN TO NORMAL	To be determined	To be determined	Normal mass transit schedules Metro rail every 6-15 minutes Metro bus every 15-20 minutes Normal Pentagon parking	Replenish cleaning supplies available (disinfectant and wipes) THEN Replenish hygiene supplies available (hand sanitizer, hand soap, paper towels, and toilet paper)	Optimized workforce Increased opportunities for distributed and virtual work	Optimized telework and new work arrangements Goals to be determined	At office spaces and monitor threat to vulnerable workforce Replenish supplies of face coverings	Increased awareness of hand hygiene, sneeze and cough etiquette Gatherings not restricted; tours are open	Recommended monitor health daily	Maintain capability to ramp up screening if necessary Maintain increased screening for visitors	Increased cleaning and disinfecting of common and high-traffic areas Common areas open Normal food court choices PAC and gyms open with increased cleaning	
												NOTE (1) - Vulnerable populations: Agencies and Managers must continue to take precautions for vulnerable populations that are at higher risk for severe illness from COVID-19, including older adults, people of any age who have serious underlying medical conditions, and those with vulnerable persons in their home. Supervisor actions must be consistent with the Rehabilitation Act of 1973, as amended. See https://www.dod.gov/conavirus/2019-need-extra-precautions/group-at-higher-risk.html
FOUR (Resilience)/ ALPHA or ZERO	To be determined	To be determined	Normal mass transit schedules Metro rail every 6-15 minutes Metro bus every 15-20 minutes Normal Pentagon parking	Replenish cleaning supplies available (disinfectant and wipes) THEN Replenish hygiene supplies available (hand sanitizer, hand soap, paper towels, and toilet paper)	Optimized workforce Increased opportunities for distributed and virtual work	Optimized telework and new work arrangements Goals to be determined	At office spaces and monitor threat to vulnerable workforce Replenish supplies of face coverings	Increased awareness of hand hygiene, sneeze and cough etiquette Gatherings not restricted; tours are open	Recommended monitor health daily	Maintain capability to ramp up screening if necessary Maintain increased screening for visitors	Increased cleaning and disinfecting of common and high-traffic areas Common areas open Normal food court choices PAC and gyms open with increased cleaning	
												NOTE (2) - Symptoms: Fever, shortness of breath or difficulty breathing, cough, chills, repeated shaking with chills, muscle pain, headache, sore throat, new loss of taste or smell. Seek advice of a healthcare professional if you are ill. NOTE (3) - Facilities and Cleaning: See https://www.dod.gov/conavirus/2019-need-extra-precautions/group-at-higher-risk.html and https://www.dod.gov/conavirus/2019-need-extra-precautions/group-at-higher-risk.html

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NOTE (2) - Symptoms: Fever, shortness of breath or difficulty breathing, cough, chills, repeated shaking with chills, muscle pain, headache, sore throat, new loss of taste or smell. Seek advice of a healthcare professional if you are ill.

NOTE (3) - Facilities and Cleaning: See <https://www.dod.gov/conavirus/2019-need-extra-precautions/group-at-higher-risk.html> and <https://www.dod.gov/conavirus/2019-need-extra-precautions/group-at-higher-risk.html>