



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE GLOBAL STRIKE COMMAND

17 March 2020

MEMORANDUM FOR AFGSC NAF/CCs, WG/CCs, DIRECTORS, & CMSGTs

FROM: AFGSC/CC

SUBJECT: Commander's Intent for Dynamic Operations in Response to COVID-19 Outbreak

1. With the rapid spread of COVID-19, a pandemic that has led to a national emergency, we are in the midst of an unprecedented time for our force and families. Our initial response to this crisis was good, but we still have work to do.

2. Now is the time for you, our leaders, to lean-in, be flexible, and maintain an operational mindset. Our goal is to maintain a high-functioning staff and present a sustainable alert force for the country we serve. We must have a dynamic approach that preserves our lethality and allows us the decision space to protect our mission and our people. I expect commanders to drive the proper status of the installations and units...I am confident you have a good read on your situation and trust you to make that call. All I ask is for you to be thorough in execution, be flexible to modify as conditions dictate, and keep the AFGSC team informed.

3. We will continue to execute the mission as normal as long as supportable. Supervisors need to leverage teleworking and creative scheduling to continue operations, understanding that the situation may evolve and emergencies will change things.

4. Communication to and from all levels will be key to preserving our lethality, and it starts with commanders. I am directing you to maintain close contact with your staff and the people under your leadership. Commanders must have robust communication plans and clear guidance to best inform their members, families, civilians, and communities. Always be honest and be authentic in your communications.

5. As we execute our critical mission, our people's health and safety are a priority. Below are three areas of policy aimed at protecting our people.

a. We need to ensure we have a good protection plan in place for medical personnel who are at risk. Individuals who have COVID-19 risk exposing unprotected medical personnel and forcing them into isolation, thereby degrading medical capability. Therefore, those concerned they have COVID-19 and have symptoms of respiratory illness (fever, cough, or difficulty breathing) must call for guidance PRIOR to arriving at a medical treatment facility, on base or off base. For emergency conditions, call 911, or proceed directly to the nearest emergency room

b. Until further notice, all base Child Development Centers (CDCs) are directed to:

i) Maintain child care and priority usage hierarchy for CDC programs outlined in established guidance.

ii) During mission essential (ME) status follow established child care priority usage hierarchy; limit CDC care to ME personnel only.

iii) Consider using Family Child Care (FCC) for irregular child care requirements.

c. Food Operations:

i) Continue to provide Appropriated Funds and MWR food operations to the extent possible.

ii) Eliminate self-service areas (buffets, salad bars or specialty bars) and consider replacing them with Grab and Go or prepackaged food zones.

iii) As conditions warrant, begin restriction of Dining Facilities to essential station messing (ESM) and ME customers only, as well as, any members and family under quarantine or restricted movement conditions.

6. Implement the latest command-wide travel, pass, and leave policies. Ensure you communicate the following information to your people.

a. Active-duty members:

i) As directed by the Deputy Secretary of Defense, only local area leave is authorized until 11 May 2020, unless granted an exception by the first General Officer or Senior Executive Service member in the chain of command. This directive is necessary to limit the continuing spread of COVID-19. Local area leave is defined in AFI 36-3003 as the place where the member lives and from which he or she commutes to their duty station. I expect wing commanders to **strictly** apply this definition when implementing and enforcing local policy.

ii) Likewise, I am also limiting travel during regular or special pass until 30 March 2020, when the policy will be re-evaluated. Regular pass periods are defined as beginning after normal working hours and ending before the beginning of normal working hours on the next working day, including weekend periods. Because all personnel may be required to respond to the installation on short notice for ongoing operations, public health evaluation or isolation protocols, members will be within **one hour** of their primary residence at all times during regular pass periods. This time response requirement may not be exceeded without express permission of the first commander in the member's chain of command for good cause. This restriction does not apply when seeking medical treatment.

iii) During this national emergency, military members will restrict travel and exposure, to the maximum extent possible, to and from work and home, and to establishments supplying basic lifestyle needs (food, gas and water suppliers), while avoiding locations where 10 or more people can congregate that do not afford social distancing ROEs. If a member is a Person Under Investigation (PUI) or in a Restriction of Movement (ROM) status, I expect them to adhere to the isolation requirements for the safety of the force. This cannot be taken lightly as this Pandemic has the potential to change the landscape of the country and the viability of our strategic forces. It starts with each individual taking responsibility for their own behaviors.

b. I strongly recommend DoD civilian employees, contractor personnel and family members restrict travel to their local area and follow DoD travel guidance. Furthermore, if travel outside the local area is necessary, please contact MDG Public Health prior to returning to work.

c. All active-duty members and civilians returning to the local area will be screened in the same manner at all installations. Installation Public Health and medical professionals can assist with questions. If returning from a high-risk area in the U.S. or any overseas country, or if you have had close contact with a known COVID-19 patient and do not have symptoms of illness, we expect you to do your part by staying at home for 14 days, restricting your movement and limiting your contact with others. Each member should contact the MDG Public Health to ensure their status is being tracked.

7. Commanders, I am counting on you to be the bold, authentic leaders you are called to be. As the situation evolves, we must maintain flexibility in our plans and our approach, while being mindful to the second and third order effects of the actions we take. I have confidence in your leadership and our people, and I know we will continue to be the dynamic and lethal force our nation deserves.



TIMOTHY M. RAY
General, USAF
Commander