

Facility Shut Down- Best Practices – March 19th 9PM

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Description of issue: Protocol to follow, if the case arises to shut down a facility for 24 hours or more.

General best practices:

- Set a guideline on what will trigger a facility closure
- Core to all protocols should be the safety of employees
- Identify if different buildings/operations have different triggers
- Provide details on the steps to take (e.g. isolate employee, evacuate, contact screening, cleaning protocols, etc.)

Detailed sample communication below:

Sample A: International Manufacturing Firm

If there is reasonable suspicion of any of the following scenarios within a facility, it is likely that we will close the entire facility for 24 hours for assessment and deep cleaning:

- Scenario #1 Positive Employee Test – Manufacturing
- Scenario #2 Positive Employee Test – Retail
- Scenario #3 Positive Employee Test – Office setting
- Scenario #4 Positive Employee Test – Third party (customer, contractor, dealer, vendor, etc.)
- Scenario #5 CEO/LT diagnosed

EVACUATING AND/OR CLOSING A FACILITY

Situation Room

Any Situation Room team should consist of the following minimum representatives:

- Scheduling/customer care lead
- Human resources business partner
- Facilities and custodial
- Security
- Safety
- Communications

Immediate measures should be taken to:

- Contact CDC or relevant local Government Agency (provide link).
- Isolate infected employee, and facilitate next steps (if on-site):
 - Ensure health provider information is available.
 - Ensure transport is available for employee to return home.
 - Explain next steps (contact healthcare provider, quarantine, tips for isolation).
- Evacuate immediate area.

- Evacuate adjacent areas (or whole facility).
- Initiate deep cleaning.
- Initiate risk assessment.
- Establish communication with relevant local and regional leadership groups.

Extents of evacuation (i.e. full or partial facility evacuation) will depend on individual scenarios, but process will follow the same standard response:

1. Concierge, Operations Director, Showroom or Store Manager will send a prepared email to all relevant employees.
2. Work Team Leaders and local Safety Team members will help to calmly evacuate the facility, carrying out final sweeps of the buildings.
3. Security will then secure the facility in preparation.
4. Following evacuation – Custodial crews will carry out antiseptic cleaning of the facility, especially concentrating on shared and public areas. The Situation Room will have identified areas of particular risk based on the movements of infected persons.
5. Security will arrange a minimum presence to maintain facility oversight.

The Situation Room will develop a Business Continuity Plan with Operations Contingency and Supply Chain Contingency teams as it works through the specific scenario, including (but not limited to) the following considerations:

Customer Considerations

For any facility involved, identify impacted orders and act on the following:

- Understand where the facility/area is in terms of manufacturing product against required orders.
- Prioritize orders based on customer requirements.
- Start with a one-week window and communicate to the impacted customers letting them know the date range of when they can expect to receive product (written by communications team)
- Inform sales teams of delays and communication protocols.
- Switch orders to other manufacturing facilities where possible, offer alternative products, or communicate delay (give an indication of delivery date).
- What product will we isolate and for how long (at least 48 hours).

Manufacturing Considerations

- Many of our key products can be made in alternative locations globally but the lead time is often long relative to the local market. We also have the option to outsource products. However, it can take some time to set up products at suppliers and their outputs overall are significantly reduced relative to our capacities (this will be considered however). Therefore, the focus is now on identifying key products and orders and making early to reduction the impact of any disruption. The plan is also to hold this inventory at an alternative facility so we can continue to ship product should we lose a manufacturing site or area.
- Orders that can be made at alternative facilities and shipped in the longer term will be considered as part of the recovery work. Where alternative product can be offered then this will be the offered as an alternative to late products.

- If necessary, the option to move or set up manufacturing processes at an alternative facility will be considered.
- If distribution is interrupted, then we will move to direct shipping processes and outside warehousing where possible.

Supplier Considerations

- Many of our products have alternative suppliers globally but, yet again, lead times can be long. Also, some of these alternative suppliers are based in impacted areas so are not a viable alternative. However, options to use alternative supply will be considered.
- Once again, for key products, a focus has been to identify key supply risks and ask those supplies to produce parts/product early in case of disruption (an alternative site where possible).
- By making some key products early, it somewhat mitigates the supply risk anyway.
- Where possible, alternative suppliers will be identified and used to supply parts or comparable products.
- For extended periods of anticipated down time, key parts will be moved to alternative suppliers (new tools may be needed or move existing).

Tracking Considerations

- Manufacturing and supply mitigation plans will be tracked by overall operations team and any impacts communicated as they occur.

Sample B: International Manufacturing Company

SITE CLOSURE PROTOCOL (minimum of 1 verified case)

- Notify local Health Department (HD) authority immediately and follow guidance.
- Where no HD guidance given, minimum of short-term closure of 2-3 days:
 - Ensures safety of our employees/community is the top priority.
 - Conduct thorough cleaning of facility.
 - Determine those who had close contact and self-quarantine
 - Allows time to further assess situation and work with Health Department on next steps.
- Additional closure time determined on a case-by-case basis based on facility closure considerations and in conjunction with Health Department.
- Process: Immediate escalation of recommendation to executive committee for final decision.

WE WILL ALWAYS FOLLOW APPLICABLE LOCAL LAWS & HEALTH AUTHORITY GUIDANCE