Smithfield
Good food. Responsibly.®

April 30, 2020

Secretary Kim Malsam-Rysdon
Dr. Joshua Clayton, State Epidemiologist
South Dakota Department of Health
600 East Capitol Avenue
Pierre, SD 67501

Dear Secretary Malsam-Rysdon and Dr. Clayton:

Thank you for your coordination with the Centers for Disease Control and Prevention (CDC) to assess actions taken by Smithfield to minimize our team members' risks of contracting COVID-19 in the workplace, specifically our Sioux Falls facility. As you witnessed firsthand, we are doing everything in our power to help protect our team members from COVID-19 and, from the early days of this pandemic, moved quickly to implement an extensive array of processes, protocols and protective measures across our operations.

We request your confirmation that our adherence with the guidance issued by the CDC and the Occupational Safety and Health Administration (OSHA) on April 26, 2020, as well as President Trump's April 28, 2020 Executive Order invoking the Defense Production Act, constitutes a satisfactory and acceptable response to the Sioux Falls CDC report recommendations. We understand both the CDC and OSHA guidance and Executive Order supersede the CDC report specific to Sioux Falls. We also note that it appears the Sioux Falls CDC report was the basis for the CDC and OSHA guidance as many of the recommendations in the Sioux Falls CDC report are incorporated in the more recent CDC and OSHA guidance.

In addition, regarding your request for the date we intend to reopen, we are pleased to share that we believe we can begin a phased approach to resume operations in Sioux Falls as early as next week. To facilitate this schedule, we request that you perform a site visit of our Sioux Falls facility at your earliest convenience and affirm that we are in compliance with the CDC and OSHA guidance in Sioux Falls. We are prepared to accommodate a visit as soon as possible.

We also ask for your ongoing partnership to provide accommodations to test 100 percent of our employees in Sioux Falls for COVID-19, on a voluntary basis, prior to their return to work. We would also like the state's commitment to refrain from attributing positive test results to our plant going forward. Our employees have not been in our facility for three weeks. Further, our presumption is we will be testing asymptomatic individuals when no such testing is happening in the broader community. Attribution of positive cases to an employer, when there is active community spread, is inappropriate and only serves to stigmatize our employees and subject them to discrimination in the community.

Our entire company is singularly focused on the health and well-being of our employees and keeping food on America's tables during the COVID-19 pandemic. We appreciate your partnership, along with various other local, state and federal healthcare authorities and public officials and look forward to moving forward together.

Sincerely,

Keira Lombardo
Executive Vice President, Corporate Affairs and Compliance
Smithfield Foods, Inc.

****NOT FOR DISTRIBUTION****

Sioux Falls, SD Reopening Plan
Updated: May 6, 2020

- Smithfield Foods will begin resuming operations in Sioux Falls, SD tomorrow, May 7, 2020.
- The company has received positive confirmation from the Centers for Disease Control and Prevention (CDC) and United States Department of Agriculture (USDA) that it is in full compliance with all CDC and Occupational Safety and Health Administration (OSHA) guidance.
- The company will take a phased approach to resuming its operations.
- The harvest floor will reopen on May 11, 2020.
- The company anticipates that the facility will be fully operational by late May.
- Testing, which is being administered by the State of South Dakota, is available to all Smithfield employees prior to returning to work. To date, over 2,000 employees have been tested, as the company slowly ramps up its operations over the coming weeks.
- At the core of the reopening plan is the company's ongoing focus on employee health and safety and continued adherence with – at a minimum – CDC and OSHA guidance.
- Across all its facilities, the company is providing its team members with personal protective equipment (PPE), including masks and face shields.
- The company has implemented mass thermal scanning.
- The company has installed physical barriers on its production floors and in break areas.
- These measures remain mandatory and nonnegotiable conditions for the company to operate.

Reopening Timetable

Date	Departments	Employees
Ongoing	Essential Personnel	~150
May 7, 2020	Ground Seasoned Pork Resumes	~340 (490)
May 8, 2020	Ham Boning and Belly Curing Resume	~194 (684)
May 10, 2020	Hog Deliveries Resume	~25 (709)
May 11–12, 2020	Harvest 10,000 head/day, Cut, Conversion and Packaged Meats Resume	~2,991 (3,700)
May 18, 2020	Ramp Up Harvest to 15,600/day	~3,700
On or about May 25, 2020	Ramp Up Harvest to 19,000/day (Full Capacity)	~3,700

Note: Timetable is predicated upon receipt of COVID-19 testing results, availability of ongoing testing capacity and adequate employee headcount to operate the facility.

COVID-19 Webpages:
https://www.smithfieldfoods.com/ourcovid19response
https://www.smithfieldfoods.com/covid19ppe (Photos)

Potential Poultry Employee Testing Options
April 26, 2020

The goal of the testing would be to categorize all employees into one of 3 groups:

1. Unexposed
2. Exposed and Actively Shedding
3. Exposed and Immune/Cleared Virus

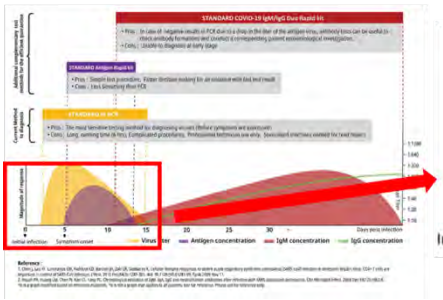
In order to categorize employees, we may want to consider a 2-step testing program. First, screen employees with the blood test indicating presence of antibodies. Employees with a positive blood test would be followed with a nasal (antigen) virus test.

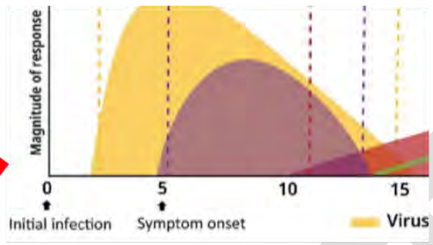
	Antibody Result (blood)	Antigen Result (nasal)
Unexposed	Negative	Negative
Exposed and Actively Shedding	Positive	Positive
Exposed and Immune/Cleared Virus	Positive	Negative

Only employees in the "Exposed and Actively Shedding" would be quarantined. Below is a proposed testing plan and timeline to accomplish screening.

- Friday, May 1st – blood test all plant employees (~15 minutes to results; it may only be possible to screen a percentage of employees per day with the hope that all employees are tested within 2-3 days)
    - All plant employees that test negative are cleared to go to work
    - All plant employees that test positive are subsequently tested with a virus nasal swab and sent home
- Saturday and Sunday, May 2nd and 3rd - Nasal swabs are analyzed (ideally a 48-hour turnaround)
    - Prioritize analysis of these samples in local laboratories whether medical laboratories or non-human laboratories. Many poultry laboratories, for example, have PCR capabilities.
- Sunday May 3rd – Summary of results available so plants can determine who can or cannot come back to work.
    - All plant employees that test negative for the virus via nasal swab testing are allowed to return to work on Monday May 4th and will not need to be tested again
    - All plant employees that test positive for the virus via nasal swab testing are quarantined for seven days and may return to work on Monday May 11th provided they are asymptomatic. They will not need to be tested again.
        - Encourage family members of these virus positive plant employee to also be tested.
        - If family members test negative, make accommodations available for these employees for seven days and provide food/necessities to them
            - It is <u>imperative</u> that these employees remain in quarantine for seven days. Any breech in biosecurity could cause additional home infections. We would need assurances.
- Friday, May 8th – blood test all plant employees that tested negative on Friday May 1st (it may only be possible to screen a percentage of employees per day with the hope that the remaining employees are tested within 1-2 days)
    - All plant employees that test negative are cleared to go to work
    - All plant employees that test positive are subsequently tested with a virus nasal swab and sent home.
    - Follow same sequence of events as outlined above.
- Friday May 15th – follow same sequence of events as outlined above

- Friday May 22nd – follow same sequences of events as outlined above
- If poultry plants follow this four-week program, it allows their employee base to build immunity and allows plants to rebuild the number of employees that are eligible to come to work
- Employees that are antibody positive but virus negative can work. These are the safest employees as they have already initiated an immune response as indicative by IgG/IgM titers
    - The response curve pasted below and attached indicates this pattern





The 10-17 day time frame is what this testing program is focused on. The graph shows how the virus shed (yellow) drops related to the increase in IgM Antibodies (red). The earliest IgM would be detected is 11 days post initial infection (dotted vertical red line). The last day a virus would be detected is 16 days post initial infection (second dotted vertical yellow line).

- This information will help provide some accuracy around the testing methods themselves
- Collect all data and report all trends to local/state health officials as appropriate. No personal information will be shared. Only number of tests administered and results of these tests (from both antibody and viral tests)

This approach should:

1. Ensure all employees are tested.
2. Ensure all positive employees are not in processing plants and have a place to safely quarantine.
3. Allow plants to increase staffing as test results indicate employees are no longer circulating the virus.
4. Allows plant employees to build resistance to the virus.

From: Ashley Peterson
To: Brashears, Mindy - OSEC, Washington, DC
Subject: RE: Chattanooga, TN
Date: Friday, May 15, 2020 7:28:39 AM

Good morning Dr. Brashears –

I wanted to provide you an update on the situation in Tennessee with Koch Foods. They had the county health department in their facility again yesterday for a very productive meeting – at least on the outset. It was determined that nine of the employees who have tested positive for COVID-19 are in two departments of the facility. It is my understanding that Koch offered up a testing plan based off risk and data focusing on those two areas of the plant but after much deliberation between the facility and the health department, no agreement was reached.

After the meeting it is my understanding that the health department got the ear of the mayor of the county and now we are back to square one. Here are a few new items I learned about their requirements but please note I have none of this in writing:

- Test – Nasal swab
- Time to results – 24 to 72 hours
- Asymptomatic employees can continue to work while waiting on test results
- Employees who test positive, even if asymptomatic, must quarantine for 10 days from on-set of and 72 hours with no symptoms (this did not make sense to me but I am working on clarification)

We want to push back on 100% testing and would like your assistance. It seems that the issue may be in two departments of the facility and Koch is happy to focus on those areas. They have been following CDC/OSHA guidelines throughout the entire plant.

I will keep you apprised of anything I learn and would appreciate your availability for a call at some point today.

Thank you,
Ashley

From: Ashley Peterson
Sent: Thursday, May 14, 2020 7:37 AM
To: Brashears, Mindy - OSEC, Washington, DC <Mindy.Brashears@usda.gov>
Subject: Chattanooga, TN

Good morning Dr. Brashears –

I am writing you this morning regarding P-7487 (Koch Foods, Chattanooga, TN facility). They were contacted yesterday by Dr. Paul Hendricks who is a Hamilton County Health Officer. The county health department in a letter indicated that they believe the company is "operating with an imminent health hazard." Ten individuals have tested positive for COVID-19 (less than 2.5% incident rate). They are demanding 100% testing of all employees as the health department "has reasonable cause to suspect possible disease transmission by your employees." The county health department has provided no information regarding the type of tests that will be used, time to results, how asymptomatic employees will be handled, quarantine requirements, etc. Instead they are citing Tennessee Code 68-2-609(3) requiring that the establishment make all employees available for testing. The letter requires that a discussion be held today (Thursday May 14, 2020) so testing can be arranged.

They also make several threatening statements about complete facility closure and using public notices and contacting the local media should the facility not cooperate completely.

The company will try to obtain information from the Hamilton County Health Department today. Hopefully the county health department, too, will follow CDC/OSHA guidance. The only contact information that was provided is pasted below.

Thank you for your attention to this matter and I will follow-up with you as soon as more details are obtained.

Ashley

Via Email only tn.health@tn.gov

Lisa Piercy, M.D.
State Commissioner of Health
Tim Jones, M.D.
Chief Medical Officer
710 James Robertson Parkway
Nashville, TN 37243

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Sign up for NCC News | Chicken's Sustainability Story

PLANT CLOSURES AND REDUCED OUTPUT

Week of April 6-12, 2020

Total # of FSIS-Regulated Establishments	FSIS-Regulated Establishments Currently Closed	FSIS Regulated Establishments Currently Running at Reduced Operation
6,461	304	314

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Reduced Operations/Closures of Note:

Fed (Steer/Heifer) Cattle Plants Running Reduced Slaughter		
1. Tyson fed plants running at reduced chain speed. Estimating 15,050 (normal 25,000) • Holcomb, KS - Estimating 3,200 (normal 5,600) • Joslin, IL - Estimating 2,200 (normal 3,000)		
2. JBS plants - Estimating 8,700 (normal 17,000) • Greeley, CO, closed today - is considering closing plant to address COVID-19 concerns (28 confirmed positive of 6,000 employees) • Grand Island, NE - Estimating 3,000 (normal 5,500)		
3. Greater Omaha, Omaha, NE – Estimating 1,830 (normal 2,300)		
4. Cargill, Ft. Morgan, CO – Estimating 1,000 (normal 4,100)		
5. Western Reserve, Hastings, NE – Down 100 head/day due to religious holiday*		
6. Nebraska Beef, Omaha, NE – Estimating 1,410 (normal 1,500-1,700)		
7. National, Dodge City, KS – Thursday only killed 4,700 (normal 6,200)		
8. National, Liberal, KS – Estimating 5,700 (normal 6,000)		
Cow & Bull Plants Running Reduced Slaughter		
1. Cargill, Wyalusing, PA - Estimating a few hundred less than normal		
2. JBS, Plainwell, MI - Estimating 900 (normal 2,000)		
3. AFG-Green Bay – Estimating 2,000 (normal 2,200)		
4. AFG-Long Prairie, MN – Estimating 1,500 (normal 2,000)		

Pork Plants Running Reduced Slaughter		
1. Smithfield, Sioux Falls, SD - Estimating 10,000 (normal 18,500)		
2. JBS, Marshalltown, IA – slightly lower estimate due to harvesting export hogs which requires fabrication floor changes		
Poultry Plants Running Reduced Slaughter		
1. Mountaire, Selbyville, DE: Estimating 185,575 (normal 320K)		
2. Foster Farms, Farmville, LA: Estimating 100,000s (normal 200,000+)		
3. Perdue, Milford, DE: Estimating 146,705 (normal 220K)		
Closed Beef Plants	***Date closed***	***Date to Open***
1. JBS, Greeley, CO	04/10/2020	TBD
2. JBS, Souderton, PA (2,000 per day)	03/31/2020	04/20/2020
3. National Beef, Tama, IA (1,200 per day)	04/04/2020	04/14/2020
4. Aurora Packing Company, Aurora, IL (1,100 head per day)	04/03/2020	04/14/2020
Closed Lamb & Veal Plants	***Date closed***	***Date to Open***
1. Wolverine (lamb/veal), Detroit, MI	03/31/2020	04/20/2020
2. Marcho Farms (lamb/veal), Souderton, PA	04/06/2020	04/13/2020
Closed Pork Plants	***Date closed***	***Date to Open***
1. Smithfield, Sioux Falls, SD (18,500 head)	04/11/2020	TBD
2. Tyson, Columbus Junction, IA (10,000 head)	04/06/2020	04/13/2020
3. Yosemite, Modesto, CA (1,400 head)	04/08/2020	04/09/2020
Closed Poultry Plants	***Date closed***	***Date to Open***
1. Wayne Farms, Laurel, MS (130K daily)	04/07/2020	04/09/2020
2. Pilgrim's Pride, Mt. Pleasant, TX (130K daily)	04/06/2020	4/07/2020
3. Sanderson Farms, Palestine, TX (240K daily)	04/08/2020	04/09/2020
4. Sanderson Farms, Waco, TX (250K daily)	04/08/2020	04/09/2020
5. Sanderson Farms, Collins MS (260K daily)	04/09/2020	04/10/2020
6. Case Farms, Goldsboro, NC (150K daily)	04/08/2020	04/09/2020
7. Case Farms, Goldsboro, NC (150K daily)	04/10/2020	04/13/2020

Closed Processing Plants	***Date closed***	***Date to Open***
1. Tyson Foods, Vineland, NJ, (processed poultry)	04/07/2020	04/17/2020
2. Cargill Protein, Hazleton, PA, closed until further notice (beef and pork)	04/07/2020	TBD

Plant Closures and Reductions
Updated 5/1/2020 at 6:30 a.m.

All information containe

		Daily Slaughter Capacity		
		Normal	Current	Difference
Fed (Steer/Heifer) Plants CLOSED				
Tyson	Dakota City, NE	5,000	0	5,000
Tyson	Pasco, WA	2,000	0	2,000
Aurora Packing	Aurora, IL	1,100	0	1,100
			Total	**8,100**
Cow/Bull Plants CLOSED				
JBS	Green Bay, WI	1,950	0	1,950
			Total	**1,950**
Poultry Plants CLOSED				
Jennie-O-Turkey Store P	Willmar, MN	36,000	0	36,000
Jennie-O Turkey Store	Melrose, MN	90,000	0	90,000
Tyson	Robards, KY	250,000	0	250,000
			Total	**376,000**
Pork Plants CLOSED				
Smithfield	Sioux Falls, SD	20,000	0	20,000
Smithfield	Monmouth, IL	13,000	0	13,000
JBS	Worthington, MN	20,000	0	20,000
Tyson	Perry, IA	8,400	0	8,400

Tyson	Waterloo, IA	19,500	0	19,500
Tyson	Logansport, IN	14,500	0	14,500
Indiana Packers	Delphi, IN	16,500	0	16,500
			Total	**111,900**

Critical Packing Plant Closures and Reductions Impacted by COVID

		Daily Slaughter Capacity					
		Normal	Current	Difference	Date Closed	Date to Re-open	Notes
Fed (Steer/Heifer) Plants CLOSED							
JBS	Greeley, CO	4,500	0	4,500	4/10/2020	4/24/2020	Management indicates they will clean out carcasses in cooler now, then close through at least 4/24 for more cleaning
Tyson	Joslin	3,200	0	3,200	4/10/2020	4/15/2020	Ceased slaughter operations through Wed 4/14 and hope to resume Thurs 4/15
JBS	Souderton	2,000	0	2,000	3/31/2020	4/20/2020	
JBS	Plainwell, MI	2,000	0	2,000	4/15/2020	TBD	beginning today, slaughter operations are ceasing - labor issues. Tomorrow is unknown.
National	Tama, IA	1,200	0	1,200	4/4/2020	4/20/2020	Extended closure due to climbing number of cases = 2 weeks dark time, 6 days per week, 1,150 head per day = 13,800 lost head
Aurora Packing	Aurora, IL	1,100	0	1,100	4/3/2020	4/17/2020	
			Total	**14,000**			
Poultry Plants CLOSED due to COVID							
			0				
			Total	**0**			
Pork Plants CLOSED							
Smithfield	Sioux Falls, SD	18,500	0	18,500	4/11/2020	TBD	according to media reports, 300 employees tested postive
Tyson	Columbus Junction, IA	10,000	0	10,000	4/6/2020	TBD	not sure if they will reopen tomorrow; Tyson lost 9,000hd on Monday due to a breakdown and attendance issues.
			Total	**28,500**			
			Total				
Fed (Steer/Heifer) Plants Running at Reduced Slaughter							
National	Liberal, KS	6,100	5,800	300	n/a		
National	Dodge City, KS	6,000	3,000	3,000	n/a		
Tyson	Amarillo, TX	5,500	5,300	200	n/a		minimal impact
JBS	Dumas, TX	5,000	4,000	1,000	n/a		
JBS	Grand Island, NE	5,000	2,600	2,400	n/a		
Cargill	Friona, TX	4,900	4,600	400	n/a		
Tyson	Lexington, NE	4,500	3,600	900	n/a		
Cargill	Ft. Morgan, CO	4,000	1,500	2,500	n/a		
Tyson	Pasco, WA	2,000	800	1,200	n/a		
Nebraska Beef	Omaha, NE	1,500	1,365	135	n/a		
			Total	**12,035**			
Cow/Bull Plants Running at Reduced Slaughter							
JBS	Plainwell, MI	2,200	1,200	1,000	n/a		
AFG	Long Prairie	2,000	1,500	500	n/a		
JBS	Greenbay	1,950	1,400	550	n/a		
DemKota	Aberdeen, SD	1,200	1,040	160	n/a		
AFG	Cimples	650	575	75	n/a		
			Total	**2,285**			
Poultry Plants Running at Reduced Slaughter							
Mountaire	Selbyville, DE	320,000	179,181	140,819	n/a		
Allen Harim	Harbeson, DE	300,000	25,000	275,000	n/a		
Perdue	Milford, DE	240,000	150,000	90,000	n/a		
Foster Farms	Farmville, LA	200,000	126,000	74,000	n/a		
			Total	**579,819**			

Daily Slaughter Capacity

			Normal
Fed Beef (Steer/Heifer) Plants			
1	National	Dodge City, KS	6,200
2	National	Liberal, KS	6,000
3	Tyson	Amarillo, TX	5,500
4	Tyson	Holcomb, Ks	5,500
5	Cargill	Schuyler, Ne	5,200
6	JBS	Dumas, TX	5,000
7	JBS	Grand Isand, Ne	5,000
8	Tyson	Dakota City, Ne	5,000
9	Cargill	Dodge City, KS	5,000
10	Cargill	Friona, TX	5,000
11	JBS	Greeley, CO	4,500
12	Tyson	Lexington, Ne	4,500
13	Cargill	Fort Morgan, Co	4,000
14	Tyson	Joslin., IL	3,000
15	Greater Omaha	Omaha, NE	2,250
16	JBS	Souderton	2,000
17	JBS	West Hyrum, Ut	2,000
18	JBS	Plainwell, MI	2,000
19	JBS	Tolleson, AZ	2,000
20	JBS	Green Bay, WI	1,950
21	Tyson	Pasco, Wa	1,900
22	Nebraska Beef	Omaha, NE	1,600
23	Cargill	Fresno, CA	1,500
24	Cargill	Wyalusing, PA	1,500
25	Central Valley	Hanford, CA	1,400
26	Agri-Beef	Toppenish, WA	1,250
27	National	Tama, IA	1,200
28	Demkota Ranch Be	Aberdeen, SD	1,150
29	JBS	Omaha, NE	1,100
30	Creekstone	Arkansas City, KS	1,100
31	Aurora Packing	Aurora, IL	1,100
32	STX Beef	Corpus Chirsti, TX	950
		Total	**97,350**

		Daily Slaughter Capactiy	
	Plant	**Location**	**Normal**
Pork - Barrows and Gilts			
1	Smithfield	Tar Heel, NC	35,000
2	Triumph	St. Joseph, MO	21,400
3	JBS	Marshalltown, IA	20,000
4	JBS	Worthington, MN	20,000
5	JBS	Beardstown, IL	20,000
6	JBS	Ottumwa, IA	20,000
7	Seaboard	Guymon, OK	20,000
8	Smithfield	Sioux Falls, SD	19,500
9	Tyson	Waterloo, IA	19,500
10	Hormel	Austin, MN	19,500
11	Seaboard-Triumph	Sioux City, IA	19,300
12	Tyson	Storm Lake, IA	18,000
13	Indiana Pack	Delphi, IN	16,500
14	Tyson	Logansport, IN	14,500
15	Smithfield	Monmouth, IL	13,000
16	Clemens	Coldwater, MI	11,500
17	Clemens	Hatfield, PA	11,000
18	Smithfield	Crete, NE	10,500
19	Smithfield	Milan, MO	10,500
20	Wholestone	Fremont, NE	10,500
21	JBS	Louisville, KY	10,000
22	Smithfield	Clinton, NC	10,000
23	Smithfield	Denison, IA	10,000
24	Smithfield - Farmer John	Vernon, CA	10,000
25	Tyson	Columbus Junction, IA	10,000
26	Smithfield	Gwaltney, VA	9,900
27	Prestage Foods	Eagle Grove, IA	8,500
28	Tyson	Perry, IA	8,400
29	Tyson	Madison, NE	8,000
30	Rantoul	Rantoul, IL	6,000
31	Prime Pork	Windom, MN	4,500
32	Premium Iowa Pork	Hospers, IA	3,000
33	Routh	Sandusky, OH	3,000
34	Moon Ridge	Pleasant Hill, MO	2,500
35	Yosemite	Modesto, CA	1,500
36	Pork King	Marengo, IL	1,400
37	Sioux-Preme	Sioux Center, IA	1,400
38	Leidy's	Souderton, PA	1,200
39	Verschool	Sioux City, IA	1,200
40	Spectrum	Mt. Morris, IL	1,150
41	Independent Meats	Twin Falls, ID	720
		Total	**462,570**

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Closed Beef Plants	***Date closed***	***Date to Open***
1. JBS, Greeley, CO	04/10/2020	TBD
2. JBS, Souderton, PA (2,000 per day)	03/31/2020	04/20/2020
3. National Beef, Tama, IA (1,200 per day)	04/04/2020	04/14/2020
4. Aurora Packing Company, Aurora, IL (1,100 head per day)	04/03/2020	04/14/2020
Closed Lamb & Veal Plants	***Date closed***	***Date to Open***
1. Wolverine (lamb/veal), Detroit, MI	03/31/2020	04/20/2020
2. Marcho Farms (lamb/veal), Souderton, PA	04/06/2020	04/13/2020
Closed Pork Plants	***Date closed***	***Date to Open***
1. Smithfield, Sioux Falls, SD (18,500 head)	04/11/2020	TBD
2. Tyson, Columbus Junction, IA (10,000 head)	04/06/2020	04/13/2020
3. Yosemite, Modesto, CA (1,400 head)	04/08/2020	04/09/2020
Closed Poultry Plants	***Date closed***	***Date to Open***
1. Wayne Farms, Laurel, MS (130K daily)	04/07/2020	04/09/2020
2. Pilgrim's Pride, Mt. Pleasant, TX (130K daily)	04/06/2020	4/07/2020
3. Sanderson Farms, Palestine, TX (240K daily)	04/08/2020	04/09/2020
4. Sanderson Farms, Waco, TX (250K daily)	04/08/2020	04/09/2020
5. Sanderson Farms, Collins MS (260K daily)	04/09/2020	04/10/2020
6. Case Farms, Goldsboro, NC (150K daily)	04/08/2020	04/09/2020
7. Case Farms, Goldsboro, NC (150K daily)	04/10/2020	04/13/2020

Closed Processing Plants	*Date closed*	*Date to Open*
1. Tyson Foods, Vineland, NJ, (processed poultry)	04/07/2020	04/17/2020
2. Cargill Protein, Hazleton, PA, closed until further notice (beef and pork)	04/07/2020	TBD

Plant Closures and Reductions
Updated 5/1/2020 at 6:30 a.m.

All information containe

		Daily Slaughter Capacity		
		Normal	Current	Difference
Fed (Steer/Heifer) Plants CLOSED				
Tyson	Dakota City, NE	5,000	0	5,000
Tyson	Pasco, WA	2,000	0	2,000
Aurora Packing	Aurora, IL	1,100	0	1,100
			Total	**8,100**
Cow/Bull Plants CLOSED				
JBS	Green Bay, WI	1,950	0	1,950
			Total	**1,950**
Poultry Plants CLOSED				
Jennie-O-Turkey Store P	Willmar, MN	36,000	0	36,000
Jennie-O Turkey Store	Melrose, MN	90,000	0	90,000
Tyson	Robards, KY	250,000	0	250,000
			Total	**376,000**
Pork Plants CLOSED				
Smithfield	Sioux Falls, SD	20,000	0	20,000
Smithfield	Monmouth, IL	13,000	0	13,000
JBS	Worthington, MN	20,000	0	20,000
Tyson	Perry, IA	8,400	0	8,400

Tyson	Waterloo, IA	19,500	0	19,500
Tyson	Logansport, IN	14,500	0	14,500
Indiana Packers	Delphi, IN	16,500	0	16,500
			Total	**111,900**

Pre-decisional/Deliberative/ Internal Use Only

To: Secretary Perdue
Date: April 21, 2020
Re: Status of Meat Packing Industry

Agenda:

1. Plant closure status (Under Secretary Brashears)

		Slaughter Capacity	Date Closed	Status Update
Colorado				
JBS (beef)	Greeley, CO	4,500	4/10	On track to open the 24th. No issues with health officials at this time. Need to clean and set up additional precautions.
Washington				
Tyson (beef)	Pasco, WA	2,000	4/20	Opening on the 22nd; local and state health officials have been great to work with; installed new Plexiglas barriers.
Iowa				
Tyson (Pork)	Columbus, IA	10,000	4/6	Started running again today, however they are facing a high absenteeism rate.
Tyson (Pork)	Perry, IA	8,400	4/20	Back up and running today, however they are facing large absenteeism rate.
Indiana				
Tyson (Pork)	Logansport, IN	14,500	4/20	Closed for one day. The Department of Ag had to do a bit of education on importance of keeping the plants up and running, but the local Health Department was reportedly easy to work with to get the plant back up and running.
South Dakota				

Smithfield (Pork)	Sioux Falls, SD	18,500	4/11	CDC has sent a draft report of recommended changes

2. USDA Action Steps (Mary Dee)
    - Improve USDA data visibility on outbreaks/risk in counties with major processing plants – deploy as an early warning system
    - Continue to communicate with Governors and State Departments of Agriculture and Public Health regarding the necessity of state and local planning and early response
    - Work with trade associations to facilitate information and best practices sharing among operations, particularly "lessons learned" from operations impacted by outbreak
    - Consider USDA taking the lead in drafting a document that lists steps that plants and government authorities should consider to keep essential food industry plants open or when resuming operations
    - **In instances of outbreak/potential outbreak**: Ensure USDA connectivity with Governor's office, State Department of Agriculture, and state public health officials; offer facilitation w/ other federal agencies, such as CDC and FEMA
        - **If requested by state (state must request federal support)**: flag testing capacity needs; support CDC/public health workforce on the ground support
3. Interagency Efforts (Mary Dee)
    - **FEMA/HHS/White House Task Force Engagement**
    - **Continuity of Operations Guidance:** CDC and OSHA Guidance for Meat and Poultry Processing – anticipated distribution this week
    - **PPE:**
        i. Supply Chain Stabilization Task Force provided a list of industrial distributors with available supply for distribution to meat and poultry processing facilities; List provided to meat packing entities yesterday (Monday, April 21)
        ii. Cloth masks
    - **Testing**
4. Industry Ask (Deputy Secretary Censky)
    - Proposed Executive Order Requested/Suggested by NAMI

Plant Closures and Reductions
Updated 5/1/2020 at 6:30 a.m.

All information containe

		Daily Slaughter Capacity		
		Normal	Current	Difference
Fed (Steer/Heifer) Plants CLOSED				
Tyson	Dakota City, NE	5,000	0	5,000
Tyson	Pasco, WA	2,000	0	2,000
Aurora Packing	Aurora, IL	1,100	0	1,100
			Total	**8,100**
Cow/Bull Plants CLOSED				
JBS	Green Bay, WI	1,950	0	1,950
			Total	**1,950**
Poultry Plants CLOSED				
Jennie-O-Turkey Store P	Willmar, MN	36,000	0	36,000
Jennie-O Turkey Store	Melrose, MN	90,000	0	90,000
Tyson	Robards, KY	250,000	0	250,000
			Total	**376,000**
Pork Plants CLOSED				
Smithfield	Sioux Falls, SD	20,000	0	20,000
Smithfield	Monmouth, IL	13,000	0	13,000
JBS	Worthington, MN	20,000	0	20,000
Tyson	Perry, IA	8,400	0	8,400

Tyson	Waterloo, IA	19,500	0	19,500
Tyson	Logansport, IN	14,500	0	14,500
Indiana Packers	Delphi, IN	16,500	0	16,500
			Total	**111,900**

ease to the public or distribution

Fed. Assistance Requested?	Notes
No	Closed for deep cleaning (Decision by the plant). New tentative reopen date is 5/6 or 5/7
No	Set to open tomorrow, 5/5
No	Closed due to absenteesim, but will open on Monday at reduced rate. Expect to be close to full capacity later in the week.
No	Closed until further notice. Local officials are working cooperatively with JBS. No need for federal engagement at this time.
No	Ceased kill afternoon of 4/23, anticipate a 2 week closure. Corporate decision. No federal assistance requested.
No	Ceased operations after day shift on 4/28/20. Follow up communication is expected regarding how long the "pause" will last. Corporate decision.
No	Closed for deep cleaning--set to open this week
Yes	Positoning to reopen this week. CDC visit today at the request of Smithfield, 5/4
Yes	remains closed
No	Remains closed, local officials are working cooperatively with JBS. No need for federal engagement at this time.
	Set to open today

Plant Closures and Reductions
Updated 5/1/2020 at 6:30 a.m.

All information containe

		Daily Slaughter Capacity Normal	Current	Difference
Fed (Steer/Heifer) Plants CLOSED				
Tyson	Dakota City, NE	5,000	0	5,000
Tyson	Pasco, WA	2,000	0	2,000
Aurora Packing	Aurora, IL	1,100	0	1,100
			Total	**8,100**
Cow/Bull Plants CLOSED				
JBS	Green Bay, WI	1,950	0	1,950
			Total	**1,950**
Poultry Plants CLOSED				
Jennie-O-Turkey Store P	Willmar, MN	36,000	0	36,000
Jennie-O Turkey Store	Melrose, MN	90,000	0	90,000
Tyson	Robards, KY	250,000	0	250,000
			Total	**376,000**
Pork Plants CLOSED				
Smithfield	Sioux Falls, SD	20,000	0	20,000
Smithfield	Monmouth, IL	13,000	0	13,000
JBS	Worthington, MN	20,000	0	20,000
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No	Closed for deep cleaning--set to open this week
Yes	Positoning to reopen this week. CDC visit today at the request of Smithfield, 5/4
Yes	remains closed
No	Remains closed, local officials are working cooperatively with JBS. No need for federal engagement at this time.
	Set to open today

Plant Closures and Reductions
Updated 4/30/2020 at 9:00 a.m.

All information containe

		Daily Slaughter Capacity Normal	Current	Difference
Fed (Steer/Heifer) Plants CLOSED				
Tyson	Dakota City, NE	5,000	0	5,000
Tyson	Pasco, WA	2,000	0	2,000
Aurora Packing	Aurora, IL	1,100	0	1,100
			Total	**8,100**
Cow/Bull Plants CLOSED				
JBS	Green Bay, WI	1,950	0	1,950
			Total	**1,950**
Poultry Plants CLOSED				
Jennie-O-Turkey Store P	Willmar, MN	36,000	0	36,000
Jennie-O Turkey Store	Melrose, MN	90,000	0	90,000
			Total	**126,000**
Pork Plants CLOSED				
Smithfield	Sioux Falls, SD	20,000	0	20,000
Smithfield	Monmouth, IL	13,000	0	13,000
JBS	Worthington, MN	20,000	0	20,000
Tyson	Perry, IA	8,400	0	8,400
Tyson	Waterloo, IA	19,500	0	19,500
Tyson	Logansport, IN	14,500	0	14,500
Indiana Packers	Delphi, IN	16,500	0	16,500

'ease to the public or distribution

Fed. Assistance Requested?	Notes
No	Closed for deep cleaning (Decision by the plant). New tentative reopen date is 5/1, when they plan on running 2 8-hr shifts; processing is still running as of 4/24.
No	Closed but working with local health department
	Closed due to absenteesim, but will open on Monday at reduced rate. Expect to be close to full capacity later in the week.
No	Closed until further notice. Local officials are working cooperatively with JBS.
No	Ceased kill afternoon of 4/23, anticipate a 2 week closure. Corporate decision. No federal assistance requested.
No	Ceased operations after day shift on 4/28/20. Follow up communication is expected regarding how long the "pause" will last. Corporate decision.
Yes	remains closed
Yes	remains closed
No	Remains closed, local officials are working cooperatively with JBS.
	Awaiting update from Tyson
No	Started receiving a few hogs but not slaughtering. Local health official walk through on 4/30.
No	Will close for 2-weeks after several positive tests. Local health official walk through on 5/1. USDA will be present. No contact made.

Plant Closures and Reductions
Updated 5/1/2020 at 6:30 a.m.

All information containe

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		Normal	Current	Difference
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Jennie-O Turkey Store	Melrose, MN	90,000	0	90,000
Tyson	Robards, KY	250,000	0	250,000
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Preliminary Recommendations: Not For Distribution

DEPARTMENT OF HEALTH & HUMAN SERVICES

Centers for Disease Control and Prevention (CDC)

Memorandum

Date: April 20, 2020

From: Michael Grant, CDC National Institute for Occupational Safety and Health
Colin Basler, CDC National Center for Emerging Zoonotic Infectious Diseases
Jesica Jacobs, CDC Center for Surveillance, Epidemiology, and Laboratory Services
John Osburn, South Dakota Department of Health
Erin Kennedy, CDC Center for Global Health
Jonathan Steinberg, CDC Epidemic Intelligence Officer, South Dakota Department of Health
Suzanne Tomasi, CDC National Institute for Occupational Safety and Health

To: Joshua Clayton, South Dakota Department of Health

Copy: Russ Dokken, Smithfield Foods
Scott Reed, Smithfield Foods
Mark Wiggs, Smithfield Foods
B.J. Motley, President, UFCW Local 304A Union

Subject: Strategies to reduce COVID-19 transmission at the Smithfield Foods Sioux Falls Pork Plant

Background

The South Dakota Department of Health requested an Epi Aid for assistance in developing strategies to help reduce SARS-CoV-2 infections among Smithfield Foods Sioux Falls pork processing plant employees. SARS-CoV-2 is the virus that causes coronavirus disease 2019 (COVID-19). A team from the Centers for Disease Control and Prevention (CDC) traveled to Sioux Falls, South Dakota for an Epi Aid on April 14, 2020. The CDC team included veterinary epidemiologists, an Epidemic Intelligence Service Officer, an industrial hygienist, and a Laboratory Leadership Service Fellow. One component of this effort was to visit the Smithfield Foods pork processing plant to evaluate existing health and safety controls and provide recommendations for improvement. This memorandum provides observations and recommendations based on our visits to the plant on April 16 and 17, 2020.

No ~~slaughtering~~ or further production work were taking place in the plant while we were on site. The first case among employees was detected on March 26, 2020. The few employees we observed in the plant during our walkthroughs were performing maintenance and distribution center tasks. We toured the plant and observed workstations from the pens where the swine are delivered through the distribution center, where product is shipped out of the plant. We also observed the route that employees take from the parking lots through the symptom screening tents and into the facility. Additionally, we

observed administrative areas, the occupational health clinic and quarantine room, and the common areas (e.g., break rooms, cafeterias, locker rooms) shared by employees.

Our team was unable to identify important demographic information about this workforce, limiting our ability to understand the diversity of the employees. However, plant management reported that there were approximately 40 different languages spoken by employees in the plant. We were also unable to obtain information about the workstations of confirmed positive cases. This type of information could provide a better understanding of what workplace factors may have contributed to the spread of COVID-19 among employees. Key demographic and workstation information was requested from the company to help answer some of these questions in the future. Additional recommendations and findings may be provided upon receipt of demographic and workstation information.

Observations and Discussion

Employee Screening

Employees were screened before entering the plant prior to their shift. The company had set up two screening locations, one on either side of the plant. Visual markers were added every six feet to decrease crowding while employees approached and moved through the screening tents. The screening consisted of walking past a thermal imaging system for body temperature measurement and self-reported symptom checks. Screening was conducted by a contracted health care professional who informed the employee of their temperature and asked whether the employee had a cough or shortness of breath.

We were informed that if an employee had a fever (>99.8°) or reported experiencing symptoms, the employee underwent secondary screening by a contracted nurse. Additionally, we learned that the screening process also looked for visible signs of symptoms as employees were screened. Secondary screening consisted of a temperature check with an infrared thermometer and a more in-depth evaluation of symptoms. We understand that if an employee was found to have a fever or symptoms consistent with COVID-19, they were given an informational packet (in English) and instructed to return home. Employees were provided two weeks of paid sick leave (full pay) when sent home and were asked to call a hotline operated by a local health system for guidance regarding next steps.

Plant management informed us that they had identified a department of the plant (Exports) with a high density of positive cases. The whole department was placed on two weeks paid sick leave. We also learned that efforts had been taken to adjust schedules to facilitate distancing of employees working in essential operations (e.g., wastewater treatment).

Increasing Distance Between Employees During Work and Breaks

Plant screening tents had posters on the wall to remind employees to maintain a social distance of 6 feet during the screen process. In all lunchrooms and break areas that we observed, dividers had been placed on tables to remind employees to maintain a physical barrier between each other. Some tables had been marked "off-limits" by tape. Additional tables were placed in one hallway (the "flag hallway") to decrease the density of employees inside the nearby cafeteria. Some outdoor picnic tables had been moved to facilitate social distancing, although other outdoor tables were less than 6 feet apart.

In at least one department (Ground Seasoned Pork), line speed had been reduced to accommodate fewer employees on the line due to social distancing efforts and workforce availability constraints (i.e., illness amongst employees). Plant management had identified and installed approximately 800 plexiglass barriers in locations where distancing was not possible (e.g., production lines). Plant management reported that, on some production lines prior to shutting down the plant, employees on opposite sides of the line alternated workstations to maintain distancing. On other lines, plexiglass barriers had been hung in an attempt to separate employees. Among the few employees that were present in the plant during our walk throughs, we observed several who were congregating less than 6 feet apart when away from their workstations.

Supplementary Infection Control Measures

We saw hand sanitizer dispensers located in limited locations throughout the plant, notably at the entrances to the building and within cafeterias and break rooms. Plant management indicated that more hand sanitizer dispensers will be added as COVID-19 prevention measures. We learned of plans to increase the number of dispensers to 3500 (i.e., roughly one dispenser station per employee). The hand sanitizing dispensers were all manually operated (i.e., not touchless). Limited handwashing stations were available in locker rooms and in some production areas of the plant. Some handwashing stations were touchless, but the majority were not. Management also indicated they were developing a plan to have people assigned to enforce hand sanitizing for every employee in the plant every 30 minutes. However, the plant had not yet finalized the rollout plans for this effort.

Additional staff have been assigned to clean and sanitize commonly touched surfaces more frequently, such as handrails, doors and door handles, and lunch tables. Time clocks in the plant were touchless for plant employees, and the plant informed us of plans to install over 100 additional time clocks to decrease bottlenecks.

Use of Facemasks and Other Face Coverings

Plant management informed us of plans to institute a universal facemask requirement for all employees in accordance with CDC recommendations for critical infrastructure employees and the public. We learned that plant management will provide a facemask with moldable nosepiece to all employees before entering the plant each day. We learned that they have a plan to provide additional facemasks to employees throughout the day if facemasks become wet or soiled. We also learned that face shields will be provided to all non-administrative employees moving forward. These face shields will be affixed to the hard hat. We observed some employees still working at the plant either not wearing facemasks or wearing them incorrectly (e.g., wearing them over the mouth but not the nose). Plant management indicated that they had estimated the number of facemasks and face shields that would be required for a 30-day supply for the plant running at full capacity. Plant management was also conducting informal experiments with both commercial and home-remedy-style anti-fogging products (e.g., shaving cream) for the face shields.

Educating Employees on COVID-19 Risks, Prevention, and Company Policies

There were informational flyers with pictures representing COVID-19 symptoms of fever, cough, and shortness of breath on the walls of the screening areas, but not at the screening table itself. Throughout the plant, informational flyers were posted on walls encouraging employees to practice social distancing, keep their mouth and nose covered, regularly wash their hands, and report symptoms to occupational health. Some flyers were translated into multiple languages and there were some that included pictograms. Most flyers were approximately 9" x 11" but were not positioned at eye level. Many flyers had densely packed words and limited pictograms. There were video loops on display in cafeterias and break rooms, but we did not observe any COVID-19-related educational information. The plant had recently implemented a new messaging strategy using an application called "Beekeeper" that allowed management to mass-communicate with employees in a language of their choice. Although plant management stated that many of their employees used smart phones, it was unclear how widely the app was being used among employees at the time of our visits. The plant also utilized a text messaging alert system that could send COVID-19 related messages to employees. Management expressed that communicating messages to their diverse staff presented challenges due to the number languages spoken.

Pending Activities Reportedly Planned by the Company

1. Developing and finalizing standard operating procedures for new infection prevention and control measures, especially related to supplementary disinfection of high-touch areas.
2. Increasing engagement with the Beekeeper application. We were informed that approximately 1,400 employees have signed on to receive text messages from this system.
3. Completing installation of plexiglass barriers in close contact workstations.
4. Increasing the number of hand sanitizer dispensers in the plant to 3,500 (i.e., roughly 1 per employee).
5. Installing over 100 additional time clocks to prevent bottlenecks.
6. Promoting increased adoption of mass communication methods to communicate COVID-19 prevention and informational messages to employees. We learned that they are planning to start this process during the plant closure.
7. Having designated staff walk around lines to provide hand sanitization to line employees every 30 minutes.
8. Relaxing sick leave policies related to COVID-19. Eliminating premiums, copays, and waiting periods for COVID-19 testing.

Conclusions

The company implemented several controls at the plant to help reduce and mitigate the spread of coronavirus between employees while in the plant and is in the process of implementing additional strategies as discussed above. Additional recommendations are provided below to help both management, employees, the union, the South Dakota Department of Health, and strategic community partners to limit virus transmission in the plant. Consult with the United States Department of Agriculture (USDA) staff at the plant to determine if proposed controls are acceptable with regards to food safety and sanitation.

Recommendations

The following actions are recommended to ensure that existing and future control efforts are effective in preventing the spread of COVID-19 between employees while they are at work. With ongoing community transmission, COVID-19 cases among staff will likely continue to be identified. A combination of control measures with ongoing education and training will be useful in reducing or eliminating transmission in the workplace. These recommendations are intended for this specific Smithfield plant, but broader interim recommendations for meat and poultry processing industries are in development. Management, along with the safety committee and union at the plant, and in direct collaboration with the South Dakota Department of Health and strategic community partners should develop an implementation plan for these and any other interventions to reduce the spread of COVID-19 to be rolled out in the workplace.

INDEMIC in MAJO OF MEAT PLANTS

Hierarchy of Controls

The following recommendations should be implemented according to the hierarchy of controls. Hierarchy of controls is an approach to hazard intervention that starts with the controls perceived to be most effective and moves down to those considered least effective In most cases, the preferred approach is to eliminate a hazard or exposures, install engineering controls, and implement appropriate sanitation and cleaning to shield or reduce employees exposure to the hazard. Until such controls are in place, or if they are not adequately effective or feasible, administrative measures and personal protective equipment (PPE) may be needed.

Social Distancing, Screening, and Sick Leave

In addition to everyday steps to prevent COVID-19, keeping space between individuals (social distancing) is one of the best strategies to avoid being exposed to the virus and slowing its spread. Barriers are one method to physically separate employees in areas of the plant (including work areas and other areas such as break rooms, parking lots, hallways and corridors, entrance/exit areas, and locker rooms). Other practices such as use of visual cues at six-foot intervals (e.g., floor markings, signs) can be used to encourage physical distancing. Follow CDC Interim Guidance – "Implementing Safety Practices for Critical Infrastructure Employees Who May Have Had Exposure to a Person with Suspected or Confirmed COVID-19" for best practices regarding screening and sick leave. Until the broader interim recommendations for meat and poultry processing industries are completed, many strategies for social distancing, screening, and sick leave can be borrowed from CDC's and Interim Guidance for Businesses and Employers to Plan and Respond to COVID-19. Some specific recommendations that the plant can follow include the following considerations:

HARDEST THING IN A PROCESS PLANT

THE PLANT IS BUILT

DIDN'T WE DO THIS ALREADY DO

- Consider the following actions to physically separate employees (at least 6 feet, where possible) and reduce employee density in non-work areas of the facilities, such as cafeteria, break rooms, equipment dispensing stations, locker rooms, smoking areas, and entrance/exit areas:
    - Adding more visual cues at six-foot intervals (e.g., floor markings, signs, traffic cones) in the cafeterias, knife and gear acquisition areas, and other areas where lines may form. OK Additional areas where visual cues may be implemented include:

SINGLE BIGGEST PRACTICAL DIFFICULTY

- Areas where knives, uniforms, and PPE are checked out. Consider methods to increase the physical distance between employees picking up equipment and ensure contactless interactions between employees as much as possible.
- The tattoo stations in the pig barn to maintain at least 6 feet between the truck door (and the truck drivers offloading swine) and the employee that is tattooing swine.
- Areas around the sinks in the locker rooms. HOW?
- Areas where employees punch in and out for the day.
- Outside the front of the building where employees may congregate waiting for rides. COMPLIANCE
- Cafeterias and break rooms (e.g., around food lines, vending machines, cash registers).
- The bridge and main staircases used by employees to enter the plant.
- Outdoor common areas.

3800 EMPLOYEES

- Expanding distance between tables in the 3rd floor flag hallway – remove some tables to facilitate more space between the chairs of adjacent tables. WHERE WILL THEY EAT
- Reducing the number of tables in the 6th floor cafeteria to reduce crowding. WHERE SHOULD THEY G
- Changing the orientation of table dividers in the 3rd floor cafeteria to promote one employee per side of the table. WHERE WILL THEY EAT?
- Spreading out the shelving that is used for storage of lunch boxes in the cafeteria so there is some distance between each set of shelves. Place markings on the shelves to encourage employees to keep their personal items separate. Place visual cues of six feet so that people do not come into close contact when retrieving their personal items.

WHERE SHOULD WE PLACE THE MOVED SHELV

THIS IS AN ASSEMBLY LINE PRODUCTION

- Increasing the flexibility around shift start times and break times to decrease the number of employees in locker rooms or break areas at one time. WHAT DOES THIS MEAN? SPECIFICAL
- Identifying alternative locker locations (e.g., converting currently unused spaces into temporary locker areas.
- Installing portable or temporary bathroom and handwashing facilities could be utilized near the temporary locker rooms (or in general) to ease the density of employees in bathrooms during break and lunch times. POSSIBLE? WHAT'S A TEMPORARY BATHROOM?
- Staggering employees along line workstations so that employees are not working directly across from each other. Changes in production practices (e.g., line speed reductions) may be necessary in order to maintain appropriate distancing among employees. IMPLICATIONS

NOT IN AN

50% RE REDUCTIO

WHICH ONES?? WE THINK WE'VE DONE THIS-- 1800 STATIONS

- Altering additional workstations to minimize close contact among employees by adding plexiglass, stainless steel, or durable polycarbonate barriers between workstations. Barriers should be used in combination with (and not replace) other social distancing, hand hygiene, and personal protective equipment efforts outlined in these recommendations.

HARD

- Staggering shifts, start times, and break times as much as feasible to decrease number of employees in locker rooms, break areas, and cafeterias at one time. ASSEMBLY LINE PRODUCT ENVIRONMENT
- Setting up break and lunch areas outdoors to reduce the density of employees in existing breakrooms and cafeterias and encourage employees to spend their breaks in locations

DIFFICULT TO DO IN AN ASSEMBLY LINE

with air movement and space for social distancing. For example, tents could be set up and have the capability of being heated to encourage use of the outdoor space in inclement weather. Other facilities have implemented similar controls and are incentivizing outdoor breaks and lunches. Consider including portable or temporary bathroom and handwashing facilities as a part of this setup.

- Adding additional touchless clock in/out stations throughout the plant to reduce crowding and congregating at these areas. WE'RE DOING
- Adjusting the physical layout and the maximum class size for trainings. Consider moving training online, by video, or other methods to increase distance between employees while receiving training and orientation. PHYSICAL LAYOUT → 3860 → HAVE TO OPERATE
- Increasing the space between outdoor tables to at least six feet to reduce the density in spaces where employees or truck drivers may congregate.
- Making unidirectional paths through facility, where possible, including stairs, hallways, and cafeterias. This will ensure less contact in narrow hallways, stairs, and break areas. 110 YR OLD PLANT
- Limiting the number of employees in the cafeteria serving and payment area at one time.
- Encouraging employees, drivers, and contractors to maintain distancing in outdoor common areas. WE CAN ENCOURAGE ALL WE WANT
- Assigning an individual to monitor the social distancing efforts in communal spaces (e.g., break rooms, cafeterias, locker rooms).

110 YEAR OLD BUILDING WITH 8 STORIES!!

- Source Control and Hygiene
  - Face coverings are generally recommended as an addition to social distancing. They are especially important for source control when social distancing not possible or feasible based on working conditions. NEW RECOMMENDATION!!! APRIL 6 FIRST BUSINESS DAY
  - All employees should wear the face covering being used by the company to cover their nose and mouth in all areas of the plant (including break areas and locker rooms). The face covering is meant to protect other people in case employees are infected but not symptomatic. Some specific recommendations that the plant can follow include the following considerations:
    - Continuing with the plan to mandate all employees wear a face covering and a face shield anytime they are at work. The face shield is being used in this plant to supplement the use of the face covering.
    - Employees should wear the supplied facial covering to cover their nose and mouth – this may prevent people who do not know they have the virus from transmitting it to others.
    - The facial covering should allow for breathing without restriction, not be touched after putting on to prevent transferring infected materials and be discarded and replaced when dirty or wet.
    - Management and supervisors will be essential for continued training and encouragement of employees to follow these guidelines. MANAGERS ARE BRK PLANT EMPLOYEES NOT LDC
    - Having replacement face masks available in case an employee's face mask becomes wet or soiled.

- If possible, distribution should be contactless, while still allowing for control of the number of face masks distributed. For example, consider placing face masks on a table and having employees step forward one at a time while another employee oversees the process.
- The employee distributing face masks should be following appropriate social distancing and wearing appropriate PPE (gloves) and facial covering.
- Providing face coverings to truck drivers when they check in at the office. Consider asking drivers about symptoms or screening them when they arrive to the plant.
- Encouraging or requiring contractors and FSIS inspectors to follow this guidance (face covering and face shield). Work with the appropriate partners to discuss how to roll this out among contractors and FSIS employees.

  - Face shields are not acceptable substitutions for eye protection (such as safety glasses) that is used for impact protection. If needed, face shields should be used in addition to the eye protection, not as a replacement for jobs requiring eye protection, as identified by the plant's OSHA PPE hazard assessment (29 CFR 1910.132).

- Consider the following actions to improve the existing screening policies and processes:
  - Adjusting the orientation of the screening tent exit so that employees exiting the screening tent do not exit into the path of employees who are leaving the facility.
  - Identifying off site housing for employees who have tested positive for COVID-19 and live in a household where they do not have the ability to self-isolate from other household members, especially individuals who are at high-risk for developing severe illness or other critical infrastructure employees.
  - Specifically ask employees about recent history of fever in addition to the symptoms (e.g., cough and shortness of breath) and the objective measurement of temperature.
  - Asking employees about recent history of fever, not just about cough and shortness of breath.
  - Including large pictograms in the screening process to increase non-verbal communication.
  - Instructing employees to report to supervisors if they get sick during work shift.
  - Continuing to send ill employees home immediately if they become ill during the day. Employees who are ill should stay home, and not work or be allowed in the workplace. Surfaces in their workspace should be cleaned and disinfected. Continue to work with your state and local public health authorities in using CDC guidance in identification and follow up of contacts of ill persons.
  - Translating the secondary screening packet into other languages commonly spoken in the plant to improve communication with employees. Additional steps to improve communication may include:
    - Having the screener point to large pictures of symptoms for employees whose primary language is not English.

- Adding CDC guidance: "What to do if you are sick" to the informational packet provided to employees being sent home after screening.

- Consider the following actions to improve the existing sick leave policies and practices:
  - Ensuring that sick leave policies are flexible and consistent with public health guidance and that employees are aware of and understand these policies.
  - Adjusting any incentive programs such that employees are not penalized for taking sick leave related to COVID-19.
  - Maintaining flexible policies that permit employees to stay home to care for a sick family member or take care of children due to school and childcare closures. Additional flexibilities might include giving advances on future sick leave and allowing employees to donate sick leave to each other. WHAT DOES THIS HAVE TO DO WITH
  - Discontinuing any policies requiring a positive COVID-19 test result or a healthcare provider's note for employees who are sick to validate their illness, qualify for sick leave, or to return to work? Healthcare provider offices and medical facilities may be extremely busy and not able to provide such documentation in a timely manner.
  - Reviewing human resources policies to make sure that policies and practices are consistent with public health recommendations and are consistent with existing state and federal workplace laws (for more information on employer responsibilities, visit the Department of Labor's and the Equal Employment Opportunity Commission's websites).
  - Connecting employees to employee assistance program (EAP) resources (if available) and community resources as needed. Employees may need additional social, behavioral, and other services, for example, to cope with the death of a loved one.
  - Continuing to evaluate and augment the return to work plan. Employees with COVID-19 who have stayed home (home isolated) should not return to work until the criteria to discontinue home isolation are met, in consultation with healthcare providers and state and local health departments.

THESE ARE WRITTEN AS IF WE DON'T DO THESE THINGS. WE DO

Hand Hygiene and Sanitation

Hand hygiene and sanitation (infection prevention and control) are other important tools to avoid being exposed to the virus and slowing its spread. Follow the CDC recommendations for cleaning and disinfection during the COVID-19 response. Monitor these recommendations for updates. Cleaning and disinfection of surfaces and objects that are frequently touched, especially in common areas, several times per day is an important component to control the spread of COVID-19. Until the broader interim recommendations for meat and poultry processing industries are completed, many strategies for hand hygiene can be borrowed from CDC's Interim Guidance for Businesses and Employers to Plan and Respond to COVID-19. Some specific recommendations that the plant can follow include the following considerations:

OF COURSE! ALREADY DO

- Encouraging frequent handwashing with soap and water for at least 20 seconds. Use hand sanitizer with at least 60% alcohol if soap and water are not available.

- Increasing access to hand washing and hand sanitizing stations throughout the facility.

- Continue with the plan to put hand sanitizer at every table in the break hallway (or periodically along the hallway).
- Focusing on adding stations before and after high touch surfaces (e.g., bottoms and tops of stairwells, doffing areas, entrance and exit points for break areas and lunchrooms).
- Increasing the number of hand sinks available, especially in locker rooms. WILL REQUIRE CONSTRU EVERY EMPLOYEE ALREADY MUST WASH HANDS

- Installing no-touch sinks, soap dispensers, sanitizer dispensers, and paper towel dispensers (preferred over hand dryers) wherever possible – make everything as touch free as possible. PROCURING THESE IS THE HARD PART!

- Encouraging employees to perform hand hygiene when coming off the line for break, lunch, or end of shift. Utilize the current plan for roaming sanitizing employees to coordinate these actions.

- Emphasize proper hand hygiene after gloves are removed and before and after facial coverings are donned or doffed. Installation of hand hygiene stations, training, and routine monitoring will encourage compliance.

- Adding portable or temporary bathroom and handwashing facilities near any temporary locker room areas or break areas. HOW CAN WE ADD BATHROOMS? CONSTRUCTION

- Continuing to frequently disinfect high-touch areas in food production areas with products meeting EPA's criteria for use against SARS-CoV-2, the virus that causes COVID-19, and approved under the facility's sanitation standard operating procedures.
  - If EPA-registered disinfectants are not available, diluted household bleach solutions (final concentration at least 1000 ppm sodium hypochlorite), or alcohol solutions with at least 70% alcohol, can be used. Additional guidance on cleaning and disinfecting non-food production areas of your facility can be found on the CDC website.

- Continuing to conduct targeted and more frequent cleaning of high-touch areas of shared spaces (e.g., time clocks, bathroom fixtures, break room tables and chairs, locker rooms, vending machines, railings, door handles, handles from ceiling, plug attachments and orange door cords hanging from ceiling). Follow CDC guidance for disinfection. Some additional recommendations to improve the existing efforts include:
  - Sanitizing break areas between breaks, between shifts, and between groups of employees using these areas.
  - Developing sanitization guidelines for administrative areas of the plant.
  - Developing a standard operating procedure for environmental sanitization that includes a list of areas considered high-touch, frequency of disinfection, what product to use, training requirements, and required personal protective equipment. Comply with the Occupational Safety and Health Administration (OSHA) PPE (29 CFR 1910.132, 1910.138) and Hazard Communication (29 CFR1910.1200) Standards.
    - Disinfectants should be applied according to the label instructions.

- Coordinate disinfectant product use with United States Department of Agriculture (USDA) if used in food production areas.
  - For other high-touch areas (outside of food production areas), such as door handles, bathroom surfaces, railings, and tables, use products that meet EPA's criteria for use against SARS-CoV-2.

- Replacing any plexiglass barrier if it becomes damaged (e.g., cracks cannot be sanitized effectively) to be consistent with USDA Food Safety and Inspection Service (FSIS) Sanitation Performance Standards Compliance Guide that requires inspected establishments to build their facilities and maintain it in a sanitary manner.

- Continuing to disinfect tools between use when used by multiple employees.

- Performing enhanced cleaning and disinfection after persons with suspected or confirmed COVID-19 have been in the plant
  - If a sick Employee is suspected or confirmed to have COVID-19, follow the CDC cleaning and disinfection recommendations.

- Ensuring that contracted cleaning services are meeting the guidelines listed above.

- Developing a protocol for sanitizing hard hats and face shields at the end of the shift.

- Developing a protocol for how employees can safely store their hardhats while going on break without bringing them into the shared areas (e.g., break rooms, locker rooms, cafeterias). Where?

Training and Communication

When developing training and communication materials, the plant should use current, correct messaging from a trusted source. Follow the CDC Interim Guidance for Businesses and Employers to Plan and Respond to COVID-19 for general information related to training and communication for employees. Training should be reinforced by the use of signage (preferably infographics) placed in strategic locations. Graphics and suggested messages are available from CDC for use on social media profiles and web pages. Print resources are also available from CDC. Communication guidance exists for three phases: before a COVID-19 outbreak occurs, during a COVID-19 outbreak, and after a COVID-19 outbreak. It is important to maintain ongoing communication and message coordination with plant preparedness workgroup members, partners, stakeholders, news media, and other channels to ensure consistent messaging. If technical terminology and concepts must be used in training or communications, definitions and examples should be included to help improve understanding. Communications should be early, empathetic, accurate, and effective. Early communication of COVID-19 information helps limit misinformation and rumors that could contribute to confusion and fear. Empathetic communication conveys concern and reassurance, empowers people, and reduces emotional turmoil. Accurate communication provides the facts about a situation and what is being done to resolve it. Effective communication helps build understanding and guide the response to COVID-19 and

NOT AVAILABLE IN DOZENS OF LANGUAGES

WE AGREE!

complying with public health recommendations. Some specific recommendations that the plant can follow include the following considerations:

- Continuing to provide COVID-19 informational signage throughout the plant.
- Enlarging and simplifying signage. Remove as much outdated signage as possible or relocate historical signs to a more appropriate viewing area (e.g., visitors center).
- Using more pictures/pictograms and adding more languages to increase the percentage of the workforce that engages with signs and messaging.
- Adding additional signage in cafeterias, locker rooms, and break areas to remind employees about hand hygiene, social distancing, and PPE.
- Ensuring signage is at eye level and can be easily seen by the employees.
- Installing additional video monitors throughout the plant to deliver messaging throughout the day.
- Developing or providing existing training and messaging (in multiple languages) for social distancing, hand hygiene, donning, doffing, and sanitizing PPE, and messaging about what to do if you are sick. Consider alternatives to traditional in-person trainings for delivery of this information (e.g., videos). Develop a method to verify employee understanding and participation in these strategies.
    - Provide the training materials in multiple languages, whenever possible.
    - Use a mass distribution method for transmission of training (e.g., the Beekeeper application to which the employees already have access).
    - Partner with community organizations to distribute messaging to employees.
    - Include use of facial coverings, hand hygiene, and social distancing messaging on the televisions in the cafeteria on a continuous loop.
    - Include messaging about social distancing and hand washing guidelines over the speakers in the flag hallway during breaks and lunch.
    - Work with the South Dakota Department of Health and other partners to develop specific messaging that address the communication needs of the employees of Smithfield Foods.
- Providing training to employees, supervisors, and management whenever changes are implemented in the workplace. Refresher trainings should be provided on a regular basis.
- Utilizing current down time to "pre" train employees about what changes to policies and practices are occurring in the plant before they come back to work.

Preliminary Recommendations: Not For Distribution

- Adopting simplified messaging for staff. For example, the "top three things to protect yourself from COVID-19 at work: Social Distancing, Hand Hygiene, and PPE".
- Empowering employees to provide corrective guidance to other employees about improperly worn PPE.
- Encouraging employees to download and utilize the Beekeeper application and sign up for other mass-communication methods available to the plant.
- Deploying training through the Beekeeper application and other mass-communication methods. Use read receipt functions to gauge participation and engagement. Consider ways to incentivize employee utilization of these trainings.
- Following the Interim Guidance for Businesses and Employers to Plan and Respond to COVID-19 to provide more education around steps employees can take to protect themselves at work and at home. The Guidance includes the following suggestions for communications with employees:
  - Employees can take steps to protect themselves at work and at home. Older people and people with serious chronic medical conditions are at higher risk for complications.
  - Follow the policies and procedures of your employer related to illness, cleaning and disinfecting, and work meetings and travel.
  - Stay home if you are sick, except to get medical care. Learn what to do if you are sick.
  - Inform your supervisor if you have a sick family member at home with COVID-19. Learn what to do if someone in your house is sick.
  - Wash your hands often with soap and water for at least 20 seconds. Use hand sanitizer with at least 60% alcohol if soap and water are not available.
  - Avoid touching your eyes, nose, and mouth with unwashed hands.
  - Cover your mouth and nose with a tissue when you cough or sneeze or use the inside of your elbow. Throw used tissues in the trash and immediately wash hands with soap and water for at least 20 seconds. If soap and water are not available, use hand sanitizer containing at least 60% alcohol. Learn more about coughing and sneezing etiquette on the CDC website.
  - Clean and disinfect frequently touched objects and surfaces such as workstations, keyboards, telephones, handrails, and doorknobs. Dirty surfaces can be cleaned with soap and water prior to disinfection. To disinfect, use products that meet EPA's criteria for use against SARS-CoV-2, the cause of COVID-19, and are appropriate for the surface.
  - Avoid using other employees' phones, desks, offices, or other work tools and equipment, when possible. If necessary, clean and disinfect them before and after use.
  - Practice social distancing by avoiding large gatherings and maintaining distance (approximately 6 feet or 2 meters) from others when possible.

WE DO

BIGGEST CHALLENGE

Personal Protective Equipment (PPE)

Workers should continue to wear PPE required for the job tasks being performed.

FINE. WE'RE ALL IN ON PPE. BUT REMEMBER CDC ONLY CHANGED THEIR GUIDANCE ON APRIL 3RD (APRIL 6 WAS 1ST BUSINESS DAY)

Preliminary Recommendations: Not For Distribution

- Provide appropriate PPE for specific jobs and ensure it is used by all workers as needed
  - Use videos or in-person visual demonstrations of proper PPE donning and doffing procedures. (Maintain social distancing during these demonstrations.)
  - Emphasize that care must be taken when putting on and taking off PPE to ensure that the worker or the item does not become contaminated.
  - PPE should be: (1) disposed; or (2) properly disinfected and stored in a clean location when not in use.
  - PPE worn at the facility should not be taken home.

- Consider the use of face shields or other types of PPE that may serve as both PPE and source control
  - If helmets are being used, use face shields designed to attach to helmets
  - Face shields can provide additional protection from both potential process-related splashes and potential person-to-person droplet spread
  - Safety glasses may fog up when used in combination with masks or cloth face coverings
  - Face shields can help minimize contamination of masks and cloth face coverings
  - If used, face shields should be cleaned and decontaminated after each shift and when not in use should be kept in a clean location at the work facility

- Stress hand hygiene before and after handling all PPE

End of Memo

GETTING PPE HAS BEEN BIGGEST CHALLENGE. WE HAVE 30 DAY SUPPLY OF MASKS AND ARE TRYING TO HAVE FACE SHIELD FOR EVERY EMPLOYEE