

# Leadership Team Rules

- All meetings will be conducted virtually
- Regional Leadership team segregated into pods and not to be together until further notice
- Regional leadership will avoid travel, malls, concerts, sports events, customer dinners etc. until threat has passed
- Customer contacts – only one Regional employee to physically attend at a time. Contact customers by phone as much as possible

# Site Team Rules

- All staff meetings done virtually; safety/shift change meetings done without physical contact and social distancing with shift change protocol with no physical contact (e.g. oncoming shift in one room and outgoing shift in a separate room.)
- Plant management team will align with shift segregation and shift change protocol so that each manager/supervisor assigned to a certain pod of employees.
- No non-essential visitors to the sites
- Necessary visitors must be screened and all visitors must complete a Health Screening Form, preferably at the guard shack.
- Shift change protocol with cleaning of all surfaces at shift change.
- Additional janitorial staff being brought on.
- Each plant team stays in each plant unless authorized.

# Site Guidance

- Screening questionnaires for all incoming new employees, contractors and essential visitors
- Availability of hand sanitizers, soap, hygiene products
- Availability of drinking water
- Keeping social distancing protocol e.g. no physical contact, 3 feet between employees unless safety issue requires contact
- Keeping meetings small and potentially outdoors, well ventilated areas
- Support/admin employees only present at plant as required and separated or in rotation if they back one another up

# Important Guidance - Prevention

## PREVENTION:



**WASH HANDS WITH SOAP & WATER FOR AT LEAST 20 SECONDS, OR USE HAND SANITIZER**



**DON'T TOUCH EYES, NOSE OR MOUTH WITH UNWASHED HANDS**



**AVOID CONTACT WITH PEOPLE WHO ARE SICK**



**STAY HOME WHEN YOU ARE SICK**



**COVER COUGHS AND SNEEZES WITH A TISSUE**



**KEEP OBJECTS AND SURFACES CLEAN**

# Important Guidance - Symptoms

## SYMPTOMS:



FEVER/  
CHILLS



COUGHING



SHORTNESS  
OF BREATH



BODY ACHES



SORE THROAT



HEADACHE



DIARRHEA



VOMITING

Managers and Supervisors please ask employees on every shift change if they have any of the symptoms above. If the answer is yes, please use Coronavirus guidance form

# Important Guidance — Sick Employees

- **Sick Employees:** employees who have the symptoms such as fever/chills, coughing, shortness of breath, body aches, sore throat, headache, diarrhea, vomiting must stay home and contact Online Health Support ([www.xxxhealthxxx.com](http://www.xxxhealthxxx.com) or call 1-888-XXX-XXX).

Preferably we ask that employees contact Online Health Support from home; however, a station will be available at each location if employee needs assistance. *HR will assist if needed.*

[Contact 1 at XXX-XXX-XXXX](#)

[Contact 2 at XXX-XXX-XXXX](#)

[Contact 3 at XXX-XXX-XXXX](#)

- *\*If you don't have company insurance and don't have access to Online Health Support, please contact your HR TEAM.*

# Important Guidance — Sick Employees

- **Paid Sick Time:** To maintain a safe and healthy workplace, including minimizing the transmission of contagious disease, paid sick time will be provided up to seven days and short-term disability may be applicable after that time. A doctor's note will be required prior to return to work and for paid time.
- **Return to Work:** In general, written medical clearance will be required for return to work.

# Important Guidance — Shift change

- We may require employees at shift change to be physically separated to avoid the risk of infection. We may ask you to use the phone to communicate with oncoming shift and wipe down work area and equipment prior to on coming shift (this includes computers, mouse, phones, handles, desk, radio, equipment, etc.) and other practices as deemed appropriate.



# Critical Roles

Role	Location	Backup
President	Work from Home	
VP Commercial & Logistics	Work from Home	
VP Operations	Work from Home/Plant A assigned pod during outage	
Plant Manager	Plant A – Admin Pod Plant B – Assigned Pod during outage	
Finance VP	Work from Home/Plant A Admin Pod as needed	
HR Mgr	Work from Home/Plant B Admin Pod as needed	
Controllers	Work from Home/Plant A Admin Pod	each other
Sales Teams	Sales teams segregated at home	each other
Plant Teams	Segregated in Pods	Other plant by Pod



Plant B

# Plant B

Memo to all Employees

**To:** All Personnel  
**From:** Management Team  
**Effective:** Monday, March 16, 2020

In response to the growing concerns regarding COVID-19 and our commitment to the health and well-being of all plant employees, an isolation protocol will be implemented at the plant; effective Monday, March 16th at 7:00 am. All plant employees will be assigned to work in an individual/independent "pod" group until further notice. This includes all plant managers, supervisors, support staff and hourly personnel. This protocol will limit physical contact, reducing the number of employees who would be required to be away from work due to quarantine if a plant employee was diagnosed with COVID-19. We recognize that this complex and unique situation we are all faced with will create some challenges as employees adjust to the temporary changes in their schedules, roles and responsibilities. We appreciate your diligence and compliance with the directives outlined in this protocol as we all do our part to protect the health and well-being of our fellow co-workers, family members and the communities we live in.

Supervisors and/or POD Leaders will be in communication to discuss schedules and further details of the protocol.

# Work Group isolation



# Isolation Protocol

- Isolated & controlled shift turnovers for POD's 1-4
  - Incoming shift/Pod will meet & clock in at the Maintenance building/Conference Room (Pod 1-4)
  - Outgoing shift/Pod will meet in the Control Room and will clock out at the main building time clock (Pod 1-4)
    - Pod 1-4 will enter the South Staircase (lab) and have access to break room and locker room
    - Incoming shift will come up the north stair case, outgoing will exit the south
    - Employees need to keep all PPE with them between shifts
  - Incoming CRO and Lab Tech will make phone contact with outgoing CRO and Lab Tech to ensure the area is clear
  - CRO and outgoing janitor will exit together, cleaning area as they exit
  - Pod Leaders to communicate protocol and manager turnovers
  - Cleaning Protocol in place

# POD's 1-4 Isolation

Clock-in

Clock-out

Designated Parking

# Isolation Protocol

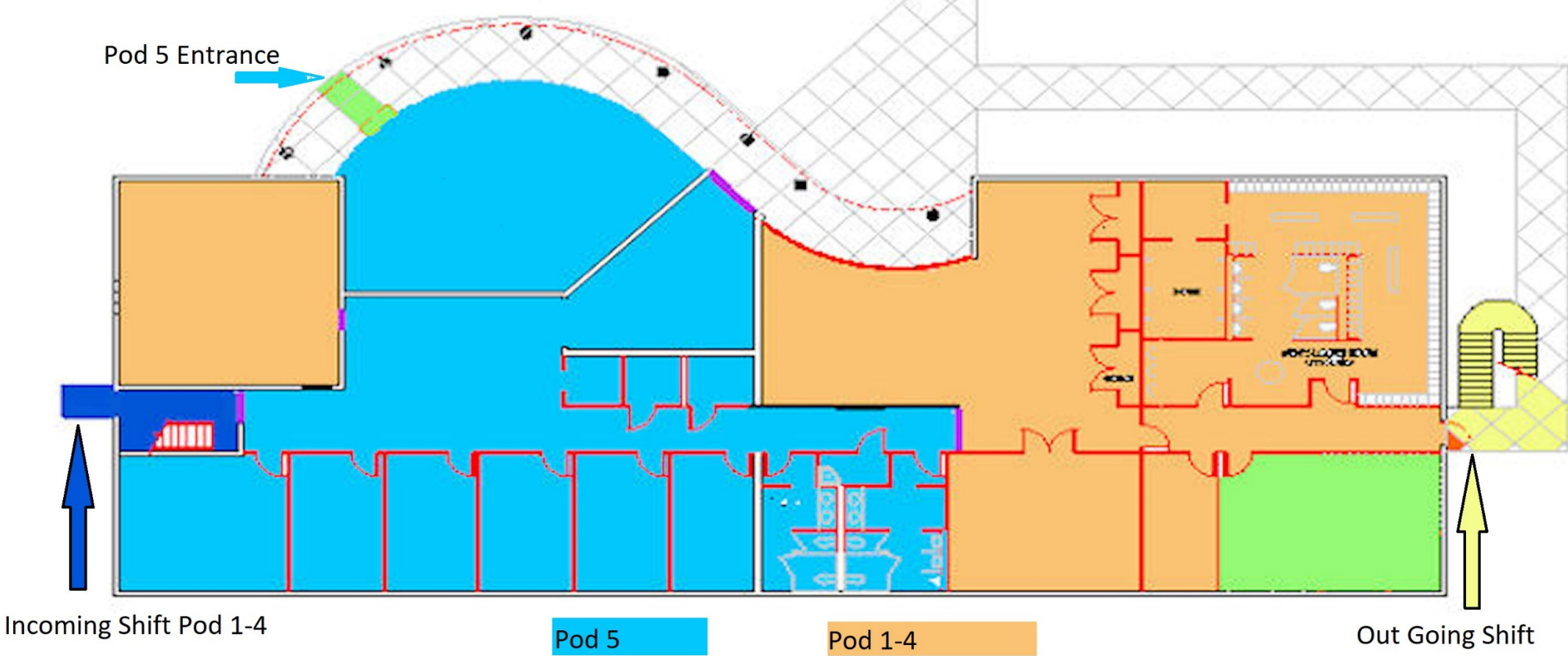
- Isolated & controlled Administration-POD 5

- Pod 5- Administration; area will be isolated by closing the access at the breakroom entrance and lobby entrance
- Pod 5 will enter/exit through the training room north door
- Parking for Pod 5 will be reserved in the north parking area





# Pod 5 and office access



# Isolation Protocol

- On call/call in Protocol
  - Managers and Supervisors assigned to a Pod will work the day shift with their Pod and perform shift turnovers. Those managers and supervisors will be on call for all issues related to plant operations and also the only employees available to work during that Pod's scheduled shift.
  - All plant resources are available by phone, email or Microsoft Teams.

# Isolation Protocol

- New Hire Onboarding
  - Incoming employees will be Pod 5 members until MSHA training and onboarding is complete at which time they will be assigned to a shift Pod.

# Isolation Protocol

- Document Transfer
  - Bill of lading – Picked up from the guard shack by admin staff.
  - Work Place inspection form – Pod leader will collect and control.
  - Training Forms– Pod leader will collect and control.
  - Safety Talks– Pod leader will collect and control.
- Mail bins for administration to operational Pods will be kept in the North staircase.

# Compromised Isolation

- Compromised Isolation
  - In the event that resources in a Pod are not adequate for operational reasons and employee entry to a non assigned Pod is required, the Safety manager or Plant manager must be notified and protocol must be reviewed and approved.
  - All Pod to Pod compromised contact must be reported to the Safety manager and documented. Contact should be reported immediately to the Safety manager and the employee should self isolate until further notice.
  - Designated isolation (clean area) will be the gym.

# Contact Numbers

## Pod Leaders

- Pod 1 –
- Pod 2 –
- Pod 3 –
- Pod 4 –
- Pod 5 –
- Safety –
- HR –

# Important Practices

- Do not make contact with employees from outside your Pod.
- Report any contact to Safety Manager at XXX-XXX-XXXX
- Know the members of your Pod.
- Do not approach any employee outside your Pod.
- If you are approached by a non-pod member keep your distance, hold your hand(s) up and announce “STOP”
- Follow all cleaning protocols and be sure to wash your hands frequently
- If you are unsure of anything please speak and discuss with your Pod Leader.

# Supply Chain

- Drinking Water
  - We currently have 20 cases of .5L bottles of water. I also have a pallet of water with 84 cases arriving on Tuesday of next week.
- MRO Spare Parts
  - All of our main suppliers are currently conducting business as usual. I have begun to reach out to some longer lead time items to request information as the situation may change for the future. I have also requested to be updated weekly with current conditions of our main suppliers supply chains. I have also asked that if anything changes, we be notified immediately.
- PPE
  - Currently still using Fastenal for our vending machines. They are being filled weekly and our local store has inventory of the items we use regularly. We also have a stockpile in our store room of leftover PPE from our outage that was not used. This includes Tyvek suits as well as dust masks.
- Raw Materials/Fuels
  - Reached out to our raw material suppliers/haulers and all have stated that they are conducting business as usual. Ports are currently open for our transferred materials and the plan is to proceed normally until the situation changes. We will be alerted as soon as there is any change with any of our raw material locations. Coal inventory is good and can be brought to the plant within a day.
- Storeroom and Visitors
  - We have developed a protocol in place to notify the Warehouse Supervisor during day shift that they are entering an isolation zone. The Warehouse Supervisor and Warehouse Clerk will be isolated in the Warehouse Supervisor's office unless asked to retrieve parts or unload trucks. We've set up a packing slip drop point so there will be no hand to hand passing of documents. We will ask the truck drivers to enter their trucks upon notifying the Warehouse Supervisor that the truck is here.



Plant A

# Work Group isolation – Outage

## Pod 1

Shift A – Night Shift  
Team Leaders-

## Pod 2

Shift B- Day Shift

## Pod Admin

## Quarry Pod

Quarry Operators,

## Self Isolation

Lab, CRO  
Store Room – Protocol

Work From Home-  
Admin and HR where  
possible

# Pod Admin

Manufacturing

HR

Operational backup

Sales

– isolated from one another

Finance

Work from home where possible

Working from home

Sales

Finance

Offices Floor 1 – controlled access by card  
Follow common areas protocol for:  
Break room - Admin conf room Printing room  
Printing room  
Restrooms

# Pod Isolation – post outage

## Pod 1

Shift A

Other TBD- mech  
and elect tech

## Pod 2

Shift B

Other TBD- mech  
and elect tech

## Pod 3

Shift C

Other TBD- mech  
and elect tech

## Pod 4

Shift D

Other TBD- mech  
and elect tech

## Pod Admin

Shift E

## Quarry Pod

Quarry Operators

## Self Isolation

Lab

## Shipping Team

/ crew

One maintenance mech  
One electrical tech

## Work From Home

Pod 5 possibilities

# Common areas protocol

Extra janitorial has been hired – XXX in charge for common areas

Time clocks will be cleaned multiple times per day

Consider avoiding the use of the plant showers – if you use them spray them down liberally with disinfectant before and after use.

Meeting rooms and offices wipe down continually throughout the day (2-Twelve hour shifts); phones, computer keyboards chairs table tops, door handles and file/storage cabinets.

Hallways, Stairs and rails in buildings – disinfect all hand contact surfaces

Breakrooms and Restrooms

Shared work surfaces- eating tables , microwaves, coffee pots , sink, refrigerators

clean up after yourself- wipe table down with disinfectants

Exercise some “respiratory etiquette” -

ie don't talk any closer than needed, 3 feet away is recommended by CDC professionals

Don't cough on someone - turn your head please

Don't sneeze towards someone, cover your face and turn away please

Wash your hands regularly - this is one of the best preventative actions you can take

# Isolation

- Isolated & controlled shift turnovers for POD's 1-4
  - Employees need to keep all PPE with them between shifts
  - Incoming / outgoing control room operators
    - changeover not face to face – outgoing uses elevator, incoming uses main stair case
    - Incoming CRO and Lab Tech will make phone contact with outgoing CRO and Lab Tech to ensure the area is clear (use cell phone)
    - CRO and outgoing janitor will exit together, cleaning are as they exit
  - **Incoming shift / Pod** will meet & clock in at the building 2 time clock area west of the stores enclosure (Pod 1-4)
  - **Outgoing shift / Pod** will meet in the Training Room Building 3 and will clock in and out at the building 3 timeclock (Pod 1-4)
  - **Admin Pod** will use emergency door on SE corner of main building
  - Pod Leaders to communicate protocol and manager turnovers
  - Cleaning Protocol in place

# Isolation Protocol

- On call/call in Protocol
  - Managers and Supervisors assigned to a Pod will work the day shift with their Pod and perform shift turnovers. Those managers and supervisors will be on call for all issues related to plant operations and also the only employees available to work during that Pod's scheduled shift.
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# Contact Numbers

## Pod Leaders

- Pod A –
- Pod B –
- Pod C –
- Pod D –
- Pod E –
  
- Safety –
- HR –

# Important Practices

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- Report any contact to Safety Manager
- Know the members of your Pod.
- Do not approach any employee outside your Pod.
- If you are approached by a non-pod member keep your distance, hold your hand(s) up and announce “STOP”
- Follow all cleaning protocols and be sure to wash your hands frequently
- If you are unsure of anything please speak and discuss with your Pod Leader.
- We’re all learning this together folks so lets keep an open mind and ask questions

# Supply Chain

- Drinking water
  - Five (5) gallon jugs of water and 12 cases of bottled water (24/case) delivered each Friday to the main office building. Also, a minimum of two (2) pallets of bottled water are stocked in the warehouse. No supply-chain concerns at this time.
- PPE
  - PPE stocked in vending machines supplied by Fastenal and stocked three (3) times a week. We also have additional stock of gloves, forehead thermometers, toilet paper, Tyvek suits, safety glasses, etc. Two (2) 55-gallon drum of disinfectant have been secured for cleaning purposes. Also, many other disinfecting wipes and solutions arriving over the next two weeks. This supply chain is in compromise and we are ordering ahead for every supply we can find.
- Parts
  - Suppliers are being contacted for supply-chain concerns and open POs monitored/confirmed for on-time delivery. No supply-chain concerns at this time.
- Raw materials
  - Current stock of all raw materials is sufficient in the near term. Two issues to monitor are the inbound fly ash vessel and inbound trucking. We do not anticipate any issues with the fly ash vessel, but if anyone onboard becomes ill, it could delay offloading. For trucking, we will need to make contact with other trucking companies to determine capacity and cost if one of our current providers has issues.
- Fuels
  - Diesel fuel and gasoline supply-chain is secure at this time with deliveries from XXXXXX. Tank monitoring systems are being looked at to help with timely deliveries.
  - XYZ has reached out to all coal and pet coke providers to get updates on supply and any potential concerns. We do not anticipate any supply issues, other than possible inbound trucking similar to raw materials.
- Contractors
  - Contractors for the outage are being monitored closely by our personnel. Some contractors from other countries have already been sent home.
- Port a potties and wash stations
  - Sixteen (16) portable toilets and eight (8) sanitizing wash stations secured for our contractors. Service is provided on a daily basis to ensure cleanliness.
- Deliveries
  - Deliveries continue un-interrupted at this time. Warehouse personnel instructed to take extra precautions when dealing with truck drivers.

TERMINAL  
LOADOUT  
SALES OFFICES  
SALES TEAM

# Terminal

- Current Hours of Operation 3:00am to 5:00pm
- Shift 1 – XXXXXX arrives at 3:00am leaves at 11:00am. Loads trucks, works on last year's Cement Movement Data Log and prepares yesterday's paperwork for submittal. Upon arrival, will go directly upstairs and only come down to use the facilities.
- Shift 2 – YYYYYY arrives at 9:00am leaves at 5:00pm. Performs maintenance tasks until 11:00, when XXXXXX leaves. From 11:00am to 5:00pm, YYYYYY load trucks and cleaning tasks. YYYYYY will have his PPE and other essentials at the receiving area near the front door and not go upstairs until XXXXXX has left the building.
- Steps have already been put in place to provide a separation between truck drivers and employees, which seems to be working well.
- Terminal Manager – When onsite, keeping my door closed, avoiding direct contact with both employees and only having essential visitors (I,e, vendors quoting ongoing projects).
- When using the Restroom, please follow these steps.
  - When finished, be sure to wipe down all surfaces you have touched with disinfectant wipes. Flush handle, faucets, doorknobs, etc.
  - Wash hands with soap and warm water for at least 20-30 seconds and dry thoroughly.
- Finally, all shift change interactions and vendor interactions, when necessary, shall be conducted outside, in open air, with a minimum 3' separation between individuals to avoid physical contact. All other communication will be done by phone, text or email whenever possible.

# Loadout Offices

- Continue current hours of operation
- Loaders are actively wearing gloves during shift.
- Loaders are Sanitizing & disinfecting several times a day during their shift and before shift change, including restrooms.
- At shift change, arriving employees will call in from a downstairs phone/mobile device to perform the shift change, preventing potential cross contamination.
- When an employee arrives for their shift, they will wait for the on-shift resource to exit the building before coming up.
- All drivers are being asked to stay out of the office, as per company policy.



# Sales Offices

- Workstation Separation
  - shall be relocated to separate and isolated offices.
  - All devices and necessary work tools shall be set up with them.
- Document Transfer
  - Any documentation that can be scanned, please do so.
  - If it becomes necessary for the physical transfer of documents, follow these protective measures...
    - Set up a Sales Team Mailbox in a vacant office mailbox, located near the break room under the stairwell.
    - The person dropping off the document, should do so before notifying the recipient.
    - Once the document has placed been into the box, call the recipient by extension to let her know. At that time it will be safe to retrieve the document.
- Hauler Vendor Visits
  - **All Hauler/Vendor visits shall be canceled until further notice.**
- Personal Protective Measures
  - Always keep hand sanitizer with you (provided). Use this after each time you must leave your isolated space.
  - When using the restroom
    - Wipe all contact surfaces (flush handle, sink faucet, door handles, etc.) upon entering the restroom.
    - When finished, wash hands with anti-bacterial soap for at least 20-30 seconds and dry thoroughly.
    - Before leaving the restroom, once again wipe all contact surfaces, with the door handle being the last thing you wipe upon exiting.

# Sales Team

- Sales team members are not to be at the same location at the same time until further notice - Customer contacts should have only one employee attending at a time
- Practice good hygiene (washing hands often, using hand sanitizer, etc.)
- If you feel sick please stay home and notify HR
- Minimize contact with large groups of people (travel, malls, concerts, sports events, etc.)
- No handshaking and practice social distancing from others – 3 feet minimum distance with others unless safety requires contact. Wash hands after contact is made prior to eating, touching face.
- Phone call or virtual contact with customers unless in person is necessary e.g. collect samples, customer requested in person visit, etc.
- Avoid Plants/Terminals: If you must come to plant to drop off samples, pick up documents, phone ahead for authorization and limit your visit to admin pod in each plant and they will arrange document/sample exchange

FINANCE

# Finance

- Where possible the Finance department will follow the protocols established by their respective facility. For example, ABCD is covered off as part of the Plant B Pod isolation plan
- Where practical we will ask our people to work from home. Over half the Finance department can work remotely.
- Had discussions with shared services as to their contingency and isolation plans to assess impacts
- Utilize Microsoft Teams as much as possible to collaborate remotely.

# Finance Communication

- We have a reoccurring meeting scheduled for 10:00 AM every other day. We can inform everyone of their disposition then. (work from home or report in)
- We asked all the employees with laptops to make sure they have the 2 way authentication process installed on their laptops This configurations has to be performed for the first time while on the network.
- Asking employees to share their contact info if they do not have a company phone

# Finance Isolation Protocol

- XXXXX is covered off as part of the Plant B Pod isolation plan
- YYYYYY will be out Monday through Wednesday of next week on PTO; therefore, if we send everyone else at Plant A home ZZZZZZ will be isolated in the open room.
- We could ask AAAAAA to continue to come into the office and supervise YYYYYY and ZZZZZZ when she returns if we decide we are falling behind.
- XXXXX, YYYYYY, & ZZZZZZ handle high volumes of paperwork. If we asked them to work remotely from home they would need to go to the office to get documents to work on at home, ( i.e. BOL's and vendor invoices )