



Manufacturer Return to Operations & Best Practice Guide

Version 1.0
April 29, 2020

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Letter from IMC's Executive Director/CEO

Since 1988, the Innovative Manufacturers' Center (IMC) has been providing technical and consultative services that accelerate and amplify our regional manufacturers' growth while enhancing their resiliency and long-term viability. We're proud of our track record of facilitating top-line, bottom-line and, perhaps most importantly, job growth across our manufacturing community by providing assessment, advisement and world-class consultative services through our staff of experts and broad network of affiliated organizations and external consultants.

In recent months, our manufacturers, as well as our community, commonwealth and nation, have faced an unforeseen and formidable challenge – the COVID-19 pandemic. As the coronavirus expanded its breadth, Pennsylvania entered a period of shelter-in-place quarantine and many of our manufacturers were ordered to temporarily suspend operations. During that time, IMC's team of professionals continued to assist manufacturers and successfully helped them identify new suppliers, implement national Center for Disease Control and PA Department of Health guidance, locate protective equipment, implement remote working environments, leverage newly-announced financial assistance programs and share best practices through facilitated videoconferences and seminars.

As Pennsylvania businesses prepare for reopening, IMC is here to help. In addition to offering one-on-one assistance to our manufacturers upon request, we're providing this ***Manufacturer Return to Operations & Best Practice Guide***. Thanks to our sister center NEPIRC for putting this together and allowing IMC to share with our manufacturing community.

This guide is based upon best COVID-19 preventative and response practices as identified by the national Center for Disease Control, PA Department of Health, PA Department of Community & Economic Development and interviews with healthcare officials and practitioners. This guide is made available to any and all regional manufacturers seeking direction on how to safely restore operations and return to work.

The IMC team is available for individual consultation or to answer specific questions. Inquiries to **info@IMCPa.com** will be answered within 24 hours.

We look forward to working with you to successfully reinvigorate your business and restore your workforce. Please do not hesitate to contact us and let us know how we can help.

With great appreciation for your dedication to our community,



Daniel T. Manetta
Executive Director/CEO
Innovative Manufacturers' Center (IMC)

Legal Disclaimer

The purpose of this document is to recommend and suggest ideas that manufacturers may wish to consider as they move towards reopening their facilities following temporary closure related to the COVID-19 pandemic. The document also provides best practices and ideas that companies currently in operation may consider as enhancements to their existing COVID-19 prevention and response measures.

Obviously, there is no “one size fits all” return to work strategy or scenario. Manufacturers are, therefore, encouraged to consider the recommendations and suggestions included within this document, decide for themselves which approaches are right for them and supplement those approaches with their own unique strategies for preventing and addressing COVID-19. Manufacturers should also consider scaling the recommendations within this document to fit their businesses based upon its size, structure, product and workforce.

Before choosing to implement any of the content of this guide, companies should evaluate and determine, with the assistance of legal, accounting and human resource professionals, the legality and effectiveness of the potential application represented within this document.

As the overall intent of this document is to provide suggestions for independent consideration by fellow manufacturing professionals, IMC accepts no responsibility for any result or circumstance arising from individual firm decisions to use or not use any idea contained herein.

Users should consider this a living, evolving document that is subject to revision as conditions change.

Before Reopening for Business

- Establish a **COVID-19 Leadership Team (CLT)** to serve as points of contact for direct reports regarding matters of significance relating to COVID-19, including closure, case information, broad procedural changes and so forth. These individuals, or a subset of this team, will be responsible for media interactions and all outward-facing communications.
- Establish a **COVID-19 Assistance & Maintenance Team (CAMT)** responsible for spot-checking employee adherence to company policies, replenishing COVID-19 related supplies in their designated areas and monitoring the day-to-day implementation of company policies and employee behaviors.
- Establish a **Potential Exposure & Case Coordinator (PECC)**, typically from within the Human Resource or Employee Health area, to act as an immediate resource for any employee who feels ill during the workday. See guidance on how to handle a possible or actual employee case of COVID-19 as Appendix A and related *Suspected COVID-19 Case Form* as Appendix B.
- **Disinfect** all work areas, tooling and commonly-touched items utilizing a third-party provider or existing maintenance team. Ensure that all cleaning is performed using a product and method proven effective against COVID-19. A listing of effective cleansers can be found by [CLICKING HERE](#).

Helpful Tip: Heat in excess of 133° F kills COVID-19. Items that can withstand that temperature can be oven-sanitized with ~15 minutes of exposure. Several regional manufacturers, including [PSA Systems](#), manufactures ovens specifically for this purpose.

- **Inventory Personal Protective Equipment (PPE)** in general and relative to COVID-19, including masks, face shields, hand sanitizer, soap and paper/disposable towels.

Helpful Tip: We suggest the levels of inventory below as general guidelines.

Helpful Tip: When considering masks, note that neither CDC nor PA Department of Health guidelines require N95 masks. Paper (“surgical”) and homemade masks are permitted. For additional guidance on masks, including employee-made masks, [CLICK HERE](#).

Item	Description	Recommended Quantity
Masks	Disposable N95 masks, medical masks or FFP1 masks, as appropriate.	30-day supply for workforce.
Gloves	Gloves are NOT recommended as COVID-19 preventative measure.	
Face Shields	Polycarbonate/Plastic film shield, clip-on and adjustable. Non-disposable with sanitation.	30-day supply for workforce.
Disinfectant Spray/Wipes	Self-made 10% min. bleach content OR EPA listed disinfectant. To see list, CLICK HERE .	30-day supply at 3x pre-COVID consumption rate.
Spray Bottles	Common spray bottles 8oz. or larger w/ spray/stream tip.	1 per workstation (shop floor). 1 per custodial team member.
Hand Sanitizer	Min. 70% ABV in gel/foam suspension. Pump dispenser.	30-day supply, assuming: 1 bottle per workstation. 1 bottle per common location. 2 bottles per restroom.
Hand Sanitizer Station(s)	Free-standing or wall-mounted. Gel or moistened towelette dispenser.	30-day supply, assuming: 1 per 25 employees clearly located throughout facility.
Hand Soap	Standard hand soap.	30-day supply at 2X pre-COVID consumption rate.
Paper/Disposable Towels	Standard paper or disposable towels.	

- Establish social distancing guidelines and implement throughout facility.

Helpful Tip: Companies may want to consider:

- Use “footprint” icons or floor markings to indicate 6-foot distancing.
- Rearrange break areas into “every-other-seat” spacing to allow 6-foot distance and forward-facing of all seating.
- Rearrange workstations to allow 6-foot distancing between workers.
- Suspend clear Plexiglas or equivalent barriers between workstations and production line employees if 6-foot distancing is not practical.

- Establish end-of-shift operator sanitation protocols for equipment and non-disposable PPE (ex: operator-held hardhats, glasses, welding helmets, respirators, etc...).

Helpful Tip: Employee-specific PPE should be sanitized at end of each shift, by the owner, and kept at workplace either in lockers and/or sealed plastic bags.

- Establish ongoing expanded sanitation protocols for maintenance/custodial crews.

Helpful Tip: Guidance for worksite sanitation can be found by [CLICKING HERE](#). Also see **Manufacturer Sanitation Checklist** as Appendix C to this document.

Helpful Tip: Consider if covering control panels, keyboards, equipment handles, electronics and commonly-touched items with Saran® style plastic film, which can be removed and replaced at the end of each shift or user change, is more practical than spray/wipe cleaning.

- Identify specific entry/exit points, while maintaining compliance with Fire Department and other safety requirements, and seal off doors not intended for use.
- Establish transportation personnel (shipping in/out) protocols as appropriate to minimize non-employee entry into facility.
- Establish protocols for any visitors, including customers, consultants, external maintenance personnel, etc.

Helpful Tip: Visitors be held to a minimum. Visitors should wear masks and be offered hand sanitizer upon entry. If visitors are necessary, we recommend a designated, minimalist Visitor Area that can be sanitized after each visitor. It’s also recommended that external parties be escorted at all times (while maintaining social distancing) for adherence to COVID-19 protocols and for sake of traceability.

- Establish inventory in/out sanitation protocols, bearing in mind the following prevailing COVID-19 lifespan assumptions on exposed materials.

Aluminum	8 hrs	Copper	4 hrs	Stainless Steel	3 days
Cardboard	24 hrs	Glass	5 days	Wood	4 days
Ceramics	5 days	Plastic Products	3 days		
Common Metals	5 days	Paper	5 days		

Helpful Tip: The World Health Organization asserts that the risk of contracting COVID-19 from a package or shipped inventory is **very low** due to the temperature fluctuations and rigors of travel. In most cases, hand washing after handling incoming inventory is sufficient. IF workers are apprehensive about handling incoming product OR the product is known to have been handled extensively within the past 48 hours, the item should be sprayed with a mixture of 10% chlorine bleach or an EPA/CDC approved sanitizing agent or wiped down with a sanitizing towelette. Gloves may also be worn during handling, then disposed of, with wearer washing his/her hands promptly.

- Prepare to require employee temperature checks at clock in/out by retaining third-party or acquiring infrared thermometer(s) and appointing checkpoint personnel.

Helpful Tip: Temperature checks are required only if a COVID-19 case is reported within the workforce. Be prepared – but do not implement unnecessarily.

- Prepare to implement staggered break times and/or staggered shift start/stop intervals if practical.

Helpful Tip: Staggered break start/stop times are not required by the PA Department of Health but considered a best practice and excellent safety measure.

- Place COVID-19 awareness signs, including hand-washing, social distancing, sneeze/cough covering, symptom identification, listing of COVID-19 Leadership Team, Assistance & Maintenance Team and Potential Exposure & Case Coordinator members/individuals, employee guidance on actions to take if they feel ill and other relevant information throughout facility.

Helpful Tip: Many websites offer free downloadable workplace signs, including [PDQ Printing](#), the [CDC](#), [Displays2Go](#) and others.

- Place a laminated, easy-to-read summary placard of all sanitation, prevention and employee health actions taken thus far and ongoing COVID-19 prevention activities at every workstation.

Helpful Tip: While not mandated or necessary, the sharing and placement of such information may ease employee concerns during a stressful time.

- Establish and stock mask distribution area(s) such that all employees have access to protective masks at the beginning of each shift and throughout the workday.

Helpful Tip: PA Department of Health guidelines allow for the use of homemade masks that meet CDC guidelines. Also, masks are not required if they would negatively impact worker safety, fields of vision or ability to satisfactorily perform job tasks. See PA Department of Health guidance on masks by [CLICKING HERE](#).

- Establish departmental visual boards to keep employees up-to-date on the company's COVID-19 status and provide reassurance of ongoing sanitation and preventive measures.

Helpful Tip: Consider a color-coded communication board:

- **Green** – All systems go. All COVID-19 protocols and procedures appear to be working well. No new cases reported within work area.
- **Yellow** – Element(s) of COVID-19 protocol or procedure broken (ex: no hand sanitizer in restroom, employees not adhering to social distancing in break area, end-of-shift sanitization not performed, etc.). Employees in area should check with their Assistance & Maintenance Team liaison for information.
- **Red** – Significant COVID-19 communication needed within area. All employees in area should check with their Leadership Team liaison for information immediately.

First Day of Restarting Business (Reopening)

- Conduct meetings and trainings, sufficient to cover all employees, to provide a briefing and training on the following:

Helpful Tip: Remember to maintain social distancing during this training! It is recommended employers follow CDC guidelines and provide training in groups of 10 employees, every-other-seat style, with minimum of 6 feet between team members. Offering concurrent training in different rooms may make this task more practical.

- Update on any known COVID-19 cases among employees or, if none, statement that there are no known cases among employees.

Helpful Tip: Remember that HIPPA laws prohibit the disclosure of employee-specific information, although case counts and case status updates can be disclosed.

- Introduce COVID-19 Leadership Team, Assistance & Maintenance Team and Potential Exposure & Case Coordinator members/individuals and their related responsibilities and authorities.
- Information regarding how company will respond to and communicate any COVID-19 case within the workforce.
- Update on all sanitation efforts performed prior to restarting work AND summary of all expanded ongoing sanitation efforts, including those for outside parties (visitors, logistics firms, consultants, etc.).
- Update/Training on any new processes or procedures (staggered breaks, new arrangements in break room, doors to use/avoid, etc.) that impact employees.
- Update/Training on PPE requirements and proper PPE use, including update on hand sanitizer locations, any employee-owned/maintained (i.e. hardhats, glasses, etc.) PPE sanitation processes, etc.
- **Specific training** on how to wear a mask/face shield and how to wash hands.
- **Specific training** on the signs/symptoms of COVID-19 and how to perform a self-assessment.
- **Specific training** on what an employee should do if he/she feels ill or is exhibiting COVID-19 symptoms.

Helpful Tip: Make sure that employees clock in before their training so that their time record(s) serve as documentation that the training was provided – particularly with respect to how to wear PPE and what to do in the event of feeling ill.

- Allow employees ample time, with the help of an Assistance & Maintenance Team member, to sanitize their lockers, personal storage spaces and other areas that could not be cleaned in their absence.

Ongoing/Daily (Post-Reopening)

- Maintain expanded maintenance protocols, team meetings, visual board(s) and other efforts.
- Encourage brief daily update emails/communications between Potential Exposure & Case Coordinator, Leadership Team members and Assistance & Maintenance Team members, even if just to report no change in cases, facility conditions, etc.
- Periodically spot-check employee compliance (via Assistance & Maintenance Team members) with safety and health protocols.
- Keep mask, hand sanitizer, cleansing agent and other supplies sufficiently stocked.
- Update signs and placards within facility and at workstations as way to assure employees of continued efforts and concern on behalf of management.

Appendix A - Guidance for Handling a Suspected or Actual Case of COVID-19 Within Workforce (for use by Potential Exposure & Case Coordinator)

Identify an Isolation Area

This area should be well-removed from the general workforce population and fully-enclosed with a standard door. Ideally, an exterior room (building, tent or trailer) is preferred, if practical. The room should be comfortable, but minimally-furnished to allow for complete sanitation after each visit and used ONLY as an Isolation Area. The room should have masks, hand sanitizer, gloves, face shields, an infrared thermometer and comfort items (water, etc.) available, but in a sealed storage container, such as a cabinet or plastic tote. The room MUST have a working phone or confirmed cell phone coverage for the Potential Exposure & Case Coordinator to use. The room should have running water or a way in which individuals can quickly wash hands and exposed skin if needed.

Procedure

Employees complaining of COVID-19 symptoms should immediately report to the Isolation Area to be joined by the Potential Exposure & Case Coordinator (PECC), who must be immediately notified.

Upon arrival, the employee should be given a fresh mask to place over his/her existing mask and a fresh pair of nitrile gloves. This should be done calmly and expressed as a precaution to protect other employees.

The PECC should also wear a protective mask and nitrile gloves throughout this entire process.

In the event that the PECC and potentially-ill employee are of different gender, the company may want a third (3rd) person to attend the consultation as an observer, in which case he/she should also wear a protective mask and nitrile gloves and remain as distant from the consultation as practical within the isolation area.

The PECC should complete a Suspected COVID-19 Case form and call their health insurance hotline, local health authority, the employee's primary physician (with his/her approval) or 9-1-1, if absolutely necessary and urgent, to seek advice regarding transportation and next steps.

- Note: The PECC should document who he/she speaks to for next step advisement (name, employee ID number, etc.) and, of course, document their advice.
- Note: If the insurer, health authority, physician or other professional requests to speak to the employee, they should call them on their cell phone, even if this means truncating the original PECC call. **There should be NO cell phone handoffs or sharing during this consultation!**
- Note: The PECC is not obligated to take the individual's temperature, although a thermometer should be offered to the employee for self-administration.
- If the employee is instructed to report to the nearest COVID-19 testing center, the PECC can locate that center by [CLICKING HERE](#) and entering the company's ZIP Code.

The PECC should remain with the employee until the advised next steps can be implemented, which may include sending the employee home or to a healthcare facility.

- If the employee feels well enough to transport him/herself to their next destination, the PECC should document that assertion and allow him/her to do so.
- If the employee is NOT well enough to transport him/herself to their next destination, the PECC should coordinate ambulance service OR arrange transportation to the destination using a company vehicle, if available.
 - If a company vehicle is used, the potentially-ill employee should sit in the rear passenger seat.
 - If a company vehicle is used, the vehicle should be thoroughly sanitized upon return, including all interior and exterior handles. A disinfectant of 10% chlorine bleach should be used if safe for the surface. Otherwise, an EPA/CDC approved product or Lysol® brand aerosol (or equivalent) can be used, particularly on fabrics.

The potentially-ill employee should be given guidance for when to return to work based upon the outcome of the next step in the process (which will likely include COVID-19 testing). This guidance can be found by [CLICKING HERE](#). Additionally, the individual should produce a doctor's note authorizing his/her return to work.

Once the employee is safely to his/her destination, or in transport to that destination by ambulance, the PECC and relevant supervisors should backtrack the employee's work shift to identify persons who may have been in contact with him/her. To maintain HIPPA compliance, the name of the individual suspected of having contracted COVID-19 should not be disclosed or, if "guessed" by an employee, confirmed.

Employees in contact with the potentially-ill employee should be notified that they may have been in contact with an infected individual and, therefore, should implement self-screening at home prior to reporting to work each day. Self-screening should include a self-assessment for any symptoms of COVID-19 and the self-administration of temperature checks. Any instance of a fever of 100.4° or above may be indicative of a viral infection.

To perform a qualified self-assessment, relevant employees should be directed to the CDC self-assessment auto-bot located at <https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>. This website should be provided to those employees. Also, the provision of a thermometer to any employee not having one at home would be an additional good practice. Any employee exhibiting symptoms during a self-assessment should be advised to stay home and receive a doctor's note for safe return to work.

Following consultation with the potentially-ill employee, the Isolation Area and his/her workstation should be completely disinfected with individuals wearing nitrile gloves.

For a period of 14 days following the incident, the PECC should check in on the potentially-ill employee and any employees performing a self-assessment (as a result of the incident) on at least a daily basis.

Following each case, the PECC should advise the Leadership Team and Assistance & Maintenance Team, as appropriate, to allow for internal updating of visual boards and efficient, effective and accurate dissemination of internal communications.

Appendix B - Suspected COVID-19 Case Form (for use by Potential Exposure & Case Coordinator)

Employers should note that an employee case of COVID-19 within a manufacturing environment is NOT a reportable condition under OSHA unless there is reason to conclude that the instance occurred as a direct result of workplace exposure. That is, there must be objective evidence that the COVID-19 case at hand may be work related AND that evidence was reasonably available to the employer.

Employee Name: _____

Date of Illness: _____

Job Title: _____

Worksite Location (Specifics): _____

Location of Isolation Area: _____

Symptoms Noted, Self-Reported or Observed:

- Temperature > 100.4° (Note: PECC is not obligated to take current temperature)
- Shortness of breath and/or difficult breathing
- Cough
- Chills or repeated shaking with chills
- Unusual or new muscle pain
- Headache
- Sore throat
- Unusual/New loss of sense of taste or smell
- Trouble breathing – **This may indicate an emergency. Seek medical attention immediately.**
- Persistent pain or pressure in chest – **This may indicate an emergency. Seek medical attention immediately.**
- Confusion or intermittent lapses of awareness – **This may indicate an emergency. Seek medical attention immediately.**
- Blue/Bluish lips or face – **This may indicate an emergency. Seek medical attention immediately.**

Time Isolation Began: _____ Time Isolation Ended: _____

Health Professional Contacted: (Name, Employee ID, Company, etc...):

Notes, Advisement Received, Next Steps & Disposition (note dates if spanning beyond date of incident):

Potential Exposure & Case Coordinator / Date



Appendix C - Manufacturer Sanitation Checklist

Area	Description	Cleanser Used	Method Used	Frequency
Common surfaces.	Common surfaces and frequently-used controls, tools, machine handles, scanners, etc... Areas of common employee interaction.	Disinfectant of min. 10% chlorine bleach. OR EPA/CDC approved disinfectant. CLICK HERE for listing.	Spray on. Set for effectiveness time (per CDC). Wipe dry.	At end of each shift or user change, at a minimum. Preferably more frequently. At end of each shift.
Conveyor belts and systems.	Door/Window handles, faucets, rails, all restroom fixtures.			At least 6x/day for 24 hr. operations. Minimum 4x/day otherwise.
Moveable trays, bins, containers, small part carriers, etc...	Handles and other commonly-touched areas.	Disinfectant of min. 10% chlorine bleach. OR EPA/CDC approved disinfectant. OR Antiviral towelette.	Spray on. Set for effectiveness time (per CDC). Wipe dry. OR Wipe with antiviral towelette.	Based upon use. 1x/shift if used by 1 person. Between users otherwise.
Vending machines.	Areas of employee interaction.	Disinfectant of min. 10% chlorine bleach. OR EPA/CDC approved disinfectant.	Spray on. Set for effectiveness time (per CDC). Wipe dry.	At end of each shift. Prior to/after employee breaks.
Offices, desks, staff conference areas.	Tables, chairs and commonly-touched surfaces.			At end of each shift.
Designated visitor areas.				At conclusion of each visit/meeting. After each use.
Forklifts and manned internal transportation vehicles.	Areas of employee interaction, including seats, windshield (if any) and controls.			
Multi-user PPE.	All multi-user PPE.	Disinfectant of min. 10% chlorine bleach. OR EPA/CDC approved disinfectant. OR Antiviral towelette.	Spray on. Set for effectiveness time (per CDC). Wipe dry. OR Wipe with antiviral towelette.	Between each different user exchange. At end of shift or more frequently at user discretion.
Individual PPE.	All PPE used and retained by an individual			
All hard-surface floors.	All accessible areas.	Disinfectant of min. 10% chlorine bleach. OR EPA/CDC approved disinfectant.	Mop or apply with existing floor-cleaning equipment. Force dry or air dry.	Periodic as practical. No less frequently than daily.

Links Referenced Within Document & Other Useful Links

Guidance on types of masks and how to make homemade masks:

<https://www.health.pa.gov/topics/disease/coronavirus/Pages/Stop-the-Spread.aspx>

Cleansers effective against COVID-19:

<https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2>

Guidance for sanitation and cleaning:

<https://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html>

Some examples of free signage available to employers:

https://www.pdqprint.com/file_download/inline/eb217109-3b60-4c8d-ac5d-2e7e337a698c

https://www.cdc.gov/coronavirus/2019-ncov/communication/print-resources.html?Sort=Date%3A%3Adesc&CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fcommunication%2Ffactsheets.html

<https://www.displays2go.com/S-4316/covid-19-printable-signs>

PA Department of Health guidance on masks:

<https://www.health.pa.gov/topics/disease/coronavirus/Pages/Stop-the-Spread.aspx>

Symptoms of COVID-19 and Self-Assessment CDC Auto-bot:

<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>

Other Helpful Pennsylvania-Specific Links:

(Text links to webpage if viewed electronically, actual link provided for use if document is printed)

PA Department of Health Worker Safety Order

<https://www.health.pa.gov/topics/Documents/Diseases%20and%20Conditions/SOH%20COVID-19%20Worker%20Safety%20Order.pdf>

PA Department of Health Guidance for Life-Sustaining Businesses (Summary Document)

<https://www.health.pa.gov/topics/Documents/Diseases%20and%20Conditions/COVID-19%20Guidance%20for%20Life-Sustaining%20Businesses.pdf>

PA Department of Health Guidance for Life-Sustaining Businesses (FAQs)

<https://www.health.pa.gov/topics/Documents/Diseases%20and%20Conditions/COVID-19%20Workplace%20Safety%20Questions.pdf>

OSHA Guidance on Preparing Workplaces for COVID-19

<https://www.osha.gov/Publications/OSHA3990.pdf>

Special Industry Guidance:

Meat & Poultry Processing Workers & Employers

<https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/meat-poultry-processing-workers-employers.html>

Food Product Manufacturing - FDA

<https://www.fda.gov/food/food-safety-during-emergencies/food-safety-and-coronavirus-disease-2019-covid-19>

Food Product Manufacturing – Department of Agriculture

<https://www.agriculture.pa.gov/Documents/Food%20Production%20Procedures%20for%20Sanitization%20and%20Diagnosed%20Employees.pdf>

Medical Device Manufacturing - FDA

<https://www.fda.gov/medical-devices/emergency-situations-medical-devices/protecting-health-and-safety-medical-device-manufacturing-personnel-during-covid-19>