

Messiah Evangelical Lutheran Church

Plan for Returning to In-person Activities and Worship

As Messiah Lutheran Church begins to resume our public activities during the Coronavirus (COVID-19) pandemic, please know that we do so through a careful process of discussion and discernment, with an abundance of caution and concern for those who are most high-risk, upon consideration of the best scientific knowledge at our disposal, in the spirit of constant prayer, and with full trust in the grace of Jesus Christ, the love of God, and the communion of the Holy Spirit.

During this time of transition we will have countless opportunities to exercise the spiritual gifts that have been given to us. As the apostle Paul reminds us in his letter to the Galatians, *“the fruit of the Spirit is love, joy, peace, patience, kindness, generosity, faithfulness, gentleness, and self-control.”* (Galatians 5:22-23) We ask that you grant us, your Pastors, Council and members of the body of Christ, patience and generosity as we move forward. We may make mistakes and indeed, there will surely be awkward moments as we adjust to new protocols and practices. There may be times of frustration, disappointment, and grief as well.

But in the midst of this difficult time, there will also be blessings. Together, let us embrace the moments of joy and love! For there will surely be wonderful surprises, great celebrations, and moments of deep satisfaction and spiritual growth. We will get to see the ways that God is granting us hope and peace in the midst of this time of trial.

Let us be faithful, then—to God and to one another—as we receive the gifts and work through the challenges of this time in the life of our congregation and world. Let us be guided by the Word, responsive to the Spirit, and open to the grace of God. Let us remember that nothing can separate us from God’s love in Christ Jesus.

Council Decisions as of May 21, 2020

- The Council has approved this document (May 21, 2020). The Council will continue to stay informed and address any changes in the phased planning as the need arises.
- The building will be closed to public worship and gatherings through the end of June
- Vacation Bible School and all summer programs will be canceled through August.
- The Council appointed a Task Force to create this document with the guidance of outside sources including CDC recommendations, State of Michigan Executive Orders, denominational resources, and other public health documents. This Task Force will continue to review these sources and make recommendations to the Council, as well as continue to make plans for Phases Three and Four.

Some notes about this document

- All implementation of phases will be communicated via a letter from the Pastors in the U.S. mail, as well as Messiah’s church website, E-news, and Facebook page.
- Every move from one phase to another must be approved as an act of the Council. Such a move can only be made by consensus of the Council. If COVID-19 conditions worsen and there is an increase in positive cases in Marquette County, there may be movement from a less restrictive phase to a more restrictive one. This will also be a decision of the Council.
- The Council reserves the right to change any part of this plan and its implementation. Reasons they might consider doing so may include: changes in conditions or changes in scientific information.
- All phase decisions will be made in adherence with any State of Michigan Executive Orders or other jurisdictional mandates.

- The sources cited at the end of this document were used in establishing this plan. They will also be utilized in any further decisions regarding the church publicly reopening.
- In preparing this document, we solicited feedback from those outside of the congregation working in public health as well as the Bishop's office of the Northern Great Lakes Synod.

COVID-19 and Safety Precautions

- COVID-19 is a respiratory illness caused by a newly discovered (novel) coronavirus called SARS-COV-2 that is currently spreading across the globe. In COVID-19, 'CO' stands for 'corona,' 'VI' for 'virus,' and 'D' for disease. The '19' is for its origins in the year 2019.
 - COVID-19 has led to numerous deaths, those who are ill may have mild symptoms, no symptoms, or even be asymptomatic by still spreading the virus. Symptoms may appear 2-14 days after exposure to the virus.
 - Symptoms may include: fever or chills, cough, shortness of breath or difficulty breathing, fatigue, muscle or body aches, headache, new loss of taste or smell, sore throat, congestion or runny nose, nausea or vomiting, diarrhea.
- According to the CDC, the virus that causes COVID-19 is thought to spread mainly from person to person, mainly through respiratory droplets produced when an infected person coughs or sneezes. These droplets can land in the mouths or noses of people who are nearby or possibly be inhaled into the lungs. Spread is more likely when people are in close contact with one another (within about 6 feet). COVID-19 seems to be spreading easily and sustainably in the community ("community spread") in many affected geographic areas. Community spread means people have been infected with the virus in an area, including some who are not sure how or where they became infected.
- High-risk individuals, whether staff or volunteers, are recommended to continue to shelter in place, unless told otherwise by Executive Orders. High-risk individuals are defined by the Centers for Disease Control and Prevention (CDC) as
 - People 65 years and older
 - People who live in a nursing home or long-term care facility
 - People of all ages with underlying medical conditions, particularly if not well controlled, including: people with chronic lung disease or moderate to severe asthma, people who have serious heart conditions, people who are immunocompromised, people with severe obesity (body mass index [BMI] of 40 or higher), people with diabetes, people with chronic kidney disease undergoing dialysis, and people with liver disease.
- PPE is an acronym referring to personal protective equipment. According to the CDC, PPE can include, but is not limited to: masks, gloves, protective eyewear, respirators, gowns, etc. For a full list please see the CDC's website. When PPE is required for wear within Messiah's building, we are referring to cloth face masks that cover the nose and mouth.
 - The church will acquire disposable face masks for adults entering the building who do not have their own (we require the wearing of your own cloth or surgical mask). When phases require people to wear PPE, Pastors, staff, and Council will enforce the wearing of masks. If adults are unwilling to wear their own mask or use a mask that has been provided, they will be asked to leave the building.
 - It is recommended that when masks are required by adults, that school-age children (K-12) wear masks as well. That decision will be left up to the children's parents. It is strongly recommended that children sixth grade and above wear masks.
- Hand Hygiene: the CDC recommends using hand sanitizer with greater than 60% ethanol or 70% isopropanol. Hands should be washed with soap and water for at least 20 seconds.
 - The church will have hand sanitizer readily available to all entering the building.
- Physical Distancing (also often referred to as social distancing): the CDC defines physical distancing as keeping space between yourself and other people outside of your home. To practice physical distancing please stay at least six feet (about two arms' length) from other people, do not gather in groups, stay out of crowded places, and avoid mass gatherings (unless cleared to do so by State of Michigan Executive Orders).

Safer At Home

Upon the writing of this document during May of 2020, our congregation is currently functioning within the safer at home stage. Listed below are the ways the church is currently operating during this time.

As a church we are:

- Holding online (www.facebook.com/messiahlutheranmqt, www.vimeo.com/messiahlutheranmqt) and radio (101.9 fm) worship services only (Wednesday evenings at 6:30 p.m. [Holden Evening Prayer] and Sundays at 8:45 a.m. [Service of the Word]). All who are present in the worship space are maintaining social distancing and frequent hand hygiene. No new worship leadership has been involved in worship since the initial state-wide stay at home order (Executive Order 2020-21)
- Offering communion on the first Sunday of every month for pick up outside the church office or home delivery.
- Only allowing essential workers in the office. All who are present are maintaining social distancing and frequent hand hygiene.
- Operating on reduced ‘pandemic’ office hours Monday-Thursday 8:30-3:30, Sunday 8:30-10:30.
- Holding all Council and committee meetings via Zoom or by conference call.
- Hosting Bible studies, small groups, etc. online.
- Allowing only essential volunteers to come into the church building at the invitation of staff (i.e. counters). They are maintaining social distancing, wearing of masks, and frequent hand hygiene.
- Continuing Community Assistance follow-up via phone and email, and only addressing essential needs.
- Allowing only minimal, drop-in staffing and music personnel sufficient for essential operations. These staff members are maintaining social distancing and frequent hand hygiene.
- Regular cleaning and sanitizing of high-touch surfaces around the church.
- Maintaining pastoral care and communication through phone calls, letters, and Zoom. We continue to pray for you, in our staff meetings, as well as on Sunday mornings.
- Only doing funerals with fewer than ten people outside the church building while social distancing and wearing masks.

Phase One

When will the Council consider implementing this phase?

- After two weeks of declining case counts for Marquette County.
- When widespread rapid diagnostic testing capacity, which is sufficient to test, at a minimum, all people with COVID-19 symptoms, including mild cases, as well as their close contacts and those in essential roles is available.
- When the healthcare system is able to safely care for all patients, including providing appropriate PPE for health care workers in health care facilities and care giving facilities.
- When there is sufficient public health capacity to conduct contact tracing for all new cases and their close contacts.

During this phase...

- High-risk individuals, whether staff or volunteers, are advised to continue to shelter in place.

Implementation

A) Worship:

- a) We will continue holding worship services only online and over the radio .

- b) Worship staff will remain the same. No new participants will be present on Sunday or Wednesday.
 - c) Funerals and weddings will not take place within the sanctuary. Although not recommended, life rituals (weddings, funerals) should be kept to fewer than ten in attendance. Immediate family only. The date and location are only shared with those who are on the approved list to prevent hurt feelings or awkward situations. These will be decided at pastoral discretion on a case by case basis. Communion will be offered on the first Sunday of every month for pick up outside the church office or home delivery. Communion will be offered in hermetically sealed individually packaged servings.
- B) Pastoral Care will be offered through phone calls, Zoom, letters, and email. Pastors will not visit homes, hospitals, or care facilities. Small groups, circles, committees, task forces, Bible study, and teams will continue to meet online. Church Council continues to meet online.
- a) Zoom meetings can be facilitated through the church office by contacting Inga Banitt.
- C) No Youth Group, Journey, or Sunday School meetings unless done remotely.
- D) Office operations:
- a) High-touch surfaces within the office are regularly sanitized. Physical distancing is maintained.
 - b) Visitors are required to wear masks and will remain behind the protective screen that is set up between them and the office staff. If you need to come to the office, you must call ahead and make an appointment.
 - c) 'Pandemic' office hours continue Monday-Thursday 8:30-3:30, Sunday 8:30-10:30.
 - d) Those who are working from home are encouraged to continue to do so and only to come in when necessary.
- E) Community Assistance appointments will not be taken. Clients can call and be placed on a list to be called when appointments are available again.
- F) Only essential volunteers, invited by staff, will be allowed into the church building (i.e. counters). They maintain social distancing, wearing of masks, and frequent hand hygiene.
- G) Community Meals will not occur.
- H) Outside groups are not permitted to gather.
- I) Current tenants will be asked about their reopening plans and to share them with Messiah. Tenant staff who practice physical distancing guidelines and wear masks may work in the building.
- J) General Building:
- a) Post signs indicating COVID-19 symptoms and urging people to stay home/seek medical attention if they have symptoms.
 - b) Assemble a stock of tissue, soap, hand sanitizer and disposable paper towels for proper hand hygiene.
 - c) Clean the building regularly, paying extra attention to high-touch surfaces (specifically the front doors and office area).
 - d) If someone in the church is known to be infected with COVID-19, communicate with all who have come in contact with that person and cooperate fully with contact tracers.
 - e) Only the bathrooms near the church office will be open for essential personnel. These bathrooms will be regularly cleaned and sanitized. The other bathrooms will be closed with signs on their doors.

Phase Two

When will the Council consider implementing this phase?

- After at least two weeks of improving conditions beyond the start of Phase One including continued declining numbers of COVID-19 cases within Marquette County
- When widespread rapid diagnostic testing capacity, which is sufficient to test, at a minimum, all people with COVID-19 symptoms, including mild cases, as well as their close contacts and those in essential roles is available.
- When the healthcare system is able to safely care for all patients, including providing appropriate PPE for health care workers in health care facilities and care giving facilities.
- When there is sufficient public health capacity to conduct contact tracing for all new cases and their close contacts.
- The implementation of this phase will only occur with permission from the Marquette County Health Department.

During this phase...

- High-risk individuals, whether staff or volunteers, are advised to continue to shelter in place.
- Separate groups of ten or fewer people may gather within an enclosed area of the church building. Ten or fewer members of the congregation may gather outside of the church building.
- Any gatherings of congregation members will include observance of physical distancing, the wearing of PPE equipment (masks), and frequent hand hygiene.

Implementation

A) Worship:

- a) We will continue holding online worship and worship over the radio, recording from the sanctuary with participation from small groups of leaders (fewer than ten assisting with worship and music). Small group worship, in congregation members' homes, may be encouraged in conjunction with online worship. The Pastors and staff will help facilitate the formation of such groups.
 - i) Small group worship will not include singing.
- b) There will be no new choral musicians or wind instrumentalists in worship.
- c) Communion will continue to be offered for pick up or home delivery at least once a month, if not more frequently.
 - i) Communion will continue to be offered in hermetically sealed individually packaged servings.
 - ii) Communion in small groups will be examined and potentially offered.
- d) Funerals may be offered in the sanctuary to groups of ten or fewer with the observance of physical distancing, wearing of masks, and frequent hand hygiene. Communion will not be offered and choral singing will not be allowed.
- e) Weddings will be offered at pastoral discretion. Communion will not be offered and choral singing will not be allowed.

B) Pastoral Care:

- a) Pastoral care will primarily continue by phone, Zoom, and email. Some pastoral care visits (in private homes) will be made depending on need and safety of Pastors and parishioners. The Pastors will abide by the regulations of the hospitals and nursing homes regarding visitation.

C) Small groups, circles, committees, task forces, Bible study, and teams may consider meeting in-person or continue to meet online.

- a) Council will continue to meet online.

- b) When meeting in the church, social distancing, wearing masks, and hand hygiene will be required. We encourage maintaining some online options for people who do not feel comfortable gathering in person. Zoom meetings will be facilitated by staff.
- D) Journey and Youth Group may begin meeting if they maintain groups of ten or fewer, wear masks, and maintain physical distancing.
- a) Sunday school will not resume.
- E) Office operations:
- a) High-touch surfaces within the office are regularly sanitized. Physical distancing is maintained.
 - b) Visitors are required to wear masks and will remain behind the protective screen that is set up between them and the office staff. If you need to come to the office, you must call ahead and make an appointment.
 - c) 'Pandemic' hours will continue Monday-Thursday 8:30-3:30, Sunday 8:30-10:30
 - d) Staff who are working from home are encouraged to continue to do so and only to come in when necessary.
- F) Community Assistance meetings may resume.
- a) All appointments will be screened by phone and may be completed by phone (if possible).
 - b) In-person appointments will take place in an area that allows for physical distancing (Atrium).
 - c) Clients will be provided a mask and asked to wash their hands before an in-person appointment.
 - d) Volunteers will not be high-risk individuals.
- G) Volunteers may only participate at the invitation of staff.
- H) Community Meals will not be held.
- I) Currently scheduled outside groups may resume meeting with fewer than ten participants. They will be expected to provide a plan to address cleaning needs and an agreement to observe gathering and distancing protocols. All adult participants must wear masks.
- J) Tenants may resume operations, with the expectation that they submit an acceptable plan to the church office, to address cleaning needs, and agree to wear masks and enforce physical distancing.
- K) General Building:
- a) Post signs indicating COVID-19 symptoms and urging people to stay home/seek medical attention if they have symptoms.
 - b) Maintain a good stock of tissue, soap, hand sanitizer and disposable paper towels for proper hand hygiene.
 - c) Clean the building regularly and between user groups, paying extra attention to high-touch surfaces.
 - d) If you become aware of someone who has been in the church building who tests positive for COVID-19, tell a Pastor or staff member as soon as possible. If approached, please cooperate fully with contact tracers.
 - e) Only the bathrooms near the church office and the single stall bathrooms in the education wing will be open for use. These bathrooms will be regularly cleaned and sanitized. The other bathrooms will be closed with signs on their doors.

Phase Three

When will the Council consider implementing this phase?

- After a minimum of two weeks of improving conditions, including a continued decline in numbers of COVID-19 cases within Marquette county, past the implementation of Phase Two.

- When widespread rapid diagnostic testing capacity, which is sufficient to test all people with COVID-19 symptoms, including mild cases, as well as their close contacts and those in essential roles is available.
- When the healthcare system is able to safely care for all patients, including providing appropriate PPE for health care workers in health care facilities and care giving facilities.
- When there is sufficient public health capacity to conduct contact tracing for all new cases and their close contacts.
- When improved treatments for COVID-19 become available.
- Upon approval to resume on-site worship by Messiah's liability insurance provider, Church Mutual.
- When there is no State of Michigan Executive Order that puts a numerical limit on in-person worship.

During this phase...

- It is **recommended** that high-risk individuals, whether staff, volunteers, or program participants, continue to shelter in place.

Implementation

A) Worship:

- a) We will resume offering in-person worship services and continue online and radio options.
 - i) The congregation will receive a letter from the Council and Pastors when Phase Three is recommended for implementation. This letter will outline specific practices for all elements of worship including communion, passing of the peace, offering, and fellowship. It will also outline church sanitization and protective measures for all in attendance.
- b) Some changes may include, but are not limited to:
 - i) Times of worship may be adjusted for cleaning in between services.
 - ii) Physical distancing and the wearing of PPE may be maintained.
 - iii) Communion may resume. Distribution may be through individual cups. Hand hygiene will be practiced by Pastors and all worship assistants.
 - iv) We may use no-touch alternatives for passing of the peace, collecting offering, and all greetings.
 - v) There may be no fellowship/coffee hour.
 - vi) There may be no nursery.
 - vii) Congregational and choral singing and the use of wind instruments may not be practiced unless the Council votes to reinstate.
 - viii) Outdoor lawn chair worship may be considered. We will not host drive-in worship due to environmental concerns and space constraints.
 - ix) Funerals and weddings may be held at the discretion of the Pastors.

B) Pastoral Care:

- a) If hospitals and care facilities continue limiting visitors, it may not be possible or best practice to resume pastoral care in-person by Pastors to those who are at a high-risk. Pastors and congregation members offering communion or pastoral care in the homes of those who are high-risk will be advised to do so only by recommendation from the Council.
- b) If in-person pastoral care is not possible, pastoral care will continue through phone calls, email, and Zoom meetings.

C) Small groups, circles, committees, task forces, Bible study, and teams may consider resuming meetings in-person.

- a) Pastors will decide whether to maintain some online options for high-risk individuals and those who do not feel comfortable being in public. Staff will continue to help facilitate online meetings via Zoom.

- D) Sunday School, Journey, Youth Group, and any youth or children's programming may consider fully resuming. Leaders of these groups will be in conversation with Pastors, staff, and Council about how to safely gather and proceed.
- E) Office operations:
- a) High-touch surfaces within the office are regularly sanitized. Physical distancing is maintained.
 - b) Visitors are required to wear masks and will remain behind the protective screen that is set-up between them and the office staff.
 - c) Office hours shift to Monday-Thursday 8:30-4:30, Friday 8:30-12:00, and Sunday 8:30-12:30.
 - d) Staff return to work in the office as they feel comfortable.
- F) Community Assistance appointments resume.
- a) High-risk volunteers will make personal decisions about participation.
 - b) Volunteers and clients may continue to maintain social distancing and wearing of face masks.
- G) Volunteer activities may resume.
- H) Community Meals may resume in consultation with staff and the Pastors. The structure of the meal will abide by Marquette County Health Department and State of Michigan rules related to dining (which may include reduced capacity, physically distanced seating, etc.).
- I) Outside groups may resume meetings while maintaining safety practices in line with State of Michigan Executive Orders.
- J) Tenants may resume operation while maintaining safety practices in line with State of Michigan Executive Orders.
- K) General Building:
- a) Post signs indicating COVID-19 symptoms and urging people to stay home/seek medical attention if they have symptoms.
 - b) Maintain a good stock of masks, of tissue, soap, hand sanitizer and disposable paper towels for proper hand hygiene.
 - c) Clean the building regularly and between user groups, paying extra attention to high-touch surfaces.
 - d) If you become aware of someone who has been in the church building who tests positive for COVID-19, tell a Pastor or staff member as soon as possible. If approached, please cooperate fully with contact tracers.
 - e) All building bathrooms will be open and regularly cleaned and sanitized.

Phase Four

When will the Council consider implementing this phase?

- When there is a very low rate of cases/almost no new cases.
- When there is no State of Michigan Executive Order that puts a numerical limit on in-person worship.
- After a vaccine is widely available to high-risk individuals and essential workers.

During this phase...

- High-risk individuals, whether staff, volunteers, or program participants, are invited to participate fully.
- Church functions resume at pre-pandemic levels with continued emphasis on sanitization of high-touch surfaces and the safety and well-being of high-risk individuals.

A. Worship:

- a. In-person worship will occur without PPE or physical distancing. Online and radio options will continue for the 8:45 a.m. service.
 - b. High-risk persons may participate as they did pre-pandemic.
 - c. Congregational and choral singing may resume, as well as the use of wind instruments.
 - d. Attention to personal hygiene and maintained sanitization of high-touch surfaces within the building will continue.
 - e. Fellowship and coffee hour may resume.
 - f. Communion may be offered by intinction and common cup again. Other worship practices, ie. shaking of hands and passing of the offering plate, may resume.
 - g. Funerals and weddings will be offered as normal.
- B. Pastoral Care:
- a. Pastors and congregation members are able to visit people in the hospitals and care facilities.
 - b. High-risk individuals can be visited in their homes.
- C. Sunday School, Journey, Youth Group, and any youth or children's programming resume.
- D. Small groups, circles, committees, task forces, Bible study, and teams resume.
- E. The church office is open and resumes normal operations
- a. High-touch surfaces within the office are regularly sanitized.
 - b. Office hours remain Monday-Thursday 8:30-4:30, Friday 8:30-12:00, and Sunday 8:30-12:30
 - c. Staff return to working in the office.
- F. Community Assistance appointments resume.
- a. Hand hygiene and sanitization of high-touch surfaces will be maintained
 - b. High-risk volunteers may choose whether or not to participate.
- G. Volunteer activities may resume.
- H. Community Meals may resume.
- I. Outside groups may resume meetings.
- J. Tenants may resume all operations.
- K. General Building:
- a. Post signs indicating COVID-19 symptoms and urging people to stay home/seek medical attention if they have symptoms.
 - b. Maintain a good stock of masks, of tissue, soap, hand sanitizer and disposable paper towels for proper hand hygiene.
 - c. Clean the building regularly and between user groups, paying extra attention to high-touch surfaces.
 - d. If you become aware of someone who has been in the church building who tests positive for COVID-19, tell a Pastor or staff member as soon as possible. If approached, please cooperate fully with contact tracers.
 - e. Bathrooms will be open and regularly cleaned and sanitized.

References Used:

- “Returning to Church,” Wisconsin Council of Churches, <https://www.wichurches.org/2020/04/23/returning-to-church/>
- 24 Questions Your Church Should Answer Before People Return, Ken Braddy, <https://kenbraddy.com/2020/04/18/20-questions-your-church-should-answer-before-people-return/>
- Guide to Creating a Return to Work Action Plan, Neckerman Insurance, <https://www.neckerman.com/wp-content/uploads/2020/04/Guide-to-Creating-a-Return-to-Work-Action-Plan.pdf>
- Guidelines for Reopening and Returning to Church Buildings, Georgia Baptist Mission Board, <https://gabaptist.org/reopening-your-church-building/>
- Evangelical Lutheran Church in America resources, <https://elca.org/publichealth> Specifically, “Returning to in-person Worship” https://download.elca.org/ELCA%20Resource%20Repository/returning-to%20In-person-worship.pdf?_ga=2.202196433.1366851216.1589468071-1929072942.1589380548
- “Church Music in the Age of COVID-19,” Wisconsin Council of Churches, <https://www.wichurches.org/wp-content/uploads/2020/05/Returning-to-ChurchChurch-Music-final.pdf>
- On May 5, 2020, the Minneapolis Area Synod hosted a conversation with Dr. Michael Osterholm, Regents Professor, McKnight Presidential Endowed Chair in Public Health, and director of the Center for Infectious Disease Research and Policy (CIDRAP) at the University of Minnesota. The link to this presentation can be found here <https://mpls-synod.org> and here https://www.cidrap.umn.edu/sites/default/files/public/downloads/cidrap-covid19-viewpoint-part1_0.pdf
- When Your Church Reopens, Here’s How to Meet Safely, Daniel Chin, *Christianity Today*, <https://www.christianitytoday.com/ct/2020/may-web-only/when-churches-reopen-phase-coronavirus-covid-19-guidelines.html>
- “Community and Faith-Based Organizations: Plan, Prepare, and Respond,” Centers for Disease Control and Prevention, <https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/index.html>
- “Public Health Principles for a Phased Reopening During COVID-19: Guidance for Governors,” Johns Hopkins Bloomberg School of Public Health, Center for Health Security, https://www.centerforhealthsecurity.org/our-work/pubs_archive/pubs-pdfs/2020/200417-reopening-guidancegovernors.pdf
- “Returning to Public Worship: Theological and Practical Considerations”: Guidance from the Presbyterian Church (U.S.A.). https://www.pcusa.org/site_media/media/uploads/covid19/returning_to_public_worship_may_2020.pdf
- Resources regarding Coronavirus, Wisconsin Council of Churches, <https://www.wichurches.org/2020/03/11/coronavirus/>
- Badger Bounce Back, Wisconsin Department of Health Services, <https://www.dhs.wisconsin.gov/publications/p02653a.pdf>
- COVID-19 Resources, Marquette County Health Department, https://www.co.marquette.mi.us/departments/health_department/covid19_information_and_resources.php
- State of Michigan Coronavirus Resources, <https://www.michigan.gov/coronavirus>
- “Guidelines: Opening Up America Again,” <https://www.whitehouse.gov/openingamerica/>