

From: **President Mark S. Schlissel**  
Date: Sat, May 16, 2020 at 9:07 AM  
Subject: Our plans for safety and gradually resuming activities  
To: <[etmartin@umich.edu](mailto:etmartin@umich.edu)>

To All Members of the University Community:

Gov. Gretchen Whitmer has announced that in-person laboratory research can resume with limitations based on public health guidance.

As the largest public research university in the nation, this is a significant development for our state and our university as we continue to adapt to the coronavirus pandemic. We're beginning to see how certain activities can resume in a public health-informed manner, while also understanding that work will be very different in the months ahead. Here's what this means for us right now:

**All work that can be done remotely must continue to be done remotely. This includes office and dry lab work.**

Our state remains under the governor's Stay Home, Stay Safe order, but as detailed in her MI Safe Start Plan, various economic and work activities can resume in phases. We are taking a similar approach at U-M, and planning for a safe and gradual return is underway at the university level and in our schools, colleges and units. Initially, we are only bringing back a subset of labs for in-person work.

In fact, some of the same U-M public health experts who are providing advice at the state level also are helping us formulate guidance for our campuses. This is a complex endeavor for a university as large and diverse as ours, and I appreciate the thoughtful work that is being done to help us all be safe.

**Some in-person research labs and studios will open under strict public health guidelines.**

The Office of the Vice President for Research has been working on plans to ramp up in-person research almost from the moment when we had to suspend it two months ago. This extensive planning has included close collaboration with leaders and investigators in our schools, colleges, institutes and regional campuses.

They have mapped out a plan, in alignment with state and other public health guidelines, to bring back in-person experimental lab and studio-based research in waves so as to minimize risk. The first pilot wave will involve a few carefully chosen labs, with strict public health guidelines for faculty, staff and graduate students. Guidelines will include such things as monitored entry into buildings, a requirement to wear a face covering and maintaining a low density of people in a lab at any one time. We'll track performance metrics for each wave, and that will determine how and when we open additional labs. Additional details will be sent soon to the research community and published in The University Record.

Please note that even though individual labs in different buildings will resume operation, this does not mean that everyone in those buildings can return immediately. It's quite the contrary. We still need to manage density of spaces and strictly abide by the best public health practices, including requiring all work to be done remotely that can be done remotely.

**We need your continued cooperation.**

This differential and staggered approach to resumption of activity will be the next great test of our resolve and compassion for one another. Full compliance with state and other public health guidelines will help to ensure that

we'll be able to resume more work as quickly and safely as possible. We have to accept this shared responsibility even as different parts of our university resume activity at varying speeds.

I know this is difficult. We all want to be back to in-person work. I very much miss seeing the vibrancy of campus each day and look forward to being able to walk into the office again. To help us reach the day when we can all be together, shared responsibility is essential, not just for our mission but for each other, our families and our future health.

While we know that life and work will be not be the same for a long time, I am very optimistic about our future. The planning taking place at all levels is thorough and impressive, and we'll share more information as soon as we can. This includes our preparations for the fall, as we hope to be able to deliver a public health-informed fall semester with in-person instruction on our campuses.

What's clear right now is that the care we have for our students, faculty, staff, patients, visitors and communities is always at the forefront of our efforts. The immediate future of the University of Michigan will look very different than what we have been accustomed to, but it will continue to be determined by the excellence and hard work of the many people who are devoted to our public mission. That's why I am optimistic.

Thank you, all, for your continued diligence. Stay healthy.

Sincerely,

Mark S. Schlissel, M.D., Ph.D.  
President

---

Please do not reply to this email, as this address is not monitored. You may send an email to President Schlissel at [presoff@umich.edu](mailto:presoff@umich.edu)

From: **Kristl Rork** <[kwalters@umich.edu](mailto:kwalters@umich.edu)>  
Date: Mon, May 18, 2020 at 2:52 PM  
Subject: Fwd: Our plans for safely and gradually resuming activities  
To: **epid** , **sph epid**

**fellows**

Greetings,

I'm sure you've seen the message below from President Schlissel.

This is to confirm that those of us who are able to work remotely should plan to continue to do so for quite awhile.

In conjunction with the SPH facilities team and University leadership the Dean's Office is working on a plan to ramp up additional laboratory research. As mentioned in the message below, once this ramp up begins access to the building will be closely monitored and only those with the need to enter the building should do so.

I appreciate your cooperation and understanding as we're working in a state of unknowns. Please continue to contact me or Joe if you have any questions or concerns.

Also, keep an eye out for an invite to an Epid coffee hour. We hope to have a chance to connect with each other via Zoom!

Best,  
Kristi

\*\*\*\*\*  
**Kristl Rork, MSA, CRA**  
Department Administrator

Epidemiology  
1415 Washington Heights  
SPH Tower, Office #4669  
Ann Arbor, MI 48109-2029  
(734) 936-2587  
Pronouns: she/her/hers

----- Forwarded message -----

From: **President Mark S. Schlissel**  
Date: Sat, May 16, 2020 at 9:14 AM  
Subject: Our plans for safely and gradually resuming activities  
To: <[kwalters@umich.edu](mailto:kwalters@umich.edu)>

To All Members of the University Community:

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Thank you, all, for your continued diligence. Stay healthy.

Sincerely,

Mark S. Schlissel, M.D., Ph.D.  
President

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Please do not reply to this email, as this address is not monitored. You may send an email to President Schlissel at [presoff@umich.edu](mailto:presoff@umich.edu)



ReplyForward

From: **Andrea LaFerte** <[alaferte@umich.edu](mailto:alaferte@umich.edu)>

Date: Sun, May 24, 2020 at 1:52 PM

Subject: Questions for Press Release on Framework for Monitoring COVID Indicators

To: Emily Martin <[etmartin@umich.edu](mailto:etmartin@umich.edu)>

Hi Emily,

Emily Ford and I talked on Friday and we would like to put out a press release about your new report. The plan is to push out the release on Tuesday, once we post the report on the SPH website. Nardy is out next week, so I will be taking the lead on this.

I have a few questions for you that will help inform the release:

- In addition to you, are there other authors of this report?
- Who is the target audience for the report? Policymakers? Others?
- What is the key point or points you hope people take away from the report?
- Why did you feel it was important to put out this report at this time?
- Are you comfortable with us connecting this to your work with the state? I think this would help serve as a news hook to get reporters interested in this story. If so, would it be appropriate to say something like this: "The researchers have been working with the Michigan Department of Health and Human Services and Michigan Governor Gretchen Whitmer to help guide the state of Michigan's economic reengagement. These indicators play a key role in the [MI Safe Start Map](#), a new dashboard Gov. Whitmer unveiled today. Together with other epidemiologic information, the indicators inform the overall level of risk for different regions throughout the state."

When you have a chance, please let me know what you think.

Thank you!

Andrea

**Andrea LaFerte**  
Director of Marketing and Public Relations  
Marketing and Communications Department  
University of Michigan School of Public Health  
248-250-2264 | [alaferte@umich.edu](mailto:alaferte@umich.edu)



ReplyForward

From: Darling, Darice (DHHS) <DarlingD1@michigan.gov>  
Date: Tue, May 19, 2020 at 5:21 PM  
Subject: RE: MI Safe Start Map Dashboard talking points  
To: Sharon Kardia <skardia@umich.edu>, Sutfin, Lynn (DHHS) <SutfinL1@michigan.gov>, LyonCallo, Sarah (DHHS) <lyoncallos@michigan.gov>, Emily Ford <emilyfor@umich.edu>, Emily Martin <etmartin@umich.edu>

Thanks Sharon! We will let you know if we need anything additional.

**Darice Darling**  
Manager  
MDHHS External Affairs and Communications

**From:** Sharon Kardia <skardia@umich.edu>  
**Sent:** Tuesday, May 19, 2020 4:49 PM  
**To:** Darling, Darice (DHHS) <DarlingD1@michigan.gov>; Sutfin, Lynn (DHHS) <SutfinL1@michigan.gov>; LyonCallo, Sarah (DHHS) <lyoncallos@michigan.gov>; Emily Ford <emilyfor@umich.edu>; Emily Martin <etmartin@umich.edu>  
**Subject:** MI Safe Start Map Dashboard talking points

**CAUTION: This is an External email. Please send suspicious emails to [abuse@michigan.gov](mailto:abuse@michigan.gov)**

Here are the talking points for the dashboard:

- The MERC regions were developed by harmonizing Michigan's Emergency Preparedness Regions and Michigan's major laborsheds - the major areas of the state where people live and travel to work based on U.S. Department of Labor data - so that any outbreak resulting from a return to work could be handled effectively under public health laws.
- The COVID-19 data displayed on the dashboard represents the publically-available case, death, and test data analyzed to determine overall level of risk and key trends.
- The different graphs, numbers, and trends each provide an important window into how much virus is in a community and whether it is increasing or decreasing.
- We have created the dashboard so that everyday people can see the actual data behind each indicator (%positive tests, cases per million, etc.) and they can see how it translates into greater or lesser risk for each county and MERC region.
- The risk level tells us whether there is high, medium, or low risk of COVID-19 in a community and can help highlight areas where more social distancing may be needed, or where vulnerable individuals should be particularly careful.
- The risk levels were developed by MDHHS and UMSPH taking into account guidance from CDC, the national Guidelines for Opening America, and guidance from several leading national organizations.
- The risk level for a MERC region is set by state officials using more than just the data displayed on the dashboard because they incorporate on the ground knowledge, such as whether new cases of COVID-19 are localized to a single outbreak or represent community-wide spread.

Do you need anything else?

Thanks,  
Sharon

--

Sharon L.R. Kardia, Ph.D.

Associate Dean of Education  
Millicent W. Higgins Collegiate Professor of Epidemiology  
School of Public Health  
University of Michigan  
1415 Washington Heights  
Ann Arbor, MI 48109-2029  
734-764-4221 (voicemail)



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## MLIVE - Targets for Michigan COVID recovery

1 message

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**Malachi Barrett** <MBARRET1@mlive.com>

Wed, May 27, 2020 at 4:52 PM

To: "marisae@umich.edu" <marisae@umich.edu>, "etmartin@umich.edu" <etmartin@umich.edu>

Good afternoon,

I am a reporter with MLive covering the impact of the coronavirus pandemic in Michigan. I'm writing a story about how the MI Safe Start Plan charts our path to recovery but lacks specific targets for a variety of factors like testing, hospital capacity, new cases and deaths, contact tracing etc. It remains somewhat unclear how Michigan will progress along the six phases outlined in the MI Safe Start Plan. I'm trying to get a better sense for why specific targets remain undefined.

I'm wondering if either of you could help better explain why there aren't any defined goalposts for each phase of recovery. The governor said at a recent press conference "there's no textbook specific number that will tell you it is safe to re-engage a particular sector." I think having the perspective of public health experts would be very helpful to help the public understand this. I'm reaching out due to your participation in the governor's April 22 press conference. Please let me know if you have any time by the end of the week to discuss these topics with me. Thank you very much.

**Malachi Barrett**

MLive Public Interest Team

[mbarret1@mlive.com](mailto:mbarret1@mlive.com)

(269) 366-7005

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**Re: MLIVE - Targets for Michigan COVID recovery**

1 message

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**Emily Martin** <etmartin@umich.edu>  
To: Malachi Barrett <MBARRET1@mlive.com>  
Cc: "marisae@umich.edu" <marisae@umich.edu>

Wed, May 27, 2020 at 7:01 PM

Hello Malachi -

I won't be able to speak in detail about the state's process but I'm happy to talk about how epidemiologists think about these types of metrics and the different factors to consider when reopening. There is also some information on our About page on the [mistartmap.info](http://mistartmap.info) website.

I have some time (30 min?) tomorrow at 2:30 if that could work for you?

\*\*\*\*\*

Emily Toth Martin, Ph.D.  
Associate Professor, Epidemiology  
University of Michigan School of Public Health  
Office: M5132 SPH II  
Phone: 734-647-4723  
Email: [etmartin@umich.edu](mailto:etmartin@umich.edu)  
Pronouns: she / her / hers

On Wed, May 27, 2020 at 4:52 PM Malachi Barrett <[MBARRET1@mlive.com](mailto:MBARRET1@mlive.com)> wrote:

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[mbarret1@mlive.com](mailto:mbarret1@mlive.com)

(269) 366-7005

---

## Re: MLIVE - Targets for Michigan COVID recovery

1 message

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**Malachi Barrett** <MBARRET1@mlive.com>  
To: Emily Martin <etmartin@umich.edu>  
Cc: "marisae@umich.edu" <marisae@umich.edu>

Wed, May 27, 2020 at 9:43 PM

That's perfect, I think your perspective will be valuable. I can plan to call the number in your email signature at 2:30 p.m. tomorrow.

Thank you!

Get [Outlook for iOS](#)

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**From:** Emily Martin <etmartin@umich.edu>  
**Sent:** Wednesday, May 27, 2020 7:01:11 PM  
**To:** Malachi Barrett <MBARRET1@mlive.com>  
**Cc:** [marisae@umich.edu](mailto:marisae@umich.edu) <marisae@umich.edu>  
**Subject:** Re: MLIVE - Targets for Michigan COVID recovery

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Associate Professor, Epidemiology  
University of Michigan School of Public Health  
Office: M5132 SPH II  
Phone: 734-647-4723  
Email: [etmartin@umich.edu](mailto:etmartin@umich.edu)  
Pronouns: she / her / hers

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**Malachi Barrett**

MLive Public Interest Team

[mbarret1@mlive.com](mailto:mbarret1@mlive.com)

(269) 366-7005

# Exhibit E



**OFFICE OF THE PRESIDENT**  
UNIVERSITY OF MICHIGAN

2074 FLEMING ADMINISTRATION BUILDING  
503 THOMPSON STREET  
ANN ARBOR, MICHIGAN 48109-1340  
T: 734 764-6270 F: 734 936-3529

October 22, 2020

Jarrett Skorup  
140 West Main Street  
Midland, MI 48640  
skorup@mackinac.org

RE: Appeal of FOIA, University File SKO 0538-20

Dear Mr. Skorup:

I am writing in response to your letter dated Friday, October 9, 2020 which was received in the President's Office on Friday, October 9, 2020 appealing the response dated Monday, October 5, 2020 from Ms. Patricia Sellinger, Chief Freedom of Information Officer, to the Freedom of Information Act (FOIA) inquiry referenced above.

Pursuant to Section 10 (2) (d) of the Michigan Freedom of Information Act, the University is "extending for not more than 10 business days the period during which the head of the public body shall respond" due to unusual circumstances. A full response to your appeal will be sent no later than Thursday, November 5, 2020.

Please note that within 180 days from the date of the letter from the Freedom of Information Act Coordinator denying your request, you have the right to seek judicial review in the circuit court to try to compel disclosure. If you seek judicial review in the Michigan circuit court and prevail, you will be awarded reasonable attorney's fees, costs and disbursements incurred in maintaining the action. If you prevail in part, you may still be awarded complete or partial reimbursement for those expenses. In addition to actual and compensatory damages, you will be awarded punitive damages in the amount of \$500 if the court finds that the University was arbitrary and capricious in its denial.

Sincerely,

A handwritten signature in black ink that reads "Liz Barry".

Liz Barry  
Special Counsel to the President

# Exhibit F



## Delie, Steve

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**From:** Skorup, Jarrett  
**Sent:** Thursday, November 5, 2020 7:59 PM  
**To:** Delie, Steve  
**Subject:** Fw: FOIA Appeal Response for University File SKO 0538-20  
**Attachments:** Final L. Barry Response to J. Skorup SKO 0538-20\_11.05.20.pdf

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**From:** Jamie Yost Brandon <jlyost@umich.edu>  
**Sent:** Thursday, November 5, 2020 5:38 PM  
**To:** Skorup, Jarrett  
**Subject:** FOIA Appeal Response for University File SKO 0538-20

Dear Mr. Skorup:

Attached please find the FOIA appeal response for University file SKO 0538-20

Sincerely,  
Jamie

Jamie Yost Brandon  
Executive Assistant to Special Counsel  
Office of the President | University of Michigan  
734-764-6270 office | 734-764-4502 direct | [jlyost@umich.edu](mailto:jlyost@umich.edu)

 [\\_SKO 0538-20 FOIA Appeal\\_responsive records\\_11.0...](#)



**OFFICE OF THE PRESIDENT**  
UNIVERSITY OF MICHIGAN

2074 FLEMING ADMINISTRATION BUILDING  
503 THOMPSON STREET  
ANN ARBOR, MICHIGAN 48109-1340  
T: 734 764-6270 F: 734 936-3529

November 5, 2020

Jarrett Skorup  
140 West Main Street  
Midland, MI 48640  
skorup@mackinac.org

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Your appeal has been carefully considered and is granted, in part. While the University of Michigan maintains that materials previously withheld pursuant to Section 13 (1) (m) of the Michigan Freedom of Information Act are of a preliminary and advisory nature and continued application of that exemption is appropriate, the University has exercised its discretion under the Act to provide emails that fall within the scope of your request, as well as various draft documents that were attachments to those emails. A small amount of material, consisting of limited portions of advisory communications, will continue to be withheld from the emails. Enclosed you will find the nonexempt responsive records.

Your appeal as it pertains to the email addresses of working groups is denied. The material has been withheld pursuant to Section 13 (1) (a) of the Michigan Freedom of Information Act, which allows the university to refrain from disclosing information that would constitute an unwarranted invasion of an individual's privacy; Section 13 (1) (u) of the Act, which exempts from disclosure "records of a public body's security measures, including security plans, security codes and combinations, passwords, passes, keys, and security procedures, to the extent that the records relate to the ongoing security of the public body"; and Section 13 (1) (y) of the Act, which exempts "[r]ecords or information of measures designed to protect the security or safety of persons or property..." Working group email addresses are established to allow members of a work group to collaborate freely within a secure environment. As such, they are tantamount to providing access to a secure workroom, and public dissemination of such addresses would impact the security of these virtual workspaces. Additionally, email addresses of those members of working group participants on pages 33-36 of the attached materials is withheld pursuant to Section 13 (1) (a) of the Act.

Please note that within 180 days from the date of the letter from the Freedom of Information Act Coordinator denying your request, you have the right to seek judicial review in the circuit court to try to compel disclosure. If you seek judicial review in the Michigan circuit court and prevail, you will be awarded reasonable attorney's fees, costs and disbursements incurred in maintaining the action. If you prevail in part, you may still be awarded complete or partial reimbursement for those expenses. In addition to actual and compensatory damages, you will be awarded punitive damages in the amount of \$500 if the court finds that the University was arbitrary and capricious in its denial.

Sincerely,

A handwritten signature in cursive script that reads "Liz Barry".

Liz Barry  
Special Counsel to the President

From: **Anderson, Evan (LEO)** <[AndersonE19@michigan.gov](mailto:AndersonE19@michigan.gov)>  
Date: Tue, May 26, 2020 at 12:39 PM  
Subject: RE: can we get a copy of the work groups' materials?  
To: LyonCallo, Sarah (DHHS) <[lyoncallos@michigan.gov](mailto:lyoncallos@michigan.gov)>  
Cc: Marisa Eisenberg <[marisae@umich.edu](mailto:marisae@umich.edu)>, Emily Martin <[etmartin@umich.edu](mailto:etmartin@umich.edu)>

Sorry for delay

This includes:

- Outdoor recreation
- Childcare 
- Salons / Barbershops
- Home services
- Restaurant 

Best,  
Evan

**Evan Anderson**

Chief Strategist, Michigan Department of Labor and Economic Opportunity  
[AndersonE19@michigan.gov](mailto:AndersonE19@michigan.gov) | m: (517) 614-9085 | o: (517) 335-8484

**From:** LyonCallo, Sarah (DHHS) <[lyoncallos@michigan.gov](mailto:lyoncallos@michigan.gov)>  
**Sent:** Monday, May 25, 2020 3:06 PM  
**To:** Anderson, Evan (LEO) <[AndersonE19@michigan.gov](mailto:AndersonE19@michigan.gov)>  
**Cc:** Marisa Eisenberg <[marisae@umich.edu](mailto:marisae@umich.edu)>; Emily Martin <[etmartin@umich.edu](mailto:etmartin@umich.edu)>  
**Subject:** can we get a copy of the work groups' materials?

Sarah Lyon-Callo, MS, PhD  
State Epidemiologist and Director  
Bureau of Epidemiology and Population Health  
Michigan Department of Health and Human Services  
South Grand Building  
333 S. Grand Ave.  
Lansing, MI 48909  
O: (517) 284-4910  
C: (517) 614-6876  
[www.michigan.gov/mdhhs](http://www.michigan.gov/mdhhs)

*Email Confidentiality Notice: This message, including any attachments is intended solely for the use of the named recipient(s) and may contain confidential and/or privileged information. Any unauthorized review, use, disclosure, or distribution of any confidential and/or privileged information contained in this e-mail is expressly prohibited. If you are not the intended recipient, please contact the sender by reply e-mail and destroy any and all copies of the original message.*

*Please note: Michigan has a public records law. Most written communications to or from state officials regarding state business are public records available to the public and media upon request. **Your e-mail communications and any attachments to them may be subject to public disclosure.***

## **5 Attachments**

From: **Emily Martin** <etmartin@umich.edu>  
Date: Tue, May 26, 2020 at 6:21 PM  
Subject: Re: Media Follow Up 5/26  
To: Lewis, Chelsea <LewisC23@michigan.gov>  
Cc: emilyfor@umich.edu <emilyfor@umich.edu>

Hello Chelsea!

My unofficial answer is this:

[REDACTED]

[REDACTED]

\*\*\*\*\*

Emily Toth Martin, Ph.D.  
Associate Professor, Epidemiology  
University of Michigan School of Public Health  
Office: M5132 SPH II  
Phone: 734-647-4723  
Email: [etmartin@umich.edu](mailto:etmartin@umich.edu)  
Pronouns: she / her / hers

On Tue, May 26, 2020 at 5:05 PM Lewis, Chelsea <LewisC23@michigan.gov> wrote:  
Hi Emily,

I received your contact information from my colleague Eileen and I wanted to see if I could get your input on a question I received from the media following the announcement of the dashboard today.

[REDACTED]

Chelsea Lewis  
Deputy Press Secretary  
Executive Office of the Governor  
[Lewisc23@michigan.gov](mailto:Lewisc23@michigan.gov)  
O: 517-335-1589 C: 517-899-2413

## Intergenerational Support and Well-Being of Older Adults: A Test of the Supportive Life Course Model

Barbara J. Hanrahan,<sup>1</sup> Robert A. Kane,<sup>2</sup> and Robert W. Fogel<sup>3</sup>

<sup>1</sup>University of Maryland System, Baltimore, MD; <sup>2</sup>University of Maryland System, Baltimore, MD; <sup>3</sup>University of Michigan, Ann Arbor, MI

**Abstract** The supportive life course model (SLCM) posits that the quality of relationships with family members in later life is shaped by the quality of relationships in earlier life. This model was tested using data from the Baltimore Longitudinal Study.

**Keywords** intergenerational support, well-being, life course, family relationships, aging

Older adults are often dependent on family members for support and care. The quality of these relationships is important for their well-being.

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From: **Paul Resnick** <[presnick@umich.edu](mailto:presnick@umich.edu)>  
Date: Wed, May 27, 2020 at 9:11 PM  
Subject: Re: FW: RELEASE: New online dashboard provides COVID-19 risk and trend data, helps inform MI Safe Start plan  
To: Sharon Kardia <[skardia@umich.edu](mailto:skardia@umich.edu)>  
Cc: Michael Hess <[mlhess@umich.edu](mailto:mlhess@umich.edu)>, Emily Martin <[etmartin@umich.edu](mailto:etmartin@umich.edu)>, Marisa Eisenberg <[marisae@umich.edu](mailto:marisae@umich.edu)>

Thanks. Will pass on to the UX and web dev teams.

On Wed, May 27, 2020 at 7:20 PM Sharon Kardia <[skardia@umich.edu](mailto:skardia@umich.edu)> wrote:

----- Forwarded message -----

From: **Darling, Darice (DHHS)** <[DarlingD1@michigan.gov](mailto:DarlingD1@michigan.gov)>  
Date: Wed, May 27, 2020, 5:48 PM  
Subject: FW: RELEASE: New online dashboard provides COVID-19 risk and trend data, helps inform MI Safe Start plan  
To: LyonCallo, Sarah (DHHS) <[lyoncallos@michigan.gov](mailto:lyoncallos@michigan.gov)>, Sharon Kardia <[skardia@umich.edu](mailto:skardia@umich.edu)>, Buckwalter, Nathan (DTMB) <[BuckwalterN@michigan.gov](mailto:BuckwalterN@michigan.gov)>, Kirtana Choragudi <[kirtana@umich.edu](mailto:kirtana@umich.edu)>

FYI

**Darice Darling**  
Manager  
MDHHS External Affairs and Communications

From: Sutfin, Lynn (DHHS) <[SutfinL1@michigan.gov](mailto:SutfinL1@michigan.gov)>  
Sent: Wednesday, May 27, 2020 5:38 PM  
To: Darling, Darice (DHHS) <[DarlingD1@michigan.gov](mailto:DarlingD1@michigan.gov)>  
Subject: FW: RELEASE: New online dashboard provides COVID-19 risk and trend data, helps inform MI Safe Start plan

FYI

From: Belanger, Andrew (DTMB) <[BelangerA3@michigan.gov](mailto:BelangerA3@michigan.gov)>  
Sent: Wednesday, May 27, 2020 3:42 PM  
To: Bouknight, Rey (DHHS) <[BouknightR@michigan.gov](mailto:BouknightR@michigan.gov)>; Moon, Jason (LEO) <[moonj@michigan.gov](mailto:moonj@michigan.gov)>  
Cc: Morrison, Yvonne (DTMB) <[MorrisonY@michigan.gov](mailto:MorrisonY@michigan.gov)>; Pauley, Suzanne (DTMB) <[PauleyS@michigan.gov](mailto:PauleyS@michigan.gov)>; Buhs, Caleb (DTMB) <[BuhsC@michigan.gov](mailto:BuhsC@michigan.gov)>; Saylor, Tori <[SaylorT@michigan.gov](mailto:SaylorT@michigan.gov)>; Holben, Jason (DHHS) <[HolbenJ@michigan.gov](mailto:HolbenJ@michigan.gov)>; MSP-SEOCPIO <[MSP-SEOCPIO@michigan.gov](mailto:MSP-SEOCPIO@michigan.gov)>; Dougovito, Lori (MSP) <[DougovitoL@michigan.gov](mailto:DougovitoL@michigan.gov)>; George, Dale (MSP) <[GeorgeD5@michigan.gov](mailto:GeorgeD5@michigan.gov)>; Sutfin, Lynn (DHHS) <[SutfinL1@michigan.gov](mailto:SutfinL1@michigan.gov)>  
Subject: RE: RELEASE: New online dashboard provides COVID-19 risk and trend data, helps inform MI Safe Start plan

Rey and Jason,

Per the media release below, we wanted to pass along the ADA report (attached) to your teams as MDHHS and LEO are mentioned as partners on the dashboard.



[REDACTED]

Best,

**Andrew Belanger** (*He/Him/His*)

**Statewide Social Media Director and Digital Content Administrator**

Department of Technology, Management & Budget (DTMB)

320 S. Walnut Street, Lansing, MI, 48909

Cell: 517-282-6764 (I no longer have a desk phone)

[BelangerA3@Michigan.gov](mailto:BelangerA3@Michigan.gov) | [SocialMedia@Michigan.gov](mailto:SocialMedia@Michigan.gov) | [Digital@Michigan.gov](mailto:Digital@Michigan.gov)

Connect with Andrew on Twitter [@AndrewJBelanger](https://twitter.com/AndrewJBelanger) and [LinkedIn](#).

**Error! Filename not specified.**

**From:** Pauley, Suzanne (DTMB) <[PauleyS@michigan.gov](mailto:PauleyS@michigan.gov)>

**Sent:** Wednesday, May 27, 2020 2:58 PM

**To:** Buhs, Caleb (DTMB) <[BuhsC@michigan.gov](mailto:BuhsC@michigan.gov)>; Belanger, Andrew (DTMB) <[BelangerA3@michigan.gov](mailto:BelangerA3@michigan.gov)>

**Cc:** Morrison, Yvonne (DTMB) <[MorrisonY@michigan.gov](mailto:MorrisonY@michigan.gov)>

**Subject:** RE: RELEASE: New online dashboard provides COVID-19 risk and trend data, helps inform MI Safe Start plan

[REDACTED]

Thank you,

Suzanne Pauley

eMichigan Director

Dept. of Technology, Management and Budget

Romney Bldg. 9<sup>th</sup> Floor SE 111 S. Capitol Ave., Lansing, MI 48933

Mobile: 517.242.8745

[PauleyS@Michigan.gov](mailto:PauleyS@Michigan.gov)

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**From:** Buhs, Caleb (DTMB) <[BuhsC@michigan.gov](mailto:BuhsC@michigan.gov)>

**Sent:** Wednesday, May 27, 2020 9:34 AM

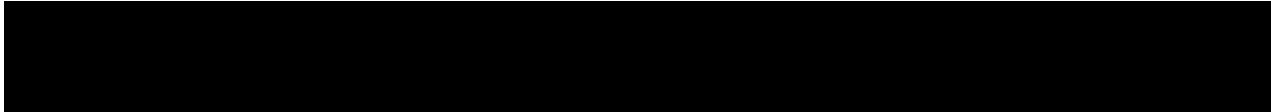
**To:** Pauley, Suzanne (DTMB) <[PauleyS@michigan.gov](mailto:PauleyS@michigan.gov)>; Belanger, Andrew (DTMB) <[BelangerA3@michigan.gov](mailto:BelangerA3@michigan.gov)>

**Subject:** RE: RELEASE: New online dashboard provides COVID-19 risk and trend data, helps inform MI Safe Start plan

[REDACTED]

Caleb

**From:** Pauley, Suzanne (DTMB) <PauleyS@michigan.gov>  
**Sent:** Wednesday, May 27, 2020 9:25 AM  
**To:** Buhs, Caleb (DTMB) <BuhsC@michigan.gov>; Belanger, Andrew (DTMB) <BelangerA3@michigan.gov>  
**Subject:** FW: RELEASE: New online dashboard provides COVID-19 risk and trend data, helps inform MI Safe Start plan



Thank you,  
Suzanne Pauley  
eMichigan Director  
Dept. of Technology, Management and Budget  
Romney Bldg. 9<sup>th</sup> Floor SE 111 S. Capitol Ave., Lansing, MI 48933  
Mobile: 517.242.8745  
[PauleyS@Michigan.gov](mailto:PauleyS@Michigan.gov)

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**From:** Michigan Executive Office of the Governor <mieog@govsubscriptions.michigan.gov>  
**Sent:** Tuesday, May 26, 2020 3:02 PM  
**To:** Pagratis, Brad (EGLE) <pagratisb@michigan.gov>  
**Subject:** RELEASE: New online dashboard provides COVID-19 risk and trend data, helps inform MI Safe Start plan

**FOR IMMEDIATE RELEASE**

May 26, 2020

Contact: [Press@michigan.gov](mailto:Press@michigan.gov)

**New online dashboard provides COVID-19 risk and trend data, helps inform MI Safe Start plan**

**LANSING, Mich.** – A [new, online dashboard](#) launched today that visually illustrates COVID-19 risks and trends in Michigan, providing residents with important information about the pandemic status where they live and work.

Developed through a collaboration between the Michigan departments of Health and Human Services and Labor and Economic Opportunity and the University of Michigan, dashboard data is divided into Michigan Economic Recovery Committee (MERC) regions.

MERC regions were developed by merging Michigan's Emergency Preparedness Regions and Michigan's labor sheds – the major areas of the state where people live and travel to work based on U.S. Department of Labor data – so that any outbreak resulting from a return to work could be handled effectively under public health laws.

"The most important thing we can do right now is listen to the experts and follow the medical science," said Gov. **Gretchen Whitmer**. "Our first responders have put their lives on the line during this crisis, and we owe it to them to get this right. This dashboard will provide us with the data we need to assess risk in different regions of the state so we can re-engage our economy safely and deliberately, while working to minimize the risk of a second wave of infections. The whole goal here is to help ensure we keep more people healthy and out of hospitals."

The COVID-19 data displayed on the dashboard represents publicly available case, death and test data analyzed to determine overall level of risk and key trends. Graphs, numbers and trends provide a snapshot of how much virus is in a community, and whether it is increasing or decreasing.

Risk levels were developed by MDHHS and the U-M School of Public Health using guidance from the Centers for Disease Control and Prevention, national Guidelines for Opening America and several other leading national organizations.

"The risk levels tell us whether there is high, medium or low risk of COVID-19 spread in a community and can help highlight areas where more social distancing may be needed, or where vulnerable individuals should be particularly careful," said **Dr. Joneigh Khaldun**, chief medical executive and chief deputy for health.

The dashboard, designed and created by faculty at U-M School of Information and School of Public Health, presents risk and capacity indicators that inform implementation of the [MI Safe Start Plan](#). These indicators fall into three categories: epidemic spread, health system capacity and public health capacity. Each indicator displays a level of risk. These indicators, along with other epidemiologic information, inform the overall risk level for a region. It also incorporates on-the-ground knowledge, such as whether new cases of COVID-19 are localized to a single outbreak or represent communitywide spread.

"The U-M team is very excited to build this dashboard for the people and State of Michigan," said **Sharon Kardia**, Ph.D., Associate Dean at U-M School of Public Health. "This precision public health dashboard is very unique as it clearly shows everyone why some regions can open up more rapidly than others."

In addition to these risk and capacity indicators, other considerations such as the availability of mitigation measures, the risk posed by certain activities and other economic factors also inform decisions under the MI Safe Start Plan.

To learn more, visit [MiStartMap.info](https://miStartMap.info).

Information around this outbreak is changing rapidly. The latest information is available at [Michigan.gov/Coronavirus](https://Michigan.gov/Coronavirus) and [CDC.gov/Coronavirus](https://CDC.gov/Coronavirus).

###

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**GOVDELIVERY**

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Paul Resnick  
Michael D. Cohen Collegiate Professor of Information  
Associate Dean for Research and Faculty Affairs  
Director, Center for Social Media Responsibility  
University of Michigan School of Information

Administrative Assistant: Jacques Chestnut [jacqches@umich.edu](mailto:jacqches@umich.edu)  
Online office hours Mondays 10:45-11:45 Eastern time <https://umich.zoom.us/j/93867562486>



ReplyForward

From: Andrew Hashikawa <[REDACTED]>  
Date: Mon, May 11, 2020 at 10:49 AM  
Subject: Michigan Child Care Reopening Doc  
To: Emily Martin <[etmartin@umich.edu](mailto:etmartin@umich.edu)>, Peter DeJonge <[peterdej@umich.edu](mailto:peterdej@umich.edu)>

Hi guys:

You may already have seen this document, but wanted you to see current draft [REDACTED] and given to the working group I'm involved with at the moment.

[REDACTED]

If you already have seen - don't worry about it.

Cheers.

Andy  
Attachments area

**From:** Hashikawa, Andrew <drewhash@med.umich.edu>  
**Date:** Mon, May 11, 2020 at 4:48 PM  
**Subject:** Fw: Zero To Thrive Response to Childcare Guidelines  
**To:** Peter DeJonge <peterdej@umich.edu>, Emily Martin <etmartin@umich.edu>

To keep you in the loop, here's the feedback I sent them.

Andy

---

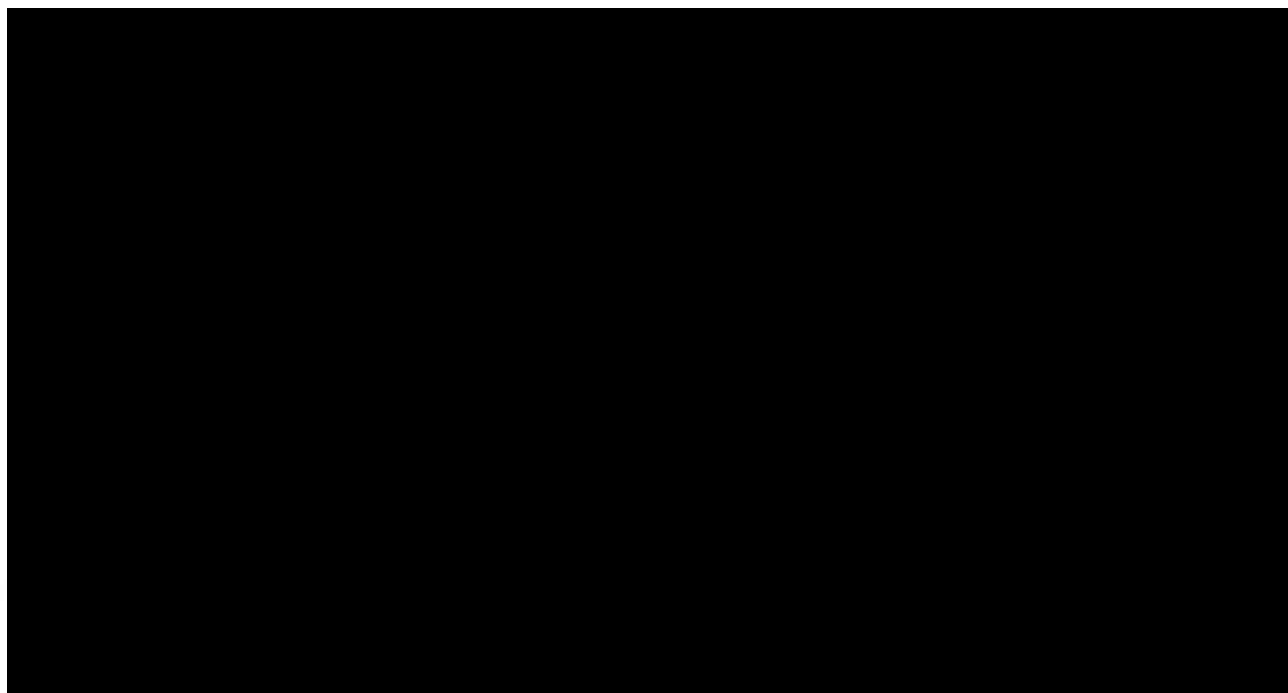
**From:** Hashikawa, Andrew  
**Sent:** Monday, May 11, 2020 4:39 PM  
**To:** Biery, Lynette; Swindell, Sharon; Alison Miller  
**Cc:** [RichardM8@michigan.gov](mailto:RichardM8@michigan.gov)  
**Subject:** Re: Zero To Thrive Response to Childcare Guidelines

Here are my comments/suggestions, including some typos/comments/suggestions in the document



(attached). Thanks for letting me take a look - I did have some help

Andy



[REDACTED]

---

**From:** Biery, Lynette  
**Sent:** Monday, May 11, 2020 9:51:56 AM  
**To:** Hashikawa, Andrew; Swindell, Sharon; Alison Miller  
**Subject:** RE: Zero To Thrive Response to Childcare Guidelines

And....if you want to send me responses to the new version of the document by noon tomorrow I will forward a collective response. I did send the document to the rest of the group that met last week.

Thanks, Lynette

**From:** Biery, Lynette  
**Sent:** Monday, May 11, 2020 9:45 AM  
**To:** Hashikawa, Andrew <[drewhash@med.umich.edu](mailto:drewhash@med.umich.edu)>; Swindell, Sharon <[swindell@med.umich.edu](mailto:swindell@med.umich.edu)>; 'Alison Miller' <[alimill@umich.edu](mailto:alimill@umich.edu)>; Kate Rosenblum (katier@med.umich.edu) <[katier@med.umich.edu](mailto:katier@med.umich.edu)>  
**Subject:** FW: Zero To Thrive Response to Childcare Guidelines

Here you go...

**From:** Richard, Michelle (LEO) <[RichardM8@michigan.gov](mailto:RichardM8@michigan.gov)>  
**Sent:** Monday, May 11, 2020 8:36 AM  
**To:** Biery, Lynette <[bieryh@med.umich.edu](mailto:bieryh@med.umich.edu)>  
**Subject:** RE: Zero To Thrive Response to Childcare Guidelines

**External Email - Use Caution**

Hi Lynette,

I'm looking forward to our call this morning. I wanted to share the current draft of our reopening guidelines as an FYI. We are now routing for feedback internally. [REDACTED]

Thank you for your support.  
Michelle

**From:** Biery, Lynette <[bieryh@med.umich.edu](mailto:bieryh@med.umich.edu)>  
**Sent:** Thursday, May 7, 2020 5:53 AM  
**To:** Richard, Michelle (LEO) <[RichardM8@michigan.gov](mailto:RichardM8@michigan.gov)>  
**Subject:** RE: Zero To Thrive Response to Childcare Guidelines

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Michelle, I will see what the team has available.

I hope that today is a day off for you!

**From:** Richard, Michelle (LEO) <[RichardM8@michigan.gov](mailto:RichardM8@michigan.gov)>  
**Sent:** Wednesday, May 6, 2020 9:02 PM  
**To:** Biery, Lynette <[bieryh@med.umich.edu](mailto:bieryh@med.umich.edu)>  
**Subject:** RE: Zero To Thrive Response to Childcare Guidelines

**External Email - Use Caution**

Hi Lynette,

If it's helpful from a scheduling perspective, I'd be happy to be available earlier in the morning or later in the evening as well. Given that construction and manufacturing are going to be coming online in the next few weeks, we are working to route guidance for internal review on Monday.

Right now, I'm open:

- Friday: Before 8:30, 9-12:30, or after 4
- Saturday: anytime
- Monday: anytime

I'm away from the office tomorrow, but will be back online Friday. If you find a time slot that works in those windows, please send an appointment, and I will make it work.

Thank you again.

Michelle

**From:** Biery, Lynette <[bieryh@med.umich.edu](mailto:bieryh@med.umich.edu)>

**Sent:** Tuesday, May 5, 2020 2:35 PM

**To:** Richard, Michelle (LEO) <[RichardM8@michigan.gov](mailto:RichardM8@michigan.gov)>; Amy Zaagman <[azaagman@mcmch.org](mailto:azaagman@mcmch.org)>

**Cc:** Hashikawa, Andrew <[drewhash@med.umich.edu](mailto:drewhash@med.umich.edu)>; Swindell, Sharon <[swindell@med.umich.edu](mailto:swindell@med.umich.edu)>; Julie Ribaudo <[jribaudo@umich.edu](mailto:jribaudo@umich.edu)>; Shah, Prachi (Prachi) <[prachis@med.umich.edu](mailto:prachis@med.umich.edu)>; Mohammed, Layla (Layla) <[lmohamme@med.umich.edu](mailto:lmohamme@med.umich.edu)>; [weilandc@umich.edu](mailto:weilandc@umich.edu); Rosenblum, Katherine (Kate) <[katier@med.umich.edu](mailto:katier@med.umich.edu)>; 'Alison Miller' <[alimill@umich.edu](mailto:alimill@umich.edu)>; Muzik, Maria <[muzik@med.umich.edu](mailto:muzik@med.umich.edu)>; [roskimbe@med.umich.edu](mailto:roskimbe@med.umich.edu)

**Subject:** RE: Zero To Thrive Response to Childcare Guidelines

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Michelle,

We are very happy to hear that you find the input useful. We are more than willing to respond to questions or additional needs as your document unfolds. Collaboration is what the Translational Network does so please let us know how we might be able to be involved with guidelines implementation effort and support.

[REDACTED] I have reached out to the appropriate experts to confirm their availability to engage in further discussion of group size. I will be in touch as soon as I can.

In the meantime, feel free to share additional questions and needs.

Best, Lynette

**From:** Richard, Michelle (LEO) <[RichardM8@michigan.gov](mailto:RichardM8@michigan.gov)>

**Sent:** Tuesday, May 5, 2020 1:16 PM

**To:** Biery, Lynette <[bieryh@med.umich.edu](mailto:bieryh@med.umich.edu)>; Amy Zaagman <[azaagman@mcmch.org](mailto:azaagman@mcmch.org)>

**Cc:** Hashikawa, Andrew <[drewhash@med.umich.edu](mailto:drewhash@med.umich.edu)>; Swindell, Sharon <[swindell@med.umich.edu](mailto:swindell@med.umich.edu)>; Julie Ribaudo <[jribaudo@umich.edu](mailto:jribaudo@umich.edu)>; Shah, Prachi (Prachi) <[prachis@med.umich.edu](mailto:prachis@med.umich.edu)>; Mohammed, Layla (Layla) <[lmohamme@med.umich.edu](mailto:lmohamme@med.umich.edu)>; [weilandc@umich.edu](mailto:weilandc@umich.edu); Rosenblum, Katherine (Kate) <[katier@med.umich.edu](mailto:katier@med.umich.edu)>;



'Alison Miller' <[alimill@umich.edu](mailto:alimill@umich.edu)>; Muzik, Maria <[muzik@med.umich.edu](mailto:muzik@med.umich.edu)>  
**Subject:** RE: Zero To Thrive Response to Childcare Guidelines

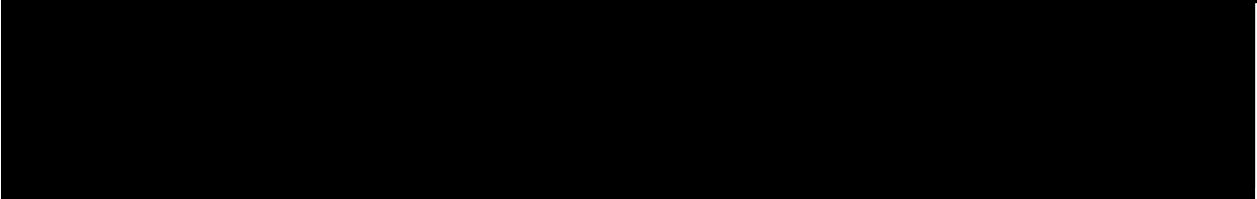
**External Email - Use Caution**

Lynette and team,

It is difficult to overstate how valuable this work is to us. Thank you for your quick and comprehensive work. I am going to begin to integrate this with our drafts, as well as feedback from other partners. If you're willing, I'd love to follow up again when questions or conflicting recommendations come up.

I very much appreciate the references to resources you're creating. We're looking at how best to train and support providers in implementing these recommendations. If you're interested in collaborating, I'd love to talk more.

One place I would appreciate more input, and perhaps discussion,



I appreciate how nuanced this is and would be willing to talk at any time that is convenient.

Thank you again for your service,  
Michelle

**From:** Biery, Lynette <[bieryh@med.umich.edu](mailto:bieryh@med.umich.edu)>  
**Sent:** Tuesday, May 5, 2020 12:39 PM  
**To:** Richard, Michelle (LEO) <[RichardM8@michigan.gov](mailto:RichardM8@michigan.gov)>; Amy Zaagman <[azaagman@mcmch.org](mailto:azaagman@mcmch.org)>  
**Cc:** Hashikawa, Andrew <[drewhash@med.umich.edu](mailto:drewhash@med.umich.edu)>; Swindell, Sharon <[swindell@med.umich.edu](mailto:swindell@med.umich.edu)>; Julie Ribaldo <[jribaldo@umich.edu](mailto:jribaldo@umich.edu)>; Shah, Prachi (Prachi) <[prachis@med.umich.edu](mailto:prachis@med.umich.edu)>; Mohammed, Layla (Layla) <[lmohamme@med.umich.edu](mailto:lmohamme@med.umich.edu)>; [weilandc@umich.edu](mailto:weilandc@umich.edu); Rosenblum, Katherine (Kate) <[katier@med.umich.edu](mailto:katier@med.umich.edu)>; 'Alison Miller' <[alimill@umich.edu](mailto:alimill@umich.edu)>; Muzik, Maria <[muzik@med.umich.edu](mailto:muzik@med.umich.edu)>  
**Subject:** Zero To Thrive Response to Childcare Guidelines  
**Importance:** High

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Dear Michelle and Amy,

Attached you will find Zero To Thrive's (Z2T) Translational Network's response to "Childcare Re-Opening Guidelines". We were honored to be asked for input and would be happy to assist in any way that you would find helpful as you move forward with final guidelines. The Z2T Translational Network strives to build multi-disciplinary collaborations and we did just that to craft this feedback and input into your guidelines. This team included experts in disease transmission in childcare settings, clinical pediatrics, education, public health, and social-emotional needs, and pediatric development.

Respectfully, Lynette

H. Lynette Biery, PA-C, MSc  
Zero To Thrive, Strategic Director  
Michigan Medicine  
4250 Plymouth Rd.

Ann Arbor, MI 48109  
Mobile: 517-896-9913

\*\*\*\*\*

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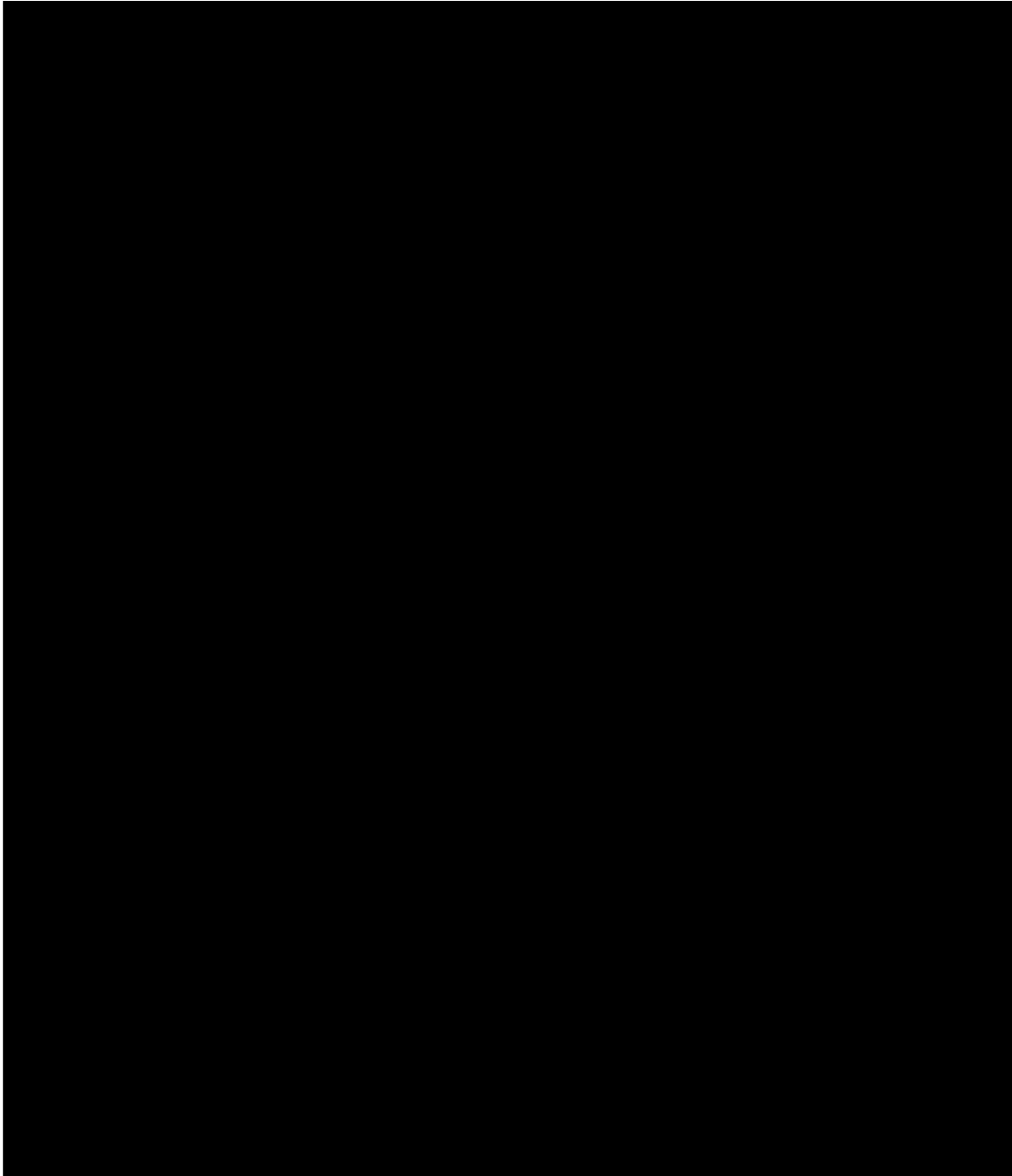
\*\*\*\*\*

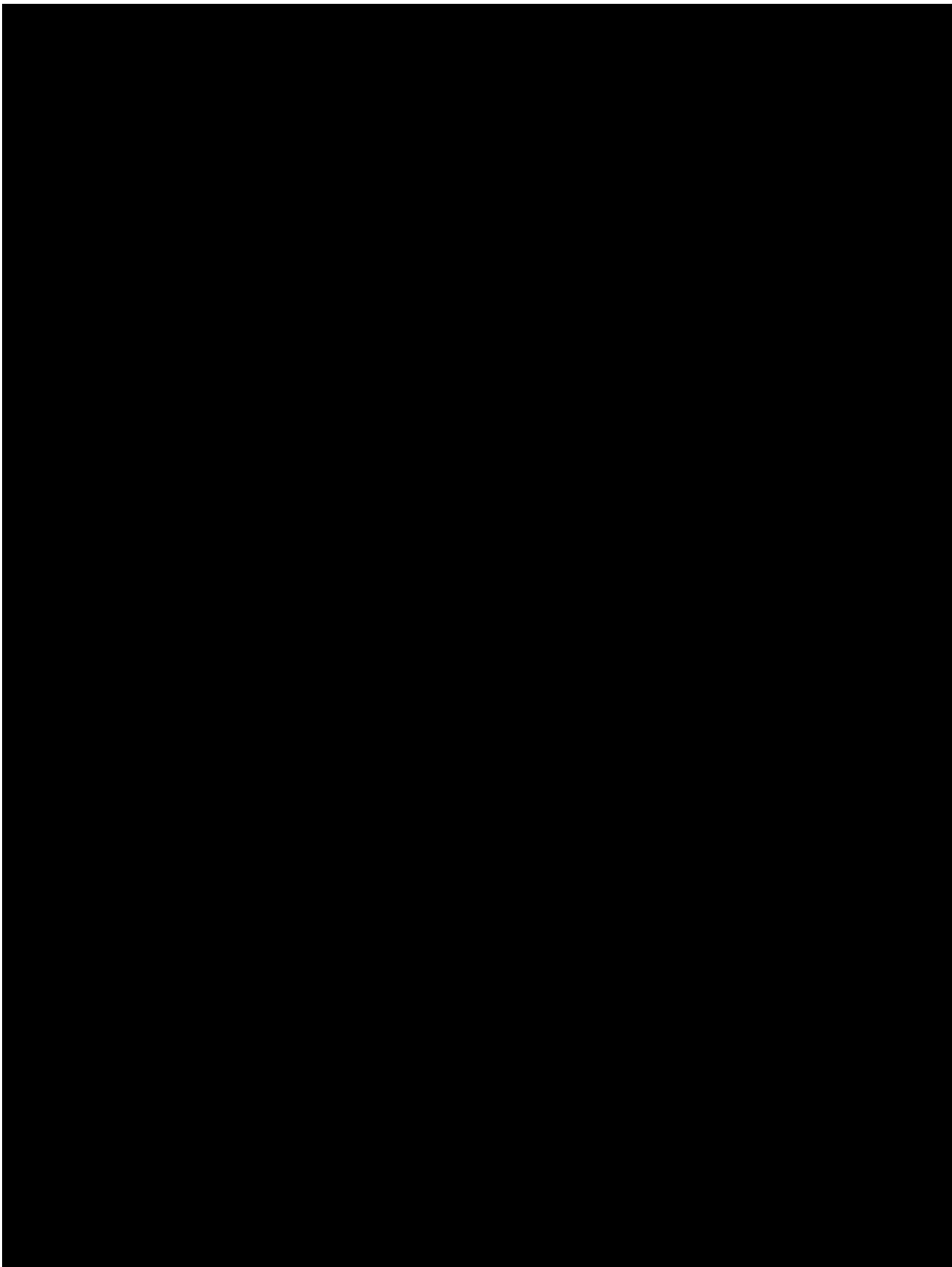
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Attachments area

From: **Angela Beck (Google Docs)** [REDACTED]  
Date: Thu, May 14, 2020 at 8:35 AM  
Subject: COVID:Housing  
To: <[etmartin@umich.edu](mailto:etmartin@umich.edu)>

Angela Beck [REDACTED]






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USA

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updated discussion threads. [Change what Google Docs sends you.](#) You  
can not reply to this email.

From: **Emily Martin** <[etmartin@umich.edu](mailto:etmartin@umich.edu)>  
Date: Sun, May 24, 2020 at 4:08 PM  
Subject: Fwd: DRAFT guide  
To: Marisa Eisenberg <[marisae@umich.edu](mailto:marisae@umich.edu)>, Sharon Kardia <[skardia@umich.edu](mailto:skardia@umich.edu)>

\*\*\*\*\*  
Emily Toth Martin, Ph.D.  
Associate Professor, Epidemiology  
University of Michigan School of Public Health  
Office: M5132 SPH II  
Phone: 734-647-4723  
Email: [etmartin@umich.edu](mailto:etmartin@umich.edu)  
Pronouns: she / her / hers

----- Forwarded message -----  
From: **LyonCallo, Sarah (DHHS)** <[lyoncallos@michigan.gov](mailto:lyoncallos@michigan.gov)>  
Date: Sun, May 24, 2020 at 11:13 AM  
Subject: DRAFT guide  
To: Emily Martin <[etmartin@umich.edu](mailto:etmartin@umich.edu)>



From: **Emily Ford (via Google Docs)** [REDACTED]  
Date: Fri, May 22, 2020 at 10:50 AM  
Subject: MI Safe Start Map About Page - Invitation to edit  
To: <etmartin@umich.edu>  
Cc: <skardia@umich.edu>, <aliferle@umich.edu>

Emily Ford has invited you to **edit** the following document:

MI Safe Start Map About Page  
Sharon and Emily,

Here our the edits and concerns on the text for the About Page on the Dashboard. Let me know if you would us to take this to someone?

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You have received this email because [emilyfor@umich.edu](mailto:emilyfor@umich.edu) shared a document with you from Google Docs.

**Attachments area**

From: **Sharon Kardia** <[skardia@umich.edu](mailto:skardia@umich.edu)>  
Date: Mon, May 25, 2020 at 5:52 PM  
Subject: Re: Just checking prior to press conference  
To: Emily Martin <[etmartin@umich.edu](mailto:etmartin@umich.edu)>  
Cc: Emily Ford <[emilyfor@umich.edu](mailto:emilyfor@umich.edu)>, Marisa Eisenberg <[marisae@umich.edu](mailto:marisae@umich.edu)>, Joshua Petrie <[jpetrie@umich.edu](mailto:jpetrie@umich.edu)>

[REDACTED] e.g. I think it's best to use what is written in the  
"Who Built it" section [REDACTED]

"MI Safe Start Map has been collaboratively developed by a group of volunteer faculty, students, alumni and friends of the University of Michigan School of Information, **guided by faculty from the University of Michigan School of Public Health.**"

On Mon, May 25, 2020 at 4:26 PM Emily Martin <[etmartin@umich.edu](mailto:etmartin@umich.edu)> wrote:  
[mistartmap.info](#) is the official website link that we are putting on public facing documents? Is that correct?

\*\*\*\*\*  
Emily Toth Martin, Ph.D.  
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University of Michigan School of Public Health  
Office: M5132 SPH II  
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Email: [etmartin@umich.edu](mailto:etmartin@umich.edu)  
Pronouns: she / her / hers

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Sharon L.R. Kardia, Ph.D.  
  
Associate Dean of Education  
Millicent W. Higgins Collegiate Professor of Epidemiology  
School of Public Health  
University of Michigan  
1415 Washington Heights  
Ann Arbor, MI 48109-2029  
734-764-4221 (voice)