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Revised 12/9/2020
Oakland County Health Division (OCHD) recognizes the importance of returning students to school campuses for in-person instruction while protecting the health and safety of our students, school staff, and broader community from COVID-19. This toolkit is designed to support all public and private K-12 schools to:

- Assist in planning for the safer reopening of schools in Oakland County for the 2020-2021 school year in accordance with the [Michigan Safe Schools Roadmap](#) and the Centers for Disease Control and Prevention (CDC) guidance.
- Guide the implementation of measures to reduce COVID-19 transmission in the school setting, while meeting the educational needs of all students.

The decision to reopen school campuses for in-person instruction and remain open will depend on several factors including but not limited to:

- Continually evolving scientific understanding of COVID-19
- Local, current COVID-19 case counts, and positivity rates
- Geographic distribution of cases
- The degree to which schools are contributing to community spread of COVID-19
- The capacity of our health system to identify and care for cases
- The availability and use of widespread testing to identify new cases
- The ability to quickly receive testing results to effectively isolate or quarantine county residents to minimize transmission in schools and the community
- The community's continued cooperation in practicing social distancing, using face coverings, staying home when sick, isolating, and taking other preventive measures as needed

When necessary, schools should also ensure plans are in place for remote instruction for students who may need to isolate or quarantine, as well as students who are medically fragile or who have a household member who is medically fragile. Schools should also be prepared for the possibility of partial or full school closure, either short term or for a longer period.

This guidance will be revised based on new data regarding COVID-19 transmission and its impact on school reopening.

This document contains a series of public health requirements, recommendations, and considerations for schools reopening their campuses for in-person instruction. These should be read in conjunction with all relevant local, State, and Federal laws, as well as school reopening guidance from the State and Federal government.
**HOW SHOULD THIS TOOLKIT BE USED?**

This guidance is issued to all Oakland County Michigan K-12 educators, students, and parents/guardians.

**Local education leaders** are required to use this guidance to understand what health practices they must meet, and to develop detailed district and school plans for how to implement all required health practices described in this toolkit. This toolkit should be used in combination with State and Federal guidance.

**Families and students** should use this guidance to understand what health practices will be in place when students return to school. All schools will be required to follow certain health practices in the toolkit noted as “required”. Many schools may also choose to implement some or all the recommended practices.

Practices that are **required** must be implemented by all Oakland County schools. These are essential baseline actions in order to minimize risk of exposure to COVID-19 for students, staff, and families across Michigan. They are intended to be a minimum.

Practices that are **recommended** are additional strategies that schools should strive to implement as appropriate to minimize the spread of COVID-19. All recommended practices will not be possible in all settings and should be tailored to each school/district as appropriate.
SECTION 1: PREVENTION
SOCIAL DISTANCING & MINIMIZING EXPOSURE

Source: MI Safe Schools Roadmap

It is strongly recommended that schools minimize opportunities for sustained exposure (15 minutes or more) and ensure social distancing (at least 6 feet between people) whenever possible.

- Provide frequent reminders and signage for students and staff to stay at least 6 feet apart from one another when feasible.
- Place physical barriers, such as plexiglass, for protection at reception desks and similar areas.
- Arrange classroom seating so students face in one direction and are separated by 6 feet.
- If possible designate hallways as one-way, posting directional reminders on the walls and/or floor.
- Designate entrance and exit doors for classrooms, restrooms, and wherever other opportunities exist to reduce the chance of close contacts.
- Keep students and teachers in small cohort groups that stay together.
- Limit mixing between cohort groups as much as possible (e.g., during recess, lunch in the cafeteria, arrival and dismissal, etc.).
- Discontinue activities that bring together large groups and/or do not allow for social distancing. This includes assemblies, in person field trips, and large groups using playground equipment simultaneously.
- Incorporate virtual events such as field trips, parent/family meetings, assemblies, and performances where possible.
- Consider alternative strategies to achieve social distancing. For instance, if social distancing is not possible in the cafeteria, have meals delivered to the classroom or have students bring food from the cafeteria back to their classrooms to eat.

For more information on social distancing, visit OCHD’s Social Distancing webpage.
CLOTH FACE COVERINGS

Source: MI Safe Schools Roadmap

REQUIREMENTS

Teachers and Staff
• All adults must always wear a cloth face covering while on campus, except while eating or drinking. When facial coverings are removed, 6-foot social distancing must be maintained.

Students
• All students (K-12) are required to wear cloth face coverings:
  - While arriving and departing from school campus
  - In any area outside of the classroom (except when eating or drinking)
  - While waiting for or riding on a school bus
  - When in the classroom even if they remain together with their class (cohort).

• Students excluded from face covering requirements include:
  - Anyone who has trouble breathing or is unconscious, incapacitated, or otherwise unable to remove the face covering without assistance.
  - Students with special needs who are unable to tolerate a face covering.
  - Anyone swimming.
  - Anyone communicating with someone who is deaf, deafblind, or hard of hearing and when the ability to see the mouth is essential to communication.
  - Anyone exercising outdoors who can consistently maintain 6 feet social distance.
  - Exemption should require physician’s diagnosis to justify inability to wear mask when feasible.

REQUIRED COMMUNICATION & SIGNAGE

• Post signage in high visibility areas to remind students and staff of:
  1. When and where face coverings are required
  2. How to wear a face covering

• Communicate expectations of using face coverings at school and how to wash them with all staff and families.

• Educate students, particularly younger elementary school students, about the proper use of face coverings.

For more information on cloth face coverings, visit OCHD’s ‘Cloth Face Coverings’ webpage.
HYGIENE

Source: MI Safe Schools Roadmap

REQUIREMENTS

• Provide adequate supplies to support healthy hygiene behaviors. This includes:
  - Soap
  - Paper towels
  - Hand sanitizer with at least 60% alcohol
  - Tissues

• Schedule and identify staff who will check and refill soap and hand sanitizers.

• Students and teachers must have scheduled times for handwashing with soap and water every 2-3 hours.

REQUIRED COMMUNICATION & SIGNAGE

• Teach and reinforce handwashing with soap and water for at least 20 seconds and/or the safe use of hand sanitizer that contains at least 60% alcohol.

• Educate staff and students on how to cough and sneeze into their elbow or with a tissue. Used tissues should be thrown in the trash and hands washed immediately using proper hand hygiene techniques.

• Post signage reinforcing proper handwashing steps.

RECOMMENDATIONS

• Limit sharing of personal items, supplies such as writing utensils, and lockers/cubbies.

• Keep students’ personal items separate and in individually labeled cubbies, containers, or lockers.

• Limit use of classroom materials to small groups and disinfect between use or provide adequate supplies to assign for individual student use.

• Set up portable handwashing and/or hand sanitizing stations throughout school buildings.

For more information about hygiene, visit OCHD’s ‘Handwashing’ and ‘Cleaning & Disinfecting’ webpages.
SECTION 2: MONITORING
HEALTH SCREENING

Source:  
[MI Safe Schools Roadmap](https://www.mi.gov/safeschools)  

REQUIREMENTS

OCHD and CDC does not currently recommend universal symptom screenings (screening all students grades K-12) be conducted by schools. On-site screening may be advised when cases have been identified in the school or if screening can be implemented while maintaining social distancing.

Screening is required before entering the bus or school building. Once an individual arrives at school and they are symptomatic, exposure to students and staff that are close contacts have already occurred. Specific screening requirements are outlined below.

**Staff and Administration Screening**

- Daily screening is required using the [Staff and Student Screening Checklist](https://www.mi.gov/safeschools), or a virtual equivalent.
- It is strongly recommended that daily temperature checks are included in the screening for all adults.

**Student Screening**

**AT HOME:**

- Every parent/guardian must submit a [COVID-19 School Health Screening Acknowledgment form](https://www.mi.gov/safeschools) prior to start of school year.
- Parents/guardians must screen daily for symptoms at home, prior to boarding the bus and arrival at school using the [Staff and Student Screening Checklist](https://www.mi.gov/safeschools).

**BEFORE AFTER-SCHOOL ACTIVITIES:**

- Schools must conduct screenings prior to after-school and weekend activities, including child care, sports practice, club gatherings, and competitions.

**Visitor and Vendor Screening**

- Daily screening is required using the [Visitor and Vendor Screening Checklist](https://www.mi.gov/safeschools).
- Adult guests entering the building should be screened for symptoms, wear a face covering and wash/sanitize hands prior to entering. Strict records, including date and time, should be kept of non-school employees or other visitors entering and exiting the building to assist with contact tracing if an exposure occurs.
RECOMMENDATIONS

• When in-school health screenings are conducted, temperature screening is not required. If temperature screening is performed, contact-less thermometers should be used with a physical barrier, such as a glass window or clear plastic barrier on a table, to separate the screener from individuals screened. Specifically, screening stations should be set up at least six feet apart from each other. If a barrier cannot be put in place, the person measuring temperatures should be trained and wear appropriate PPE (facemask, eye protection, and disposable gloves).

• Contact thermometers should only be used when a fever is suspected and if appropriate PPE can be used (facemask, eye protection, and disposable gloves).

• Contact thermometers must be properly cleaned and disinfected after each use.

• When using a non-touch (infrared) or temporal thermometer, gloves do not need to be changed before the next check if the individual screened was not touched.
SECTION 3:
REPORTING
### REQUIREMENTS

Students and staff should not go to school or any school activities/sports if experiencing COVID-19 symptoms. If symptoms begin while at school:

- Isolate the staff/student in the designated isolation room immediately.
- Send the sick individual home (staff or student). Contact student’s parent/guardian for pickup.
- Staff and parent/guardian of the student should call their preferred health care provider for guidance.

**Reporting Positive Cases and Identifying Close Contacts in School**

Reporting positive cases and identifying close contacts in school is important to quickly identify those who should isolate and quarantine due to a COVID-19 diagnosis or exposure to COVID-19. OCHD has a team of case investigators and contact tracers dedicated to contacting students and school personnel who test positive for COVID-19 or are identified as a close contact; however, it is often impossible to reach these individuals prior to the following school day.

For this reason, OCHD is requesting that schools inform the positive case to isolate for at least 10 days after symptoms began and 24 hours after no fever without fever reducing medications and symptoms have improved. Schools should also notify all close contacts to quarantine for 14 days from their last known exposure to the confirmed case. The quarantine period may be reduced from 14 days to 10 days if the below requirements are followed by the exposed individual:

- The individual does not develop symptoms or show clinical evidence of COVID-19 infection during daily symptom monitoring for the 10 days after last exposure; and;
- Daily symptom monitoring continues through day 14 after the last exposure.

It is the responsibility of the school to inform the positive case and all identified close contacts of the requirement to remain out of school and to abstain from all school activities while awaiting the call from OCHD.

Ideally within 24 hours of being notified, the school should complete the “Reporting Positive Cases & Identifying Close Contacts in Schools” spreadsheet as thoroughly as possible. This spreadsheet is a fillable document. Once completed, the school should email the spreadsheet to ochd-k12schools@oakgov.com as an attachment. A new spreadsheet form should be completed for every new positive case. Once OCHD receives the spreadsheet, the students or staff that are listed in the document will be placed in our contact tracing system for follow up, support, and resources during the quarantine period.
**SCHOOL RESPONSE TO POSITIVE COVID-19 CASES**

**Who is considered a close contact?**
A person who was within 6 feet of a person infected with COVID-19 for more than 15 minutes cumulative in a 24 hour period with or without a mask.

Examples of close contacts include individuals who were close to a person who is infected with COVID-19 by providing care to them at home, sharing a living space, having direct physical contact with them (touched, hugged or kissed them), and sharing eating or drinking utensils. People may also be close contacts if they were somehow exposed to droplets from an infected person (sneezed or coughed on).

**What is the difference between isolation and quarantine?**
Isolation is for people who are COVID positive. It separates people who are infected with the virus from people who are not infected. It usually lasts 10 days. Quarantine is for people who are well but were exposed to someone who is COVID positive. It keeps someone who may be infected with the virus away from others. It lasts 14 days from the last possible exposure. The quarantine period may be reduced from fourteen (14) days to ten (10) days if the below requirements are followed by the exposed individual:

- The individual does not develop symptoms or show clinical evidence of COVID-19 infection during daily symptom monitoring for the 10 days after last exposure; and;
- Daily symptom monitoring continues through day 14 after the last exposure.

**What is contract tracing?**
A strategy for slowing the spread of disease in which public health workers communicate with infectious people to identify their contacts. They then follow up with those contacts to provide guidance on how to quarantine themselves and what to do if they develop symptoms of disease.

WHO MIGHT BE A CLOSE CONTACT?

- **CARPOOLERS**: Classmates who carpool, ride the bus together, or are in class within 6 feet of someone with COVID-19 for 15+ minutes.

- **LUNCH MATES**: When someone eats lunch within 6 feet of someone with COVID-19 for 15+ minutes. This is high risk, as face coverings cannot be worn.

- **PLAYMATES**: Playmates on the playground or in the gym within 6 feet of someone with COVID-19 for 15+ minutes.

- **OPPOSING TEAMMATES**: Opposing teammates that share time on the field/court and were within 6 feet of someone with COVID-19 for 15+ minutes.

- **TEAMMATES**: Sports teammates within 6 feet of someone with COVID-19 for 15+ minutes.

- **OTHER CLASSMATES**: Interactions with someone who had COVID-19 that lasted 15+ minutes in confined areas where social distancing is difficult.

- **CLASSROOM INTERACTIONS**: Frequent classroom interactions (less than 6 ft apart) with someone who had COVID-19.

- **OTHERS**: Any other person outside of the school community that had similar exposure to a contagious individual is considered a close contact.

Public health authorities may determine that distances beyond 6 feet or less than 15 minutes can still result in high-risk exposures based on other considerations and circumstances in each case.
School is notified that a student or school personnel tests positive for COVID-19.

School provides instructions to stay home and isolate for at least 10 days from the first date of symptoms or 10 days from your test date if you have no symptoms AND if fever free for 24 hours without the use of fever reducing medications and improved symptoms.

School requests copy of test result. If test result is unavailable, get name of urgent care/doctor’s office where test was performed.

School identifies and reports close contacts within the school by completing and emailing the “Reporting Positive Cases and Identifying Close Contacts in Schools” spreadsheet to OCHD at ochd-k12schools@oakgov.com. (Any obtained test results should be submitted to OCHD along with the spreadsheet).

School notifies close contacts with instructions to self quarantine at home for 14 days from last known exposure to positive case.

OCHD completes a case investigation by contacting the positive case and reinforces isolation requirements.

OCHD will place identified school close contacts into the contact tracing system and monitor during quarantine period.

OCHD identifies close contacts outside of the school community, places them into the contact tracing system and monitors them during quarantine period.

Quarantine period may be reduced from 14 to 10 days if the below requirements are followed by the exposed individual:

- The individual does not develop symptoms or show clinical evidence of COVID-19 infection during daily symptom monitoring for the 10 days after last exposure; and;
- Daily symptom monitoring continues through day 14 after the last exposure.
SCENARIOS

Students/Staff should not go to school or any school activities or sports if having symptoms of COVID-19.

SCENARIOS – STUDENTS/STAFF

SCENARIO 1:
A student/staff person within the school is confirmed to have COVID-19.
The student/staff person AND all household members of the student/staff person are immediately excluded from school.

The confirmed positive student/staff person must isolate at home. The student/staff person must be excluded from school until:
• 10 days since symptoms first appeared and
• 24 hours with no fever (without the use of fever-reducing medication) and
• Symptoms have improved

Household members, classmates, and teachers of the quarantined student/staff person who are close contacts are excluded for 14 days after their last date of close contact.

SCENARIO 2:
A student/staff person within the school is symptomatic and pending lab result for COVID-19.
The student/staff person is excluded from school while awaiting test results. If positive, see scenario 1. If negative, the student/staff person must be symptom free for 24 hours without the use of medications prior to returning to school. Classmates and teachers of the pending case should be monitored for symptoms while waiting for test results. If symptoms develop, they should call their medical provider to be tested for COVID-19.

SCENARIO 3:
A student/staff person within the school is a close contact to a confirmed COVID-19 case.
The student/staff person must quarantine for 14 days since last date of close contact. Household members, classmates, and teachers of the quarantined student/staff person may continue to attend school and should monitor for symptoms. If symptoms develop, they should call their healthcare provider to be tested for COVID-19.

The quarantine period may be reduced from 14 days to 10 days if the below requirements are followed by the exposed individual:

• The individual does not develop symptoms or show clinical evidence of COVID-19 infection during daily symptom monitoring for the 10 days after last exposure; and;
• Daily symptom monitoring continues through day 14 after the last exposure.
SCENARIOS – HOUSEHOLD MEMBERS OF STUDENTS

SCENARIO 1:
Household member of a student within the school has been confirmed to have COVID-19.
Students who live in the same house as the COVID-19 positive person are excluded from school while the household member is in isolation (10 days). The student must quarantine for 14 days after the last date of close contact.

SCENARIO 2:
Household member of a student within the school is symptomatic, pending results, and has had close contact with a known case.
Students who live in the same household of the family member are excluded from school while awaiting test results. If the household member is positive, see scenario 1. If the household member is negative, student can return to school.

SCENARIO 3:
Household member of a student within the school has had close contact to a known case of COVID-19.
Student can remain in school but should be monitored. If COVID-19 symptoms develop in the household member, students should be excluded from school, and should be treated as in Scenario 1 pending results.

The quarantine period may be reduced from 14 days to 10 days if the below requirements are followed by the exposed individual:

- The individual does not develop symptoms or show clinical evidence of COVID-19 infection during daily symptom monitoring for the 10 days after last exposure; and;
- Daily symptom monitoring continues through day 14 after the last exposure.
OCHD RESPONSE TO POSITIVE COVID-19 CASES

OCHD’s Communicable Disease unit investigates all reported COVID-19 cases among Oakland County residents through case investigation.

Case Investigation Process
- OCHD Case Investigators will contact the individual with the reported COVID-19 case within 24 hours to identify the potential source of illness (such as a gathering, event, workplace or school) and determine close contacts.
- When a student is identified as a case, the case investigators will work closely with the COVID-19 School Nurse and/or school leadership to gain additional insights about potential school exposures.
- School exclusions for quarantining at home will be determined based on the information the Case Investigator obtains. There is no one size fits all determination regarding quarantine decisions.
- Classroom configurations and daily interactions between students and teachers inside and outside of the classrooms will be evaluated to identify a complete list of close contacts that will need to be quarantined.

Contact Tracing Process
- Close contacts will be assigned to Contact Tracers for daily communication through the remainder of the quarantine period to:
  - Monitor for symptoms
  - Provide prevention information
  - Connect individuals and families to additional resources as needed
- If a close contact develops symptoms during the quarantine period, OCHD may recommend testing. The Contact Tracer remains in communication with the contact until the results are received.
- If a close contact receives a positive test result, or is clinically diagnosed, the individual will become a case and a Case Investigator will be assigned to determine close contacts that will need to quarantine.
- If a student resides in another county, the county of residence will conduct the case investigation and will inform OCHD to ensure that appropriate quarantine protocols are implemented.
- OCHD’s Communicable Disease unit will provide recommendations for testing during case investigations.
- When requested, a return to work/school letter will be provided for the completion of quarantine/isolation.

Learn more about Case Investigation and Contact Tracing.
SECTION 4:
TESTING GUIDANCE AND RESOURCES
Testing Guidance

It is not recommended that asymptomatic (no symptoms) individuals are tested prior to the start of school.

OCHD may recommended testing if a close contact receives a positive test result or is clinically diagnosed. The individual will become a case and a Case Investigator will be assigned to determine close contacts that will need to quarantine.

To learn if you have a current infection, a viral test should be used. There are two types of tests for the presence of SARS/CoV-2 virus (causes COVID-19 infection): molecular and antigen tests.

The standard test is the molecular test (PCR). This requires a swab of the nose or throat. Visit the OCHD website for more information about test methods.

IMPORTANT:
Even if you have a negative viral test, this only means that you were not “shedding” virus at the time the test swab was collected. If you have been exposed, you may become infected after swab collection. You might test negative if the sample was collected early in your infection, but may test positive later during your illness. You could also be exposed to COVID-19 after the test and become infected then.

Testing Resources

• Drive-thru testing – Oakland County & Honor Health: oakgov.com/covid/testing
  - Appointment required: 800-848-5533
  - No cost
  - No prescription/doctor’s note required
  - Children 4 to 17 years old. Child must have symptoms of coronavirus and be a resident of or attend school in Oakland County.
  - Age 18 and up
  - Multiple locations

• State of Michigan Test Finder

• Call 2-1-1

For more information about what to do after testing, review OCHD’s ‘Next Steps After Testing’ document.
SECTION 5: CONTACTS AND RESOURCES
• **Health-related COVID-19 questions** - Oakland County Nurse on Call: 800-848-5533 or noc@oakgov.com

• **General COVID-19 questions** - Oakland County COVID-19 Hotline: 248-858-1000 or hotline@oakgov.com

• **To report COVID-19 cases and/or exposures** - Oakland County Health Division
  Communicable Disease Unit: OCHD-K12Schools@oakgov.com

• **Centers for Disease Control and Prevention School & Childcare Guidance**

• **Michigan Safe Schools Roadmap**

• **Oakland County COVID-19 Website**:  
  - School Toolkit  
  - FAQs for Schools  
  - Community Resources  
  - Testing  
  - Printable signs & checklists

**Data Reports**

OCHD will routinely provide district-level COVID-19 data to assist with communication efforts. County-level data is available on OCHD’s COVID-19 Data Dashboard

![COVID-19 Help Hotline](oakgov.com/covidPages/default.aspx)
Glossary

**Coronavirus (COVID-19)**
An illness caused by a virus that can spread from person to person. The virus that causes COVID-19 is a new coronavirus that has spread throughout the world.

**Case Investigation**
The identification and investigation of patients with confirmed and probable diagnoses of COVID-19.

**Contact Tracing**
A strategy for slowing the spread of disease in which public health workers communicate with infectious people to identify their contacts. They then follow up with those contacts to provide guidance on how to quarantine themselves and what to do if they develop symptoms of disease.

**Quarantine**
The practice of keeping someone who might have been exposed to COVID-19 away from others. Quarantine helps prevent spread of disease that can occur before a person knows they are sick or if they are infected with the virus without feeling symptoms. People in quarantine must stay home (usually 14 days), separate themselves from others, monitor their health, and follow directions from their state or local health department. The quarantine period may be reduced from 14 days to 10 days if the below requirements are followed by the exposed individual:

- The individual does not develop symptoms or show clinical evidence of COVID-19 infection during daily symptom monitoring for the 10 days after last exposure; and;
- Daily symptom monitoring continues through day 14 after the last exposure.

**Isolation**
The practice of separating people infected with the virus (those who are sick with COVID-19 and those with no symptoms) from people who are not infected. People who are in isolation (usually for 10 days) must stay home until it’s safe for them to be around others. In the home, anyone sick or infected must separate themselves from others by staying in a specific “sick room” or area and using a separate bathroom (if available).

**Close Contact**
A person who was within 6 feet of a person infected with COVID-19 for more than 15 minutes with or without a mask. Examples include caregivers, those sharing a living space, having direct physical contact with them (touched, hugged or kissed them), and sharing eating or drinking utensils. People may also be close contacts if they were somehow exposed to droplets from an infected person (sneezed or coughed on).

**Types of Masks**
- **Cloth Face Coverings:** Cloth face coverings are masks made from material that are meant to cover your nose and mouth and to be secured under the chin. They are not considered personal protective equipment (PPE). These are effective in reducing the spread of the virus.
- **Surgical Masks:** Surgical masks were originally intended to be worn by health professionals and are considered PPE. These are effective in reducing the spread of the virus.
- **N95 or N95 Respirator:** Filters particles that meet a certain standard for air filtration, meaning that it filters at least 95% of airborne particles. These are recommended only for use by healthcare personnel who need protection from both airborne and fluid hazards (e.g., splashes, sprays). Also known as a respirator.
SOURCES AND LINKS

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• Michigan Safe Schools Roadmap:

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• Facemask Signage:
  https://www.oakgov.com/covid/resources/Pages/printables.aspx
• How to Wear a Face Covering:
• Cloth Face Coverings:
  https://www.oakgov.com/covid/best-practices/prepare/Pages/face-covering.aspx

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• Handwashing:

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• CDC Screening K-12 Students for Symptoms of COVID-19: Limitations and Considerations

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• Screening Signage:
  https://www.oakgov.com/covid/resources/Pages/printables.aspx
• CDC COVID-19 Symptoms:

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• Oakland County COVID Data Dashboard:
  https://www.oakgov.com/covid/dashboard.html

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• CDC Case Investigation Workflow:
• CDC Contact Tracing Workflow:

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• Test Methods:
• State of Michigan Test Finder:
  https://www.michigan.gov/coronavirus/0,9753,7-406-99891_99912-531745--,00.html
• Next Steps After Testing:
  https://www.oakgov.com/covid/best-practices/sick-caring/Documents/Next%20Steps%20After%20Testing_Com-
  bined_7-23-20.pdf