

# Memorandum



**Date:** May 2, 2023

**To:** Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners

**From:** Mayor Daniella Levine Cava *Daniella Levine Cava*

**Subject:** COVID Demobilization

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When I took office in November 2020, Miami-Dade County continued to face a global pandemic that threatened the lives and livelihoods of our residents and our shared economic prosperity. I am enormously proud of our extraordinary response to these unprecedented events as a community and as a County family – putting in place and scaling effective public health programs, and partnering closely with our cities and local businesses, to protect residents and visitors and keep our economy moving forward.

Through the dedicated efforts of Miami-Dade Fire Rescue, Miami-Dade Police Department, and our tireless emergency management personnel and healthcare workers, we built and scaled a community-wide vaccination campaign – prioritizing vaccination for the most vulnerable including our seniors, launching mobile units to bring vaccines to all corners of the community, and knocking on approximately 200,000 doors in under-vaccinated neighborhoods. Thanks to these efforts, we vaccinated over 2 million people and achieved one of the highest vaccination rates in the state and nation. And we are proud that in partnership with NOMI Health we maintained continuous, free COVID testing and vaccine access for residents longer than many jurisdictions nationwide to support access to these vital services.

As we prepare to fully wind down our remaining COVID programs in preparation for the expiration of the federal public health emergency on May 11, 2023, I am filled with gratitude for the enormous hard work of our public servants who put themselves first to keep our community safe. As we look to the future, we will continue to invest in the public health infrastructure that we built during the pandemic and remain vigilant against future variants and other possible public health challenges.

More detail on our full COVID demobilization and transition plan is attached in the plan prepared by the Department of Emergency Management.

## Attachment

c: Geri Bonzon-Keenan, County Attorney  
Gerald Sanchez, First Assistant County Attorney  
Jess McCarty, Executive Assistant County Attorney  
Office of the Mayor Senior Staff  
Miami-Dade Department Directors  
Yinka Majekodunmi, Commission Auditor  
Jennifer Moon, Chief, Office of Policy and Budgetary Affairs  
Basia Pruna, Director, Clerk of the Board

**Miami-Dade County, Florida  
Emergency Operations  
Center  
(EOC)**

**Coronavirus Disease 2019  
(COVID-19) Response  
Transition Plan**



*Delivering Excellence Every Day*

**MAY 2023**

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Management  
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## APPROVAL SIGNATURES

The Coronavirus Disease 2019 (COVID-19) Response Transition Plan has been approved by the Miami-Dade County Department of Emergency Management (DEM) and the County Mayor's Office.



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Pete Gomez, Director  
Miami-Dade County Emergency Management

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April 30, 2023  
Date Approved



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Daniella Levine Cava, Mayor  
Miami-Dade County

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April 30, 2023  
Date Approved

## **PLAN SECURITY**

The COVID-19 Response Transition Plan is exempt from disclosure under Florida Statute (FS) §[119.07](#)(1)(d) and any information revealing surveillance techniques or procedures or personnel is exempt from FS §119.07(1) and S. 24(a), Article I of the Florida State Constitution.

In accordance with FS §119.071(d), any comprehensive inventory of State and Local law enforcement resources compiled pursuant to Part I, Chapter 23, and any comprehensive policies or plans compiled by a criminal justice agency pertaining to the mobilization, deployment, or tactical operations involved in responding to an emergency, as defined in FS §252.34, are exempt from FS §119.07(1) and S. 24(a), Article I of the State Constitution and unavailable for inspection, except by personnel authorized by a State or Local law enforcement agency, the Office of the Governor, the Department of Legal Affairs, the Department of Law Enforcement, or the Division of Emergency Management as having an official need for access to the inventory or comprehensive policies or plans.

Pursuant to Florida Statutes §281.301 and §119.071(3) (d) (1), this document is held by a governmental agency and the information contained within this document is confidential and intended only for the use of those individuals and agencies that participate in this plan or to whom this document is issued.

## **REVISIONS TO PLAN**

This is the first iteration of this document and there are no revisions to record.

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## INTRODUCTION

### Background

In 2019, an outbreak of a respiratory disease caused by a novel coronavirus began. The virus has been named “SARS-CoV-2,” and the disease it causes has been named “Coronavirus Disease 2019” (COVID-19). On January 31, 2020, the Secretary of Health and Human Services (HHS) issued a declaration of a Public Health Emergency (PHE) related to COVID-19 in accordance with section 319 of the Public Health Service Act (PHS Act) and mobilized the Operating Divisions of HHS.<sup>1</sup> In addition, on March 13, 2020, the President declared a national emergency in response to COVID-19.<sup>2</sup> On February 24, 2021, there was a Presidential Declaration continuing the national emergency concerning the COVID-19 pandemic beyond March 1, 2023.<sup>3</sup> On February 9, 2023, the HHS Secretary renewed the section 319 PHE declaration related to COVID-19. The section 319 PHE declaration related to COVID-19 expires at the end of the day on May 11, 2023.<sup>4</sup>

Miami-Dade County collaboration across departments and community organizations, including playing a prominent leadership role in testing and vaccination response operations, has been exceptional. Throughout the pandemic, County leadership was at the forefront of the fight against COVID-19 – achieving successful outcomes including the high vaccination rates in the state, effective and efficient public health decision-making supported by data through the county’s COVID-19 dashboards, and a strong public health system<sup>5,6</sup>. And we are proud that in partnership with NOMI Health we maintained continuous, free COVID testing and vaccine access for residents longer than many jurisdictions nationwide to support access to these vital services. Miami-Dade County remains steadfast in our mission to support and promote public health initiatives that protect our most critical resource – our residents and visitors.

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<sup>1</sup> Administration for Strategic Preparedness & Response: Determination that a Public Health Emergency Exists Nationwide as the Result of the 2019 Novel Coronavirus. Available at:

<https://aspr.hhs.gov/legal/PHE/Pages/default.aspx>

<sup>2</sup> The White House: Proclamation on Declaring a National Emergency Concerning the Novel Coronavirus Disease (COVID-19) Outbreak. Available at: <https://trumpwhitehouse.archives.gov/presidential-actions/proclamation-declaring-national-emergency-concerning-novel-coronavirus-disease-covid-19-outbreak/>

<sup>3</sup> The Daily Journal of the United States: Continuation of the National Emergency Concerning the Coronavirus Disease 2019 (COVID-19) Pandemic. Available at:

<https://www.federalregister.gov/documents/2023/02/14/2023-03218/continuation-of-the-national-emergency-concerning-the-coronavirus-disease-2019-covid-19-pandemic>

<sup>4</sup> U.S. Department of Health & Human Services: Fact Sheet: COVID-19 Public Health Emergency Transition Roadmap. Available at: <https://www.hhs.gov/about/news/2023/02/09/fact-sheet-covid-19-public-health-emergency-transition-roadmap.html>

<sup>5</sup> Miami-Dade County: COVID-19 Dashboard Report. Available at:

<https://www.miamidade.gov/global/initiatives/coronavirus/home.page>

<sup>6</sup> Centers for Disease Control and Prevention: COVID-19 Integrated County View. Miami-Dade County, Percent Total with at Least One Dose: 95%; Percent Total Population with Completed Primary Series: 89%.

## **Purpose**

Miami-Dade County, in partnership with the Florida Department of Health in Miami-Dade County (DOH-Miami-Dade) spearheaded a massive effort with stakeholders and with support of the community to respond the COVID-19 pandemic.

This plan is a strategic roadmap that provides how Miami-Dade County will transition its COVID-19 pandemic operations from emergency response to public health management. Cultural, racial, ethnic, linguistic, and socio-economic diversity must be considered in order to provide equitable access to resources, services, and information. Miami-Dade County, along with key partnerships, community groups, and stakeholders, continues to take these considerations into account as we prepare for the future.

## **Scope**

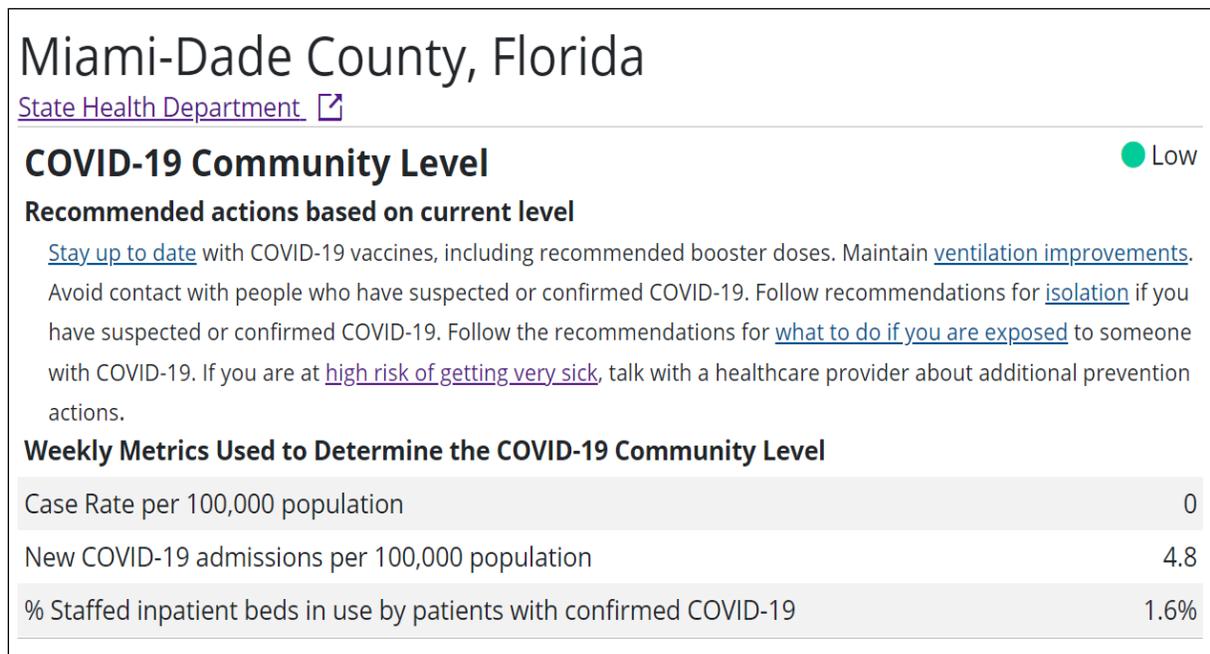
The Miami-Dade County COVID-19 Transition Plan focuses on the phase from emergency response to public health management. The transition does not mark the end of the public health response. Experience with the Delta and Omicron variant surges highlights the importance of ongoing monitoring of disease trends and response readiness. In the future, new variants and additional surges are likely to emerge.

## INDICATORS TO EASE COVID-19 RESTRICTIONS

Widespread uptake of COVID-19 vaccines is a major strategy for reducing hospitalizations, deaths, and virus transmission in the community, moving the pandemic to a different phase. The Centers for Disease Control and Prevention (CDC) recommends three indicators to measure COVID-19 Community Levels:<sup>7</sup>

- New COVID-19 hospital admissions per 100,000 population in the last 7 days
- Percent of staffed inpatient beds occupied by patients with confirmed COVID-19 (7-day average)
- New COVID-19 cases per 100,000 population in the last 7 days

**Figure 1: COVID-19 Community Level, Miami-Dade County<sup>8</sup>**



<sup>7</sup> Centers for Disease Control and Prevention: COVID-19 Community Level Indicators. Available at: <https://www.cdc.gov/coronavirus/2019-ncov/science/science-briefs/indicators-monitoring-community-levels.html>

<sup>8</sup> Centers for Disease Control and Prevention: COVID-19 Integrated County View. Assessed 4/18/2023

Adjustments to restrictive public health measures must be considered in the context of risk associated with variants of concern, and the effect of increasing vaccine coverage. Additional indicators to ease COVID-19 restrictions, included the following:

- Disease transmission is stable and manageable
  - Data indicates a steady or declining hospitalization rate
- Health systems are able to detect, test, isolate and treat every known case
  - Healthcare system has capacity for COVID-19 cases and other healthcare needs without the need for crisis standards of care
- Local health department can trace every known contact
  - Ability to conduct surveillance and epidemiological investigations and follow up to confirm diagnosis, treatment, and cause of disease
- Risks are minimized in vulnerable places (i.e., nursing homes, assisted living facilities, etc.)
  - Ability to contain outbreaks in facilities housing vulnerable populations, people over the age of 65, those living with disabilities, etc.
- Critical infrastructures, such as schools, workplaces and other essential places have established preventive measures
  - Established safety protocols and policies for private and public partners
- The risk of importing new cases is manageable
  - Public health guidelines are established by CDC
- Residents and businesses are fully educated, engaged, and empowered to live under a new normal
  - Effective communication channels keep the public up-to-date with safety guidelines and changes to restrictions.

## **COVID-19 TRANSITION GOALS**

Communications is a critical component of public health emergency response and disease management, and Miami-Dade County is committed to timely, accurate and credible communications with residents and visitors. It is impossible to predict how COVID-19 will impact our community in the future; however, through collective effort, partnerships, and continuing investment in our public health infrastructure, Miami-Dade County can respond appropriately to COVID-19 and other public health threats as we ramp down services and continue to prepare and plan for future challenges.

The Transition Plan focuses on three goals:

- Goal One: Protect Against and Treat COVID-19
- Goal Two: Detect and Prepare for New Variants
- Goal Three: Enhance Community Resilience

### Goal One: Protect Against and Treat COVID-19

- **Vaccines**  
Vaccines will remain widely available to all eligible residents and visitors. Mass vaccination clinics will be phased out. Vaccines will be available at pharmacies, health centers, public and private healthcare providers, and the local health department.
- **Testing**  
Testing will shift away from community testing methods. Testing will remain widely available as self-administered home tests and at traditional healthcare sites. Home test kits are available through federal distribution, private insurance, Medicaid and Medicare, and retail purchase.
- **Therapeutics/Treatment**  
Therapeutics/Treatment are available in healthcare settings, by prescription. DOH-Miami-Dade will support equitable access to therapeutics through measures such as community outreach and linkage to care.
- **Primary Prevention**  
DOH-Miami-Dade will continue to disseminate guidance and information on basic preventive measures. Self-isolation and notification of contacts will remain essential. Case investigation and contact tracing will continue to focus on high-risk groups.

Goal Two: Detect and Prepare for New Variants

- **Surveillance**

Miami-Dade County and DOH-Miami-Dade will continue to monitor for new variants through clinical, wastewater, and epidemiologic investigation. COVID-19 is a nationally reportable disease. In Florida, COVID-19 remains reportable, it is mandatory that cases are reported to state and territorial jurisdictions when identified by a health provider, hospital, or laboratory.

- **Adaptation**

DOH-Miami-Dade will closely monitor national and international developments to be prepared for emerging variants. New variants emerging may require new approaches to vaccination, testing, therapeutics/treatment, and/or prevention.

Goal Three: Enhance Community Resilience

- **Economy/Business**

Miami-Dade County and DOH-Miami-Dade will continue to assess risk and guide the business industry through Emergency Support Function (ESF)-18 (Business & Industry) to reduce workplace transmission and reduce risk of spread among customers/clients.

- **Communication**

Miami-Dade County and DOH-Miami-Dade will continue to promote the use of layered mitigation strategies and to develop effective, timely communications on public health issues with residents and visitors.

## PHASED-OUT COUNTY OPERATIONS

The County Mayor will determine when community COVID-19 response operations and Emergency Operations Center (EOC) will be scaled down and deactivated.

<b>ACTIONED REQUIRED</b>	<b>COMPLETION DATE</b>	<b>APPROVER</b>
<b>Command</b>		
Assess and approve transition plan for demobilization	4/28/23	County Mayor
Approve demobilization resource orders	4/28/23	DEM Director
Approve Nomi Health phased out closing of County sites	4/28/23	DEM Director
Maintain communications of cessation of services <input type="checkbox"/> Mayor's Office <input type="checkbox"/> Commission Districts	4/28/23	County Mayor
Deactivate Emergency Operations Center operations	4/28/23	County Mayor
<b>ACTIONED REQUIRED</b>	<b>COMPLETION DATE</b>	<b>APPROVER</b>
<b>Planning</b>		
Implement transition plan for demobilization efforts	4/28/23	EOC Planning Section Chief
Maintain situational awareness for the operation	Ongoing	All
Maintain communications processes for target audiences <input type="checkbox"/> Press Release <input type="checkbox"/> County website <input type="checkbox"/> Social Media <input type="checkbox"/> County Departments	Ongoing	ESF-14 (Public Information)
Continue to develop key messages	Ongoing	ESF-14 (Public Information)
Continue to disseminate key messages	Ongoing	ESF-14 (Public Information)
Develop script for 311 Contact Center for services cessation	5/1/23	EOC Planning Section Chief
Post final Situation Report, and other closeout operations	5/11/23	EOC Planning Section Chief
Approve final post Public Health Dashboard	Determined by Mayor's Office	County Mayor
Maintain all records pertaining to the activation and demobilization	Ongoing	All

<b>ACTIONED REQUIRED</b>	<b>COMPLETION DATE</b>	<b>APPROVER</b>
<b>Operations</b>		
Schedule phased out closing of vaccination and testing sites	Last site removal: 5/9/23	DEM Director
Communicate cessation of services to stakeholders <input type="checkbox"/> Public Safety <input type="checkbox"/> Human Services <input type="checkbox"/> Infrastructure <input type="checkbox"/> Municipal	5/1/23	EOC Branch Directors
Post any notice of change on WebEOC	Ongoing	DEM Interoperability Coordinator
Submit final Public Health Dashboard for website	Determined by Mayor's Office	EOC Situation Unit Leader
Schedule an After-Action Report conference	TBD (funding)	<b>Department of Emergency Management (DEM)</b>
<b>ACTIONED REQUIRED</b>	<b>COMPLETION DATE</b>	<b>APPROVER</b>
<b>Logistics</b>		
Inventory and replenish supplies as returned, if applicable	Ongoing	EOC Logistics Section Chief
Closeout any mission/resource requests	Ongoing	EOC Logistics Section Chief
<b>ACTIONED REQUIRED</b>	<b>COMPLETION DATE</b>	<b>APPROVER</b>
<b>Finance/Administration</b>		
Closeout any contracts related to the activation	5/11/23	Cost Recovery Unit (Strategic Procurement and Office of Management & Budget Departments (OMB))
FEMA costs incurred for work performed 7/22/22 – 5/11/23	Work Completion: 5/11/23 Project Submission: 11/7/23 Management Cost Deadline: 5/6/23	Cost Recovery Unit (Strategic Procurement and OMB)
FEMA costs incurred for only demobilization, disposition, and disposal work performed 5/11/23 – 8/9/23	Work Completion: 8/9/23 Project Submission: 11/7/23 Management Cost Deadline: 5/6/23	Cost Recover Unit (Strategic Procurement and OMB)
Maintain all records pertaining to the activation and demobilization	Ongoing	All

## **APPENDICES**

## Appendix 1: County-Run Phased COVID-19 Site Closures

PHASE	LAST DAY OF OPERATIONS	SITE REMOVAL DATE	SITE NAME
<b>1</b>	3/29/2023	3/30/2023	Homestead Air Reserve Park (HARP)
	3/31/2023	3/31/2023	I-75 Park N Ride
	4/2/2023	4/3/2023	Miami Beach 17th St Garage
	4/6/2023	4/7/2023	Miami Dade College North
<b>2</b>	4/10/2023	4/11/2023	Dolphin Park N Ride
	4/12/2023	4/13/2023	Aventura Mall
	4/13/2023	4/14/2023	Kendall Indian Hammocks Park
	4/14/2023	4/17/2023	Kendall Lakes Library
	4/20/2023	4/21/2023	Country Club Of Miami
	4/26/2023	4/27/2023 & 04/28/2023	South Dade Government Center
<b>3</b>	4/30/2023	4/30/2023	Stephen P Clark Gov Center - Outside
	4/30/2023	5/1/2023	Stephen P Clark Gov Center - Employee
	5/1/2023	5/2/2023	State Attorney's
	5/1/2023	5/2/2023	Joseph Caleb
	5/3/2023	05/04/2023 & 05/05/2023	Zoo Miami
	5/7/2023	05/08/2023 & 05/09/2023	Tropical Park
	5/9/2023	5/10/2023	Dolphin Mall

## **Appendix 2: COVID-19 Community Resources**

COVID-19 testing and vaccination is available at select pharmacies, local health centers, and clinics. Please always call ahead to verify availability or make an appointment, if necessary.

### **Testing and Vaccination Location Resources**

Florida Department of Health in Miami-Dade County

<https://floridahealthcovid19.gov/>

Miami-Dade County

<https://www.miamidade.gov/global/home.page>

## **Appendix 3: Related Agencies**

Centers for Disease Control and Prevention

<https://www.cdc.gov/>

Florida Department of Health in Miami-Dade County

<https://www.floridahealth.gov/>

Florida Division of Emergency Management

<https://www.floridadisaster.org/>

Miami-Dade County

<https://www.miamidade.gov/global/home.page>

Miami-Dade County Department of Emergency Management

<https://www.miamidade.gov/global/emergency/home.page>

U.S. Department of Health and Human Services

<https://www.hhs.gov/>

World Health Organization

<https://www.who.int/>

## **Appendix 4: List of Acronyms**

<b>AAR</b>	After-Action Report
<b>CDC</b>	Centers for Disease Control and Prevention
<b>COVID-19</b>	Coronavirus Disease 2019
<b>DEM</b>	Miami-Dade County Department of Emergency Management
<b>DOH-Miami-Dade</b>	Florida Department of Health in Miami-Dade County
<b>EOC</b>	Emergency Operations Center
<b>ESF</b>	Emergency Support Function
<b>FEMA</b>	Federal Emergency Management Agency
<b>HHS</b>	U.S. Department of Health and Human Services
<b>OMB</b>	Office of Management & Budget
<b>PHE</b>	Public Health Emergency
<b>PHS</b>	Public Health Service